

# L4M5測試題庫 & L4M5證照考試

Exam-Standard Questions and Solutions | CHAPTER 12  
L4M5 Solutions Solutions

1	C	Accommodation (A) is accepting the other side's case without requiring it to make concessions. Coercion (B) is insisting that the other side meets your demands, with an element of threat if they do not. Problem-solving (D) is working together to remove the divergence in goals or interests (seeking a win-win solution), so that there is no need to negotiate.
2	C	Resource conflict arises where groups compete for resources such as space and equipment. Option A arises when separate institutions, such as trade unions and management, are in conflict. Option B arises between operational functions such as production or sales and support functions such as HR or finance. Option D arises where 'interest groups exercise whatever power they can amass to influence the goals, criteria or processes used in organisational decision-making to advance their own interests'. (Miles)
3	C	According to Mendelow's stakeholder mapping matrix, when a stakeholder currently has little interest in the matter in hand but wields a great deal of power, the key is to keep them satisfied so they do not develop a greater interest and therefore become a key player.
4	D	A win-win outcome is likely to be achieved by means of an integrative, collaborative negotiation where 'the pie' of benefits is enlarged by the joint efforts of both parties. Options A, B and C are all ways of describing the negotiating style that tends to result in a win-lose outcome where one party gets more of 'the pie' which is not thereby enlarged.
5	A	An accommodating negotiator is co-operative about satisfying others' concerns but unassertive about their own concerns: they concede the issue without a fight, to preserve harmony. This is effectively a lose-win outcome. In B, an avoiding negotiator is both unco-operative and unassertive. In C, a compromising negotiator treads the middle ground in relation to both co-operation/assertiveness and the other party's/their own concerns. In D, a collaborating negotiator is both assertive and co-operative, seeking a valuable win-win deal.
6	B	Integrative, collaborative negotiation is the most constructive and sustainable approach if the key objective is to maintain ongoing positive working relations between the parties after the negotiation. In A, if one party has high bargaining power then it is usually that party's duty to stakeholders to ensure that this advantage is not thrown away. In C, if the item is everyday and can easily be procured from a range of suppliers then the relationship is not important and a distributive style is appropriate. In D, if an outcome such as health and safety in manufacturing is not up for negotiation then a distributive approach to at least that aspect is appropriate.

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>> L4M5測試題庫 <<

## L4M5證照考試 - L4M5認證題庫

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CIPS L4M5（商業談判）考試是一項專業認證考試，評估個人在商業談判方面的知識和技能。採購和供應鏈管理的認證機構Certified Institute of Procurement and Supply（CIPS）是這個考試的頒發機構，全球認識此考試是採購和供應鏈專業人員的領先資格。

CIPS L4M5（商業談判）考試是針對希望提高談判技巧的採購專業人員的重要考試。該考試旨在評估候選人在商業談判方面的能力，這是當今商業環境中採購專業人員的關鍵技能。考試涵蓋與商業談判有關的廣泛主題，如規劃、準備、溝通和解決問題。

## 最新的 CIPS Level 4 Diploma in Procurement and Supply L4M5 免費考試真題 (Q189-Q194):

### 問題 #189

In addition to organisational power, personal power of each negotiator can influence the outcomes of a negotiation. A good negotiator can leverage different sources of power. Is this statement true?

- A. Yes, because all sources of power have similar effectiveness in every situation
- B. No, because each person has only one superior source of personal power
- C. No, because only organisational power can be leveraged during a negotiation
- **D. Yes, because the good negotiator recognises his own power in a negotiation**

答案： D

#### 解題說明：

Both organisational and personal power have the ability to influence the outcomes of negotiation. Good negotiators recognise the different sources of relative personal power they possess in a negotiation. There is no one superior source of personal power; they will vary in their effectiveness based on the situation. The more personal sources available the better, even if some not used, these can be used as a fallback.

LO 1, AC 1.3

### 問題 #190

Which of the following is important during the proposing stage of a negotiation?

- A. Forcing the other party to accept your proposal
- **B. Narrowing the range of options**
- C. Attempting to close down any discussions
- D. Not making concessions to the other party

答案： B

#### 解題說明：

During the proposing stage, parties move toward agreement by narrowing down a wide range of potential options. This helps focus the negotiation and aligns both parties toward practical, mutual outcomes. It's an essential step to keep the process structured and productive.

Reference: L4M5 Commercial Negotiation 2nd edition (CORE), Section 3.2 - Stages of the Negotiation Process

### 問題 #191

The trust is built based on the other party's professional qualifications or proven or certified technical capability or experience is known as...?

- A. Contractual trust
- B. Irrevocable Trust
- **C. Competence trust**
- D. Goodwill trust

答案： C

#### 解題說明：

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Trust is the expectation that the other party will behave in a predictable and mutually acceptable way. In inter-firm relationships, the presence and absence of trust can affect the level of cost in a relationship. The existence of trust is taught to lower the transaction cost in a relationship. Dr. Mari Sako identified taxonomy of 3 types of trust in commercial relationship, which is very useful from the perspective of procurement.

Contractual trust: Trust based on the contract with TOP. This is potentially the weakest source of trust if there is nothing else to base

the trust on, but it is the quickest to establish.

Competence trust: Trust based on TOP's professional qualifications or proven or certified technical capability or experience.

Goodwill trust: Trust based on knowing TOP has your interest at heart and will not behave opportunistically.

This is potentially the strongest type of trust, but it takes the longest time to build.

#### 問題 #192

Which of the following is a source of information on microeconomic factors?

- **A. Data published by the financial markets and commodity markets and exchanges**
- B. The marketing and corporate communications of suppliers
- C. Published economic indices such as the Retail Price Index (RPI)
- D. Analysis published in the mainstream and financial media

答案： A

解題說明：

Microeconomic data specific to industries, suppliers, or products can often be found in commodity markets, trade exchanges, and financial databases. These provide detailed insights on supply, demand, pricing, and trends.

Reference: L4M5 Commercial Negotiation 2nd edition (CORE), Section 2.2 - Information Sources for Market and Economic Analysis

#### 問題 #193

Commercial negotiation ends at the award of a contract. Is this statement true?

- A. Yes, because there are no rooms for negotiation after the contract is awarded
- B. Yes, because the supplier will comply with legally binding obligations
- C. No, because real commercial negotiation begins after the contract is awarded
- **D. No, because improvements can be achieved through post-award negotiation**

答案： D

解題說明：

Explanation

Negotiation doesn't end after the contract is awarded. The needs for negotiation can arise in any post-award stages. For example, at supplier development and relationship management stage, improvement in supplier capability, capacity, and product/service range can be negotiated. Negotiations with long-term strategic critical suppliers should be carried out in a partnering style, with a win-win starting point assumed.

In some sectors such as transport, utilities and infrastructure, tenderers may 'bid low' or even make a loss to win major contracts with a view to negotiating lucrative changes, variations and 'add-ons' over the life of the contract when the supplier is bedded in and the buyer is in the weaker position to push back or challenge. Even in less complex contract, it is very likely that there will be a need to negotiate with that supplier again after the awarding of the contract.

LO 1, AC 1.1

#### 問題 #194

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