

# L4M5 Test Tutorials | L4M5 Valid Exam Experience

Exam-Standard Questions and Solutions | CHAPTER 12  
L4M5 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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CIPS L4M5 Exam is an essential qualification for procurement professionals who are responsible for negotiating contracts, agreements, and deals with suppliers and other stakeholders. L4M5 exam is designed to test the candidate's ability to negotiate effectively, while taking into account the interests of all parties involved. L4M5 exam covers a range of different negotiation scenarios, including one-on-one negotiations, complex multi-party negotiations, and negotiations with international suppliers. Candidates who pass the exam will have demonstrated their ability to negotiate effectively, and will have gained the knowledge and skills needed to drive value for their organizations through effective negotiation.

CIPS L4M5 (Commercial Negotiation) certification exam is an advanced-level exam designed for procurement professionals seeking to enhance their negotiation skills. This globally recognized certification is offered by the Chartered Institute of Procurement and Supply (CIPS) and is highly regarded in the procurement industry. L4M5 exam is intended to evaluate the candidate's knowledge and understanding of negotiation strategies, techniques, and approaches to ensure they can successfully negotiate commercial agreements.

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### CIPS Commercial Negotiation Sample Questions (Q85-Q90):

#### NEW QUESTION # 85

In which of the following persuasion methods, the influencer uses logics and objective reasons to persuade the others to buy into influencer's ideas?

- A. Persuasive reasoning (push)
- B. Directive (push)
- C. Collaborative (pull)
- D. Visionary (pull)

**Answer: A**

Explanation:

There are two major persuasion methods: 'push' and 'pull'.

Persuasion can be defined as encouraging someone to do something that you want them to do for you.

Persuasion is reasoning with someone so that they will believe or do something they might not otherwise do.

Persuasion can be considered as 'pushing' on TOP so that they can accept the change in attitude or behaviour as a result of your actions.

Influence is the ability to affect the manner of thinking of another. Influence can be considered as pulling on TOP so that you achieve the same result, but TOP feels they have changed their attitude or behaviour as a result of their reflection and thinking, and not your direct actions.

There are multiple variables to consider when choosing between 'push' and 'pull'. Professor Fiona Dent of Ashridge Business School proposes situations when each style might be most appropriate, breaking down push into 'directive' and 'reasoning' and 'pull' into 'collaborative' and 'visionary':

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Using logical and objective reasons is one of the typical characteristics of persuasion reasoning method.

#### NEW QUESTION # 86

Ma Bell was the sole provider of landline telephone service to most of the US in 1980s. This is an example of...?

- A. Perfect competition
- B. Monopolistic competition
- C. Monopsony
- D. Monopoly

**Answer: D**

Explanation:

A monopoly exists when only one company can supply an essential product or service in a given region because of significant barriers to entry for any competitor. The barriers can be legal, regulatory, economic, or geographic. Ma Bell case is an example of monopoly. The company was broken up in 1982.

A monopsony is a market structure in which a single buyer substantially controls the market as the major purchaser of goods and services offered by many would-be sellers.

Pure or perfect competition is a theoretical market structure in which the following criteria are met:

- All firms sell an identical product (the product is a "commodity" or "homogeneous").
- All firms are price takers (they cannot influence the market price of their product).
- Market share has no influence on prices.
- Buyers have complete or "perfect" information-in the past, present and future-about the product being sold and the prices charged by each firm.
- Resources for such a labor are perfectly mobile.

- Firms can enter or exit the market without cost.

Monopolistic competition characterizes an industry in which many firms offer products or services that are similar, but not perfect substitutes. Barriers to entry and exit in a monopolistic competitive industry are low, and the decisions of any one firm do not directly affect those of its competitors. Monopolistic competition is closely related to the business strategy of brand differentiation

#### NEW QUESTION # 87

In airline industry, suppliers prefer to adopt dynamic pricing in order to constantly monitor and change their fares in response to market conditions. Dynamics pricing is based on which costing method?

- A. Absorption costing
- **B. Marginal costing**
- C. Cost plus costing
- D. Activity-based costing

**Answer: B**

Explanation:

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Dynamic pricing is the practice of dynamically calculating the price of a product or service in order to incorporate real-time market conditions, input costs, and/or competitive perspectives. Dynamic pricing which is based on marginal costing, is used by airlines and many other organisations.

Marginal cost is the cost of producing an additional unit of output. Marginal Costing is a costing technique wherein the marginal cost, i.e. variable cost is charged to units of cost, while the fixed cost for the period is completely written off against the contribution.

#### NEW QUESTION # 88

According French and Raven's base model, which of the following are sources of personal power that can be used in commercial negotiation? Select THREE that apply.

- A. Trademark power
- **B. Legitimate power**
- C. Purchasing spend power
- **D. Coercive power**
- E. Competitive power
- **F. Expert power**

**Answer: B,D,F**

Explanation:

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A useful model of personal power that has survived the test of time and provide a simple way to analyse negotiation in French and Raven's Power Base Model, which describes six bases of power:

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#### NEW QUESTION # 89

It may be more difficult to buy on a credit from supplier who locates in a country with a hyperinflation? Is this assumption true?

- A. Yes, because buyer has more advantage if they make payment in their own currency
- **B. Yes, because the supplier's currency will lose its value overtime**
- C. No, because supplier's bank will take risks from currency fluctuation
- D. No, because the higher the inflation rate, the stronger the supplier's currency

**Answer: B**

Explanation:

If the inflation rate is running high, then obtaining credit as a buyer is normally more difficult or expensive as money in the future will be worth less than money today.

