

L4M5資格試験、L4M5基礎訓練

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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>> L4M5資格試験 <<

CIPS L4M5基礎訓練、L4M5日本語版参考書

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CIPS Commercial Negotiation 認定 L4M5 試験問題 (Q338-Q343):

質問 # 338

At which stage in a negotiation would questions be asked to obtain missing information?

- A. The opening stage
- **B. The testing stage**
- C. The bargaining stage
- D. The proposing stage

正解: B

解説:

There are 5 key phases of negotiation:

The opening phase: confirm understanding and get the issue on the table
The testing phase: check assumption and confirm understanding
The proposing phase: asking 'if'
The bargaining phase: using tradeables
The agreement and closing phase
The testing could take the form of questions following a presentation by either side or questions on a tender or proposal document received by the buyer from the potential supplier. The testing phase is necessary to confirm that your approach and objectives are appropriate for the negotiation situation you now find yourself in.

Careful listening, observation and interpretation of TOP's responses may give indication of the following:

Areas where TOP is willing and unwilling to make concessions

What factors or issues TOP places a high value on

If there are any non-commercial or emotional factors that may be pertinent
TOP's underlying interests - why they are taking the position they are.

質問 # 339

"BATNA is a concept that should be considered at the start of negotiations." Is this statement correct?

- A. Yes, because it is a legal requirement for negotiations
- B. No, a buyer should wait until a fallback position is needed, then develop it
- **C. Yes, a buyer should always have an alternative plan for leverage**
- D. No, these are rarely used and therefore it is not necessary

正解: C

解説:

BATNA (Best Alternative to a Negotiated Agreement) is a core preparation concept and should always be considered before negotiations begin. It gives the buyer clarity on the minimum acceptable outcome and provides leverage by ensuring they do not accept a deal worse than their alternative. BATNA is not a legal requirement, nor should it be developed only when negotiations fail, as this weakens negotiating confidence and decision-making. CIPS emphasises BATNA as a fundamental planning tool that underpins effective and disciplined negotiation behaviour.

Reference: CIPS L4M5 Commercial Negotiation (CORE), 2nd edition - LO 2.2: BATNA and walk-away points in negotiation preparation.

質問 # 340

Premium pricing strategies used by suppliers are characterised by which of the following? Select TWO that apply.

- **A. Typically found in the early part of the product life cycle**
- **B. Products are charged at a price based on supplier's reputation**
- C. Premium price is determined by variable costs only
- D. Price is based on cost structures
- E. This strategy is often used when supplier attempts to enter new market

正解: A、B

解説:

:

There are several pricing strategies used by suppliers:

Cost-plus pricing - Total variable + Fixed cost + profit

Premium pricing - based on branding. Supplier determines to charge a very high price, not connected with cost structures, usually based on its reputation and/or the perception that the product/service is of a superior quality. This strategy typically found in the early part of the product life cycle/when demand exceeds supply.

Penetration pricing - Supplier attempts to enter a new market or extend its share in an established one. It is characterised by price reductions to increase volume, followed by steady price increases; may even be loss leading at start (no profit made)

Marginal cost pricing - covers only variable cost
Market pricing - suppliers prices in line with what the market is willing to pay

質問 # 341

Which of the following is most likely a consequence of falling interest rate?

- A. Decrease investment
- B. Increase aggregate demand
- C. Increase savings
- D. Decrease consumption

正解: B

解説:

If interest rate are too low and credit is too, cheap rates can fund a spending boom with consumers and businesses buying (investment) more than they can afford to pay back.

質問 # 342

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. Seek approval from higher authority
- C. Document a contract variation that only allows another concession if some specific conditions arise
- D. Disapprove supplier's demands until they finish the project

正解: C

解説:

Explanation

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 # 343

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