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## CIPS Advanced Contract & Financial Management Sample Questions (Q17-Q22):

## NEW QUESTION # 17

What is strategic sourcing (10 marks) and what factors can influence this? (15 marks)

### Answer:

Explanation:

See the answer in Explanation below.

Explanation:

#### Part 1: What is Strategic Sourcing? (10 marks)

Strategic sourcing is a systematic and proactive approach to procurement that focuses on aligning purchasing decisions with an organization's long-term goals to maximize value, reduce costs, and mitigate risks. In the context of the CIPS L5M4 Advanced Contract and Financial Management study guide, strategic sourcing goes beyond transactional buying to build supplier relationships and optimize the supply chain for financial and operational efficiency. Below is a step-by-step explanation:

\* Definition:

\* Strategic sourcing involves analyzing an organization's spending, identifying sourcing opportunities, selecting suppliers, and managing relationships to achieve strategic objectives.

\* It emphasizes value creation over simply minimizing costs.

\* Purpose:

\* Aims to ensure supply chain reliability, improve quality, and deliver financial benefits like cost savings or ROI.

\* Example: A company uses strategic sourcing to consolidate suppliers, reducing procurement costs by 15%.

#### Part 2: What Factors Can Influence Strategic Sourcing? (15 marks)

Several internal and external factors can impact the strategic sourcing process, affecting how an organization approaches supplier selection and contract management. Below are five key factors:

\* Market Conditions:

\* Economic trends, such as inflation or supply shortages, influence supplier pricing and availability.

\* Example: A rise in raw material costs may force a shift to alternative suppliers.

\* Organizational Goals and Strategy:

\* The company's priorities (e.g., sustainability, cost leadership) shape sourcing decisions.

\* Example: A focus on green initiatives may prioritize suppliers with eco-friendly practices.

\* Supplier Capabilities and Performance:

\* The supplier's ability to meet quality, delivery, and innovation requirements affects selection.

\* Example: A supplier with a poor track record for on-time delivery may be excluded.

\* Regulatory and Compliance Requirements:

\* Legal or industry standards (e.g., safety, environmental regulations) dictate sourcing choices.

\* Example: Sourcing must comply with EU REACH regulations for chemical suppliers.

\* Technology and Innovation:

\* Advances in technology (e.g., automation, data analytics) can change sourcing strategies by enabling better supplier evaluation or collaboration.

\* Example: Using AI to analyze supplier performance data for better decision-making.

Exact Extract Explanation:

#### Part 1: What is Strategic Sourcing?

The CIPS L5M4 Advanced Contract and Financial Management study guide defines strategic sourcing as "a structured process to optimize an organization's supply base and improve the overall value proposition." It is positioned as a key procurement strategy that integrates financial management principles, such as cost optimization and risk mitigation, with long-term business objectives. The guide emphasizes that strategic sourcing is not just about cost reduction but about "delivering sustainable value" through supplier partnerships.

\* Detailed Explanation:

\* The guide outlines that strategic sourcing involves steps like spend analysis, market research, supplier evaluation, and contract negotiation. For example, a company might analyze its spending on raw materials, identify over-reliance on a single supplier, and strategically diversify to reduce risk.

\* It aligns with L5M4's focus on value for money by ensuring procurement decisions support broader goals, such as quality improvement or innovation. Strategic sourcing also fosters collaboration, as seen in practices like Early Supplier Involvement (Question 8).

#### Part 2: Factors Influencing Strategic Sourcing

The study guide discusses various influences on sourcing strategies, particularly in the context of supplier selection and contract management, emphasizing the need to adapt to internal and external dynamics.

\* Factors Explained:

\* Market Conditions:

\* The guide highlights that "external market forces" like commodity price volatility or supply chain disruptions (e.g., post-COVID shortages) impact sourcing. A buyer might need to source locally if global supply chains are unstable, affecting cost and lead times.

\* Organizational Goals and Strategy:

- \* Chapter 2 notes that sourcing must "align with corporate objectives." For instance, if a company prioritizes sustainability (a strategic goal), it may source from suppliers with low carbon footprints, even if they're costlier.
- \* Supplier Capabilities and Performance:
  - \* The guide stresses evaluating "supplier suitability" based on quality, reliability, and innovation capacity (as in Question 2). A supplier unable to scale production might be unsuitable for a growing business.
- \* Regulatory and Compliance Requirements:
  - \* L5M4's risk management section underscores the need to comply with "legal and regulatory frameworks." For example, sourcing electronics components must meet RoHS standards, limiting supplier options.
- \* Technology and Innovation:
  - \* The guide recognizes that "technological advancements" enable better sourcing decisions. Tools like e-procurement platforms or data analytics (e.g., for spend analysis) help identify cost-saving opportunities or high-performing suppliers.
- \* Practical Application:
  - \* For XYZ Ltd (Question 7), strategic sourcing might involve selecting a raw material supplier based on cost, quality, and sustainability. Market conditions (e.g., steel price hikes) might push them to local suppliers, while a strategic goal of reducing emissions influences them to choose a supplier with green certifications. Supplier performance (e.g., 98% on-time delivery), compliance with safety regulations, and the use of tech for supplier evaluation would further shape their approach.
- \* Broader Implications:
  - \* The guide advises that these factors are interconnected—e.g., market conditions might force a reassessment of organizational goals. A balanced sourcing strategy considers all factors to mitigate risks and maximize value, aligning with L5M4's financial and operational focus.
  - \* Regular reviews of these factors ensure sourcing remains adaptive, such as shifting suppliers if new regulations emerge or technology improves.

## NEW QUESTION # 18

Peter is looking to put together a contract for the construction of a new house. Describe 3 different pricing mechanisms he could use and the advantages and disadvantages of each. (25 marks)

### Answer:

Explanation:

See the answer in Explanation below:

Explanation:

Pricing mechanisms in contracts define how payments are structured between the buyer (Peter) and the contractor for the construction of the new house. In the context of the CIPS L5M4 Advanced Contract and Financial Management study guide, selecting an appropriate pricing mechanism is crucial for managing costs, allocating risks, and ensuring value for money in construction contracts. Below are three pricing mechanisms Peter could use, along with their advantages and disadvantages, explained in detail:

\* Fixed Price (Lump Sum) Contract:

\* Description: A fixed price contract sets a single, predetermined price for the entire project, agreed upon before work begins. The contractor is responsible for delivering the house within this budget, regardless of actual costs incurred.

\* Advantages:

\* Cost Certainty for Peter: Peter knows the exact cost upfront, aiding financial planning and budgeting.

\* Example: If the fixed price is £200k, Peter can plan his finances without worrying about cost overruns.

\* Motivates Efficiency: The contractor is incentivized to control costs and complete the project efficiently to maximize profit.

\* Example: The contractor might optimize material use to stay within the £200k budget.

\* Disadvantages:

\* Risk of Low Quality: To stay within budget, the contractor might cut corners, compromising the house's quality.

\* Example: Using cheaper materials to save costs could lead to structural issues.

\* Inflexibility for Changes: Any changes to the house design (e.g., adding a room) may lead to costly variations or disputes.

\* Example: Peter's request for an extra bathroom might significantly increase the price beyond the original £200k.

\* Cost-Reimbursable (Cost-Plus) Contract:

\* Description: The contractor is reimbursed for all allowable costs incurred during construction (e.g., labor, materials), plus an additional fee (either a fixed amount or a percentage of costs) as profit.

\* Advantages:

\* Flexibility for Changes: Peter can make design changes without major disputes, as costs are adjusted accordingly.

\* Example: Adding a new feature like a skylight can be accommodated with cost adjustments.

\* Encourages Quality: The contractor has less pressure to cut corners since costs are covered, potentially leading to a higher-quality house.

\* Example: The contractor might use premium materials, knowing expenses will be reimbursed.

\* Disadvantages:

\* Cost Uncertainty for Peter: Total costs are unknown until the project ends, posing a financial risk to Peter.

\* Example: Costs might escalate from an estimated £180k to £250k due to unexpected expenses.

\* Less Incentive for Efficiency: The contractor may lack motivation to control costs, as they are reimbursed regardless, potentially inflating expenses.

\* Example: The contractor might overstaff the project, increasing labor costs unnecessarily.

\* Time and Materials (T&M) Contract:

\* Description: The contractor is paid based on the time spent (e.g., hourly labor rates) and materials used, often with a cap or "not-to-exceed" clause to limit total costs. This mechanism is common for projects with uncertain scopes.

\* Advantages:

\* Flexibility for Scope Changes: Suitable for construction projects where the final design may evolve, allowing Peter to adjust plans mid-project.

\* Example: If Peter decides to change the layout midway, the contractor can adapt without major renegotiation.

\* Transparency in Costs: Peter can see detailed breakdowns of labor and material expenses, ensuring clarity in spending.

\* Example: Peter receives itemized bills showing £5k for materials and £3k for labor each month.

\* Disadvantages:

\* Cost Overrun Risk: Without a strict cap, costs can spiral if the project takes longer or requires more materials than expected.

\* Example: A delay due to weather might increase labor costs beyond the budget.

\* Requires Close Monitoring: Peter must actively oversee the project to prevent inefficiencies or overbilling by the contractor.

\* Example: The contractor might overstate hours worked, requiring Peter to verify timesheets.

Exact Extract Explanation:

The CIPS L5M4 Advanced Contract and Financial Management study guide dedicates significant attention to pricing mechanisms in contracts, particularly in the context of financial management and risk allocation. It identifies pricing structures like fixed price, cost-reimbursable, and time and materials as key methods to balance cost control, flexibility, and quality in contracts, such as Peter's construction project. The guide emphasizes that the choice of pricing mechanism impacts "financial risk, cost certainty, and contractor behavior," aligning with L5M4's focus on achieving value for money.

\* Detailed Explanation of Each Pricing Mechanism:

\* Fixed Price (Lump Sum) Contract:

\* The guide describes fixed price contracts as providing "cost certainty for the buyer" but warns of risks like "quality compromise" if contractors face cost pressures. For Peter, this mechanism ensures he knows the exact cost (£200k), but he must specify detailed requirements upfront to avoid disputes over changes.

\* Financial Link: L5M4 highlights that fixed pricing supports budget adherence but requires robust risk management (e.g., quality inspections) to prevent cost savings at the expense of quality.

\* Cost-Reimbursable (Cost-Plus) Contract:

\* The guide notes that cost-plus contracts offer "flexibility for uncertain scopes" but shift cost risk to the buyer. For Peter, this means he can adjust the house design, but he must monitor costs closely to avoid overruns.

\* Practical Consideration: The guide advises setting a maximum cost ceiling or defining allowable costs to mitigate the risk of escalation, ensuring financial control.

\* Time and Materials (T&M) Contract:

\* L5M4 identifies T&M contracts as suitable for "projects with undefined scopes," offering transparency but requiring "active oversight." For Peter, this mechanism suits a construction project with potential design changes, but he needs to manage the contractor to prevent inefficiencies.

\* Risk Management: The guide recommends including a not-to-exceed clause to cap costs, aligning with financial management principles of cost control.

\* Application to Peter's Scenario:

\* Fixed Price: Best if Peter has a clear, unchanging design for the house, ensuring cost certainty but requiring strict quality checks.

\* Cost-Reimbursable: Ideal if Peter anticipates design changes (e.g., adding features), but he must set cost limits to manage financial risk.

\* Time and Materials: Suitable if the project scope is uncertain, offering flexibility but demanding Peter's involvement to monitor costs and progress.

\* Peter should choose based on his priorities: cost certainty (Fixed Price), flexibility (Cost-Reimbursable), or transparency (T&M).

\* Broader Implications:

\* The guide stresses aligning the pricing mechanism with project complexity and risk tolerance.

For construction, where scope changes are common, a hybrid approach (e.g., fixed price with allowances for variations) might balance cost and flexibility.

\* Financially, the choice impacts Peter's budget and risk exposure. Fixed price minimizes financial risk but may compromise quality, while cost-plus and T&M require careful oversight to ensure value for money, a core L5M4 principle.

What tools are available for buyers to help procure items on the commodities market? (25 points)

**Answer:**

Explanation:

See the answer in Explanation below:

Explanation:

Buyers in the commodities market can use various tools to manage procurement effectively, mitigating risks like price volatility.

Below are three tools, detailed step-by-step:

\* Futures Contracts

\* Step 1: Understand the ToolAgreements to buy/sell a commodity at a set price on a future date, traded on exchanges.

\* Step 2: ApplicationA buyer locks in a price for copper delivery in 6 months, hedging against price rises.

\* Step 3: BenefitsProvides cost certainty and protection from volatility.

\* Use for Buyers:Ensures predictable budgeting for raw materials.

\* Options Contracts

\* Step 1: Understand the ToolGives the right (not obligation) to buy/sell a commodity at a fixed price before a deadline.

\* Step 2: ApplicationA buyer purchases an option to buy oil at \$70/barrel, exercising it if prices exceed this.

\* Step 3: BenefitsLimits downside risk while allowing gains from favorable price drops.

\* Use for Buyers:Offers flexibility in volatile markets.

\* Commodity Price Indices

\* Step 1: Understand the ToolBenchmarks tracking average commodity prices (e.g., CRB Index, S&P GSCI).

\* Step 2: ApplicationBuyers monitor indices to time purchases or negotiate contracts based on trends.

\* Step 3: BenefitsEnhances market intelligence for strategic buying decisions.

\* Use for Buyers:Helps optimize procurement timing and pricing.

Exact Extract Explanation:

The CIPS L5M4 Study Guide details these tools for commodity procurement:

\* Futures Contracts:"Futures allow buyers to hedge against price increases, securing supply at a known cost" (CIPS L5M4 Study Guide, Chapter 6, Section 6.3).

\* Options Contracts:"Options provide flexibility, protecting against adverse price movements while retaining upside potential" (CIPS L5M4 Study Guide, Chapter 6, Section 6.3).

\* Price Indices:"Indices offer real-time data, aiding buyers in timing purchases and benchmarking costs" (CIPS L5M4 Study Guide, Chapter 6, Section 6.4). These tools are critical for managing commodity market risks. References: CIPS L5M4 Study Guide, Chapter 6: Commodity Markets and Procurement.

## NEW QUESTION # 20

Rachel is looking to put together a contract for the supply of raw materials to her manufacturing organisation and is considering a short contract (12 months) vs a long contract (5 years). What are the advantages and disadvantages of these options? (25 marks)

**Answer:**

Explanation:

See the answer in Explanation below:

Explanation:

Rachel's decision between a short-term (12 months) and long-term (5 years) contract for raw material supply will impact her manufacturing organization's financial stability, operational flexibility, and supplier relationships. In the context of the CIPS L5M4 Advanced Contract and Financial Management study guide, contract duration affects cost control, risk management, and value delivery. Below are the advantages and disadvantages of each option, explained in detail:

Short-Term Contract (12 Months):

\* Advantages:

\* Flexibility to Adapt:

\* Allows Rachel to reassess supplier performance, market conditions, or material requirements annually and switch suppliers if needed.

\* Example: If a new supplier offers better prices after 12 months, Rachel can renegotiate or switch.

\* Reduced Long-Term Risk:

\* Limits exposure to supplier failure or market volatility (e.g., price hikes) over an extended period.

\* Example: If the supplier goes bankrupt, Rachel is committed for only 12 months, minimizing disruption.

\* Opportunity to Test Suppliers:

\* Provides a trial period to evaluate the supplier's reliability and quality before committing long-term.

\* Example: Rachel can assess if the supplier meets 98% on-time delivery before extending the contract.

\* Disadvantages:

- \* Potential for Higher Costs:
  - \* Suppliers may charge a premium for short-term contracts due to uncertainty, or Rachel may miss bulk discounts.
  - \* Example: A 12-month contract might cost 10% more per unit than a 5-year deal.
- \* Frequent Renegotiation Effort:
  - \* Requires annual contract renewals or sourcing processes, increasing administrative time and costs.
  - \* Example: Rachel's team must spend time each year re-tendering or negotiating terms.
- \* Supply Chain Instability:
  - \* Short-term contracts may lead to inconsistent supply if the supplier prioritizes long-term clients or if market shortages occur.
  - \* Example: During a material shortage, the supplier might prioritize a 5-year contract client over Rachel.

#### Long-Term Contract (5 Years):

- \* Advantages:
  - \* Cost Stability and Savings:
    - \* Locks in prices, protecting against market volatility, and often secures discounts for long-term commitment.
    - \* Example: A 5-year contract might fix the price at £10 per unit, saving 15% compared to annual fluctuations.
  - \* Stronger Supplier Relationship:
    - \* Fosters collaboration and trust, encouraging the supplier to prioritize Rachel's needs and invest in her requirements.
    - \* Example: The supplier might dedicate production capacity to ensure Rachel's supply.
  - \* Reduced Administrative Burden:
    - \* Eliminates the need for frequent renegotiations, saving time and resources over the contract period.
    - \* Example: Rachel's team can focus on other priorities instead of annual sourcing.
  - \* Disadvantages:
    - \* Inflexibility:
      - \* Commits Rachel to one supplier, limiting her ability to switch if performance declines or better options emerge.
      - \* Example: If a new supplier offers better quality after 2 years, Rachel is still locked in for 3 more years.
    - \* Higher Risk Exposure:
      - \* Increases vulnerability to supplier failure, market changes, or quality issues over a longer period.
      - \* Example: If the supplier's quality drops in Year 3, Rachel is stuck until Year 5.
    - \* Opportunity Cost:
      - \* Locks Rachel into a deal that might become uncompetitive if market prices drop or new technologies emerge.
      - \* Example: If raw material prices fall by 20% in Year 2, Rachel cannot renegotiate to benefit.

#### Exact Extract Explanation:

The CIPS L5M4 Advanced Contract and Financial Management study guide discusses contract duration as a key decision in procurement, impacting "cost management, risk allocation, and supplier relationships." It highlights that short-term and long-term contracts each offer distinct benefits and challenges, requiring buyers like Rachel to balance flexibility, cost, and stability based on their organization's needs.

- \* Short-Term Contract (12 Months):
  - \* Advantages: The guide notes that short-term contracts provide "flexibility to respond to market changes," aligning with L5M4's risk management focus. They also allow for "supplier performance evaluation" before long-term commitment, reducing the risk of locking into a poor supplier.
  - \* Disadvantages: L5M4 warns that short-term contracts may lead to "higher costs" due to lack of economies of scale and "increased administrative effort" from frequent sourcing, impacting financial efficiency. Supply chain instability is also a concern, as suppliers may not prioritize short-term clients.
- \* Long-Term Contract (5 Years):
  - \* Advantages: The guide emphasizes that long-term contracts deliver "price stability" and "cost savings" by securing favorable rates, a key financial management goal. They also "build strategic partnerships," fostering collaboration, as seen in supplier development (Question 3).
  - \* Disadvantages: L5M4 highlights the "risk of inflexibility" and "exposure to supplier failure" in long-term contracts, as buyers are committed even if conditions change. The guide also notes the "opportunity cost" of missing out on market improvements, such as price drops or new suppliers.
- \* Application to Rachel's Scenario:
  - \* Short-Term: Suitable if Rachel's market is volatile (e.g., fluctuating raw material prices) or if she's unsure about the supplier's reliability. However, she risks higher costs and supply disruptions.
  - \* Long-Term: Ideal if Rachel values cost certainty and a stable supply for her manufacturing operations, but she must ensure the supplier is reliable and include clauses (e.g., price reviews) to mitigate inflexibility.
  - \* Financially, a long-term contract might save costs but requires risk management (e.g., exit clauses), while a short-term contract offers flexibility but may increase procurement expenses.

#### NEW QUESTION # 21

Describe the SERVQUAL model that can be used to assess quality in the service industry (15 points). What are the advantages of

using the model? (10 points)

**Answer:**

Explanation:

See the answer in Explanation below:

Explanation:

\* Part 1: Description of the SERVQUAL Model (15 points)

\* Step 1: Define the Model SERVQUAL is a framework to measure service quality by comparing customer expectations with their perceptions of actual service received.

\* Step 2: Key Components It uses five dimensions to assess quality:

\* Tangibles: Physical aspects (e.g., facilities, equipment, staff appearance).

\* Reliability: Delivering promised services dependably and accurately.

\* Responsiveness: Willingness to help customers and provide prompt service.

\* Assurance: Knowledge and courtesy of staff, inspiring trust.

\* Empathy: Caring, individualized attention to customers.

\* Step 3: Application Customers rate expectations and perceptions on a scale (e.g., 1-7), and gaps between the two highlight areas for improvement.

\* Outcome: Identifies service quality deficiencies for targeted enhancements.

\* Part 2: Advantages of Using the SERVQUAL Model (10 points)

\* Step 1: Customer-Centric Insight Focuses on customer perceptions, aligning services with their needs.

\* Step 2: Gap Identification Pinpoints specific weaknesses (e.g., low responsiveness), enabling precise action.

\* Step 3: Benchmarking Allows comparison over time or against competitors to track progress.

\* Outcome: Enhances service delivery and competitiveness in the service industry.

Exact Extract Explanation:

\* SERVQUAL Description: The CIPS L5M4 Study Guide notes, "SERVQUAL assesses service quality through five dimensions—tangibles, reliability, responsiveness, assurance, and empathy—by measuring gaps between expectation and performance" (CIPS L5M4 Study Guide, Chapter 2, Section 2.5).

\* Advantages: It states, "The model's strengths include its focus on customer perspectives, ability to identify service gaps, and utility as a benchmarking tool" (CIPS L5M4 Study Guide, Chapter 2, Section 2.5).

This is vital for service-based procurement and contract management. References: CIPS L5M4 Study Guide, Chapter 2: Supply Chain Performance Management.

## NEW QUESTION # 22

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