

L4M5復習資料 & L4M5テスト内容

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復習資料 <<

CIPS L4M5 Exam | L4M5復習資料 - 素晴らしいL4M5: Commercial Negotiation

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CIPS Commercial Negotiation 認定 L4M5 試験問題 (Q324-Q329):

質問 # 324

The buyer's bargaining power tends to be relatively higher than supplier's bargaining power in which of the following circumstances?

- A. The buyer is large in size relative to its suppliers
- B. The buyer's spend takes up a small proportion of supplier revenue
- C. The buyer demand is so urgent that it can't be postponed
- D. The buyer does not have the option to move to an alternative supplier

正解: A

解説:

Buyer power gives customers/consumers (buyers) the ability to squeeze industry margins by pressuring firms (the suppliers) to reduce prices or increase the quality of services or products offered.

There are four major factors to consider when determining the bargaining power of buyers:

1. Number of buyers relative to suppliers: If the number of buyers is small relative to that of suppliers, the buyer's power will be stronger.
2. Dependence of a buyer's purchase on a particular supplier: If a buyer is able to get similar products /services from other suppliers, buyers depend less on a particular supplier. Therefore, the power of the buyer would be greater.
3. Switching costs: If there are not many alternative suppliers available, the cost of switching is high. Therefore, buyer power would be low.
4. Backward Integration: If the buyer is able to integrate or merge suppliers, the buyer has greater bargaining power over the existing suppliers.

When is Bargaining Power of Buyers High/Strong?

There are fewer buyers relative to that of suppliers

The switching costs of the buyer are low

If the buyer is able to backward integrate

The buyer purchases product in bulk (high volume)

The buyer is able to get similar product/services from other suppliers

The buyer purchases the majority of the seller's products

Several substitutes are available on the market

Product is not differentiated

質問 # 325

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

正解: D

解説:

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

質問 # 326

Which of the following are most likely to be fundamentals of Fisher & Ury's principled negotiation?

1. Depersonalise the argument
2. Focus on positions
3. Generate creative options
4. Using subjective criteria

- A. 2 and 3 only
- B. 1 and 4 only
- C. 2 and 4 only
- D. 1 and 3 only

正解: D

解説:

Explanation

Principled negotiation is based on four fundamentals: people, interest, options and criteria:



Diagram Description automatically generated

1st Principle: separate the people from the problem: Negotiator should depersonalise the situation and accepting that the subject matter of the negotiation. This can be difficult for untrained negotiators, but this is a key skill to develop

2nd principle: focus on interests, not positions: It is important in principled negotiations not to focus on their parties' positions (what are expressed during negotiations), but on the interests (underlying needs) behind them

3rd principle: invent options for mutual gains: this principle aims to help the parties find a solution that both would benefit from. The more options - or tradeables - that can be brought to the table the better.

4th principle: insist on using objective criteria: is about making sure that the negotiation stays focused on outcomes based on objective criteria and that it is productive.

LO 1, AC 1.2

質問 # 327

Which of the following are types of questions that are useful in opening and testing phases of a negotiation?

Select the TWO that apply.

- A. Probing
- B. Narrow
- C. Closed
- D. Leading
- E. Open

正解: A、E

解説:

In the opening phase, parties should confirm understanding and get the issues on the table.

The testing phase is an information gathering stage where the hypothesis and assumption you have made in the planning stage can be

