

L4M5教育資料、L4M5認定資格試験問題集



**2024年実施の教員採用試験から、
一部の自治体で教員資格認定試験が
使用されます。**

- 幼稚園教員資格認定試験及び小学校教員資格認定試験に完全対応
- 教員資格認定試験の概要、試験内容が一目でわかる教科別出題一覧表及び試験の傾向と対策を掲載
- **直近3カ年**の1次試験の筆記試験(選択式・記述式・論述式)全問(教職教養、小学校全科、幼稚園教育の実践に関する科目)とその詳細な解答・解説を掲載

協同教育研究会 編

協同出版

P.S.Xhs1991がGoogle Driveで共有している無料の2026 CIPS L4M5ダンプ: <https://drive.google.com/open?id=1GzJJjf4-9i4Igq0LKOamobbHslHM26Z>

Xhs1991が提供したCIPSのL4M5「Commercial Negotiation」試験問題と解答が真実の試験の練習問題と解答は最高の相似性があり、一年の無料オンラインの更新のサービスがあり、100%のパス率を保証して、もし試験に合格しないと、弊社は全額で返金いたします。

CIPS L4M5（商業交渉）試験は、交渉スキルを向上させたい調達専門家にとって重要な試験です。この試験は、調達専門家にとって今日のビジネス環境で重要なスキルである商業交渉の能力を評価するために設計されています。試験は、計画、準備、コミュニケーション、問題解決など、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。

>> [L4M5教育資料](#) <<

L4M5認定資格試験問題集、L4M5模擬対策問題

私たちは、Xhs1991のCIPSのL4M5問題集を使ったら、初めて認定試験を受ける君でも一回で試験に合格することができるということを保証します。もし認定試験に失敗したら、或いは学習教材は問題があれば、私たちは全額返金することを保証いたします。そして、Xhs1991のCIPSのL4M5問題集を購入したら、私たちは一年間で無料更新サービスを提供することができます。

CIPS Commercial Negotiation 認定 L4M5 試験問題 (Q199-Q204):

質問 # 199

According to Dr. Mari Sako, which of the following is potentially the weakest trust to be built?

- A. Contractual trust
- B. Charitable trust
- C. Competence trust
- D. Goodwill trust

正解: A

解説:

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.

Otherwise, trust also has legal meaning. A trust is a legal document that can be created during a person's lifetime and survive the person's death. A trust can also be created by a will and formed after death. Charitable trusts are trusts which benefit a particular charity or the public in general.

質問 # 200

When planning an international negotiation, which divergent positions may create potential conflict? Select TWO.

- A. How the negotiation is closed out
- B. Timing and location
- C. Team size
- D. Team make-up
- E. Cultural differences

正解: B、E

解説:

International negotiations often face conflicts due to cultural differences (language, communication style, decision-making norms) and timing/location (time zones, travel, scheduling). These factors can cause misunderstandings or perceived power imbalances. Team size and make-up matter but are manageable internally, while closure processes can be aligned. Recognising cultural and logistical divergences allows buyers to prepare strategies that reduce conflict and promote smoother negotiations.

Reference: CIPS L4M5 (2nd ed.), LO 1.2 - Application of negotiation in international contexts.

質問 # 201

If a negotiation results in an offer which does not meet the buyer's minimum requirements, which of the following could the buyer pursue?

- A. ZOPA
- B. STEEPLE
- C. BATNA
- D. PESTLE

正解: C

解説:

Best alternative to a negotiated agreement (BATNA) is the plan B or back-up plan in the event of a 'walk away'. In case of no deal, buyer (or supplier) may switch to this option.

The zone of potential agreement (ZOPA) is considered an area where two or more negotiating parties may find common ground. It

is this area where parties will often compromise and strike a deal. In order for negotiating parties to find a settlement or reach an agreement, they must work towards a common goal and seek an area that incorporates at least some of each party's ideas. STEEPLE offers an overview of various external fields. It is an acronym for Social, Technological, Economic, Environmental, Political, Legal and Ethical.

PESTLE is a mnemonic which in its expanded form denotes P for Political, E for Economic, S for Social, T for Technological, L for Legal and E for Environmental. It gives a bird's eye view of the whole environment from many different angles that one wants to check and keep a track of while contemplating on a certain idea /plan.

LO 1, AC 1.2

質問 # 202

A breakeven analysis uses which of the following aspects as part of the analysis?

- A. Variable cost
- B. **Fixed cost**
- C. Buying cost minus variable cost per unit
- D. **Selling price minus variable cost per unit**

正解: B、D

質問 # 203

According to Fiona Dent and Mike Brent, which of the following are characteristics of Push approach? Select TWO that apply.

- A. Inspirational
- B. Seeking commitment
- C. **Persuasion**
- D. Collaborative
- E. **Directive**

正解: C、E

解説:

According to the book 'Influencing: Skills and techniques for business success' by Fiona Dent and Mike Brent, there are two major influencing styles. Push tends to be directive. It tells, and is clear and resolute, but needs to be employed in situations where firmness is required because of difficulties that exist or weakness is evident. Pull is more participatory and collaborative. It seeks to incorporate everyone's perspective. It can appear wishy-washy if not skilfully employed. That approach should be followed which is most likely to secure commitment and not mere compliance.

The two divisions can be further divided into four style categories: directive; persuasive reasoning; collaborative - team oriented, people oriented to inspire them with a vision. The directive style relies on your expertise and reputation being respected by others, and where there really does seem to be one answer. It is

"I" driven whereas persuasive reasoning is more "we" and issue driven. Directive styles can make the user appear as "a bull in a china shop"; persuasive reasoning can be portrayed as tough guy.

Collaborative influencing takes the "we" element further and seeks to mobilise everyone's ideas in a journey of discovery. It may have the flavour of "I'm your best friend", which may not go down too well. Visioning style is concerned to stir people's emotions in support of achieving an objective. This last one has been used by demagogues to stir people's hearts and minds for evil purposes as well as good.

A useful table offers the benefits, problems, words and body language associated with each style along with advice on when to use and when to avoid each. Cases and exercises illustrate these styles.

Empathy comes in for extended treatment with the definition of "standing in the other's shoes". This does not necessarily happen just intuitively, and therefore before a specific influencing effort there should be an intense effort to think about the other person or persons and to sense what it might feel like to be them - their hopes, fears, concerns, what turns them on, what turns them off, where are they coming from.

Reference:

Influencing by Fiona Elsa Dent and Mike Brent, 2006 (bd-cons.com)

CIPS study guide page 163-165

質問 # 204

今、競争が激しい社会にあたり、あなたは努力して所有したいことがあります。IT職員にとって、L4M5試験認定書はあなたの実力を証明できる重要なツールです。だから、CIPS L4M5試験に合格する必要があります。それで、弊社の質高いL4M5試験資料を薦めさせてください。

L4M5認定資格試驗問題集: <https://www.xhs1991.com/L4M5.html>

私たちのL4M5試験模擬資料を購入する後、弊社のシステムはあなたのメールボックスに問題集を自動的に送ります、L4M5試験トレントは、更新システムによってデジタル化された世界に対応できることを保証できます、CIPS L4M5教育資料 間違いなく、正しい選択を諦める理由がありませんか、CIPS L4M5教育資料 我々の商品を選んで、あなたは絶対後悔しないと信じられます、Xhs1991 L4M5認定資格試験問題集についてどのくらい知っているのですか、ご覧のように、あなたのL4M5テスト問題集資料は本当にあなたにより多くのスキルを学ぶチャンスを与えます、CIPS L4M5教育資料 顧客ニーズを満たす三つのバージョンがあります。

おい、起きろガキ、生まれとカネに助けられてたまたま好き勝手に生きてこられただけにも関わらず、何の根拠もなく己を有能と信じ込み、人の上に立って当然と考えている阿呆あほうの顔だ、私たちのL4M5試験模擬資料を購入する後、弊社のシステムはあなたのメールボックスに問題集を自動的に送ります。

CIPS L4M5 Exam | L4M5教育資料 - サンプルダウンロード L4M5認定資格試験問題集

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Xhs1991についてどのくらい知っているのですか。

BONUS! ! ! Xhs1991 L4M5ダンプの一部を無料でダウンロード: <https://drive.google.com/open?id=1GzJJjf4-9i4Igg0LKOamobbHsIJHM26Z>