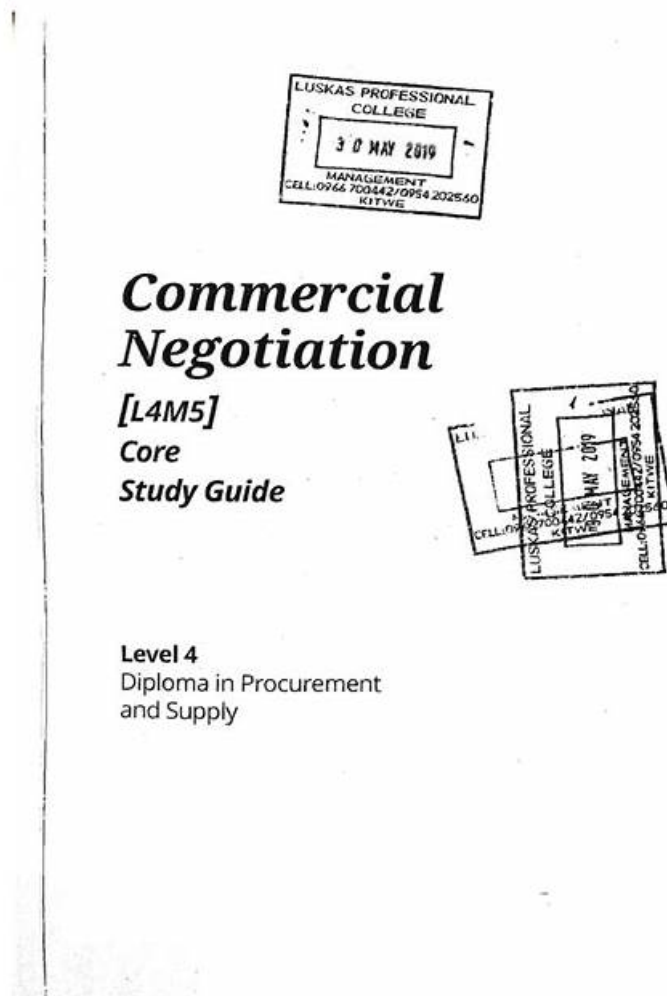


L4M5試験の準備方法 | 素晴らしいL4M5日本語対策試験 | 検証するCommercial Negotiation復習対策書



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>> L4M5日本語対策 <<

L4M5復習対策書、L4M5最新問題

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CIPS L4M5認定試験では、戦略と戦術、法的および倫理的な考慮事項、コミュニケーションと対人スキル、リスク管理など、商業交渉に関連する幅広いトピックをカバーしています。候補者は、実世界のシナリオでこれらの概念を適用する能力を実証し、交渉状況を分析および評価して成功した結果を達成する必要があります。

CIPS Commercial Negotiation 認定 L4M5 試験問題 (Q69-Q74):

質問 # 69

A procurement manager (PM) is preparing for a negotiation with a supplier. The PM is keen to find a way to reach an agreement with the supplier. The PM is exploring variables that they might be able to trade with the supplier, to encourage them to reduce their price. In particular, the PM is focusing on any variables that are of low value to their own organisation but could be of interest to the supplier. Their preparation focus is on which of the following aspects?

- A. Closing techniques
- **B. Bargaining mix**
- C. Preparing an opening statement
- D. Potential objections

正解: B

解説:

The correct answer is Bargaining mix. The bargaining mix refers to the full range of variables that can be negotiated, such as price, delivery schedules, payment terms, volumes, warranties, contract length, or service levels. According to CIPS guidance, effective negotiators identify elements that are of low value to themselves but high value to the other party, as these can be traded to gain concessions on priority issues like price. This approach supports value creation rather than positional bargaining and is central to both distributive and integrative negotiation preparation. The PM's focus is therefore not on objections, opening statements, or closing techniques, but on structuring tradeables in advance to enable flexible and constructive bargaining.

Reference: CIPS L4M5 Commercial Negotiation (CORE), 2nd edition - LO 2.2: Preparing for negotiation, bargaining mix and tradeables.

質問 # 70

Which of the following are most likely to help buyer become preferred customer in supplier's perspective?
Select TWO that apply.

- A. Onerous supplier terms and conditions
- **B. Shorter payment period**
- **C. Ensuring an increased number of repeat orders**
- D. Compliance with agreed repair lead time
- E. Reduction in delivery errors

正解: B、C

解説:

Becoming a preferred customer to supplier's perspective can increase the purchaser's leverage in negotiation.

Beside the size of buying organisation or its spend, the following may be sufficient to differentiate the buyer from other buying organisations:

- Simple procurement processes
- Simple contracting processes
- Clear and concise documentation
- Absence of onerous supplier terms and conditions (onerous supplier terms and conditions mean that obligations imposed on suppliers are greater than their gains)
- On-time payment: The reduction in hassle for both supplier and the buyer, if bills are paid on time, is significant. From the customer's perspective it could also be the opener to agreeing preferential payment terms. A supplier may weigh up that payment on time at 60 days is worth taking, over the current 30-day terms that slip to 90 days and beyond.
- Transparent processes
- Ethical behavior

LO 1, AC 1.3

質問 # 71

A public agency opens a tendering process for a road building project that lasts approximately 1 year. They post their requirements on public journal and receive some interests. After conducting due diligence process and selecting the lowest bidder, the project commences. However, the supplier complains that price of material increases because of a shortage of supply, then they demands an 5% uptick in contract value. The agency investigates the increment and sees that there is indeed a fluctuation in prices of supplier's input. They are likely to accept the proposal, but they are also concerned that supplier may demand more. To avoid making another concession with the supplier, which of the following should be a priority action of the agency?

- A. Postpone the decision making until the budget is ready
- B. Disapprove supplier's demands until they finish the project
- C. Seek approval from higher authority
- **D. Document a contract variation that only allows another concession if some specific conditions arise**

正解: D

解説:

The agency (buyer) has made a concession about the price. Possibly the supplier will request another concession (the salami tactics). To avoid this to be happened, the agency should only allow a concession as an exception, make sure that the concession is documented and only permitted against some exceptional circumstances, and seek agreement to this from the supplier.
LO 3, AC 3.2

質問 # 72

Which of the following are recognised techniques in contract negotiation? Select THREE that apply.

- A. Role ethics
- B. Validation
- **C. Framing and reframing**
- **D. Anchoring**
- **E. Pacing and leading**
- F. Ratification

正解: C、D、E

解説:

The question asks about negotiation techniques which are not present in the book. In this question, there are only 3 recognised techniques:

- Framing and reframing: A frame is an assumption, or set of assumptions, that guides our attention and behavior. Reframing is the ability to identify and significantly change assumptions or perspectives. Framing has a significant impact on the effectiveness of negotiation outcomes and negotiator working relationships.

You can read more on framing and reframing [here](#).

- Anchoring: Anchoring bias is well-known cognitive bias in negotiation and in other contexts. The anchoring bias describes the common tendency to give too much weight to the first number put forth in a discussion and then inadequately adjust from that starting point, or the "anchor." We even fixate on anchors when we know they are irrelevant to the discussion at hand. You can read more on anchoring [here](#).

- Pacing and leading: Pacing and leading is a two-step lever of persuasion. First - You "match your pace" to the person you want to influence in as many ways as possible. You can do this by mimicking the way the person talks, stands, their appearance, etc. You can also mimic less tangible aspects like the way they act, or their emotional state. Second - Once you've set your pace with someone, lead them to whatever decision or behavior you want them to take! You can read more on pacing and leading [here](#).

質問 # 73

In what circumstances is the bargaining power of suppliers likely to be high, in relation to buyer power? Select THREE that apply.

- **A. The volume required is low**
- **B. The number of suppliers is limited**
- **C. The supplier has highly specialized machinery**
- D. The demand is not urgent
- E. The product the buyer requires is undifferentiated
- F. The buying firm is large in comparison to the supplier

正解： A、B、C

解説:

Supplier bargaining power is stronger when there are few suppliers, low volume requirements from buyers, and when suppliers possess unique capabilities or technology (like specialized machinery). These conditions reduce buyer leverage and increase supplier influence.

Reference: L4M5 Commercial Negotiation 2nd edition (CORE), Section 2.3 - Market Structures and Bargaining Power

質問 #74

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