

# L4M5テスト資料、L4M5関連受験参考書



2026年Fast2testの最新L4M5 PDFダンプおよびL4M5試験エンジンの無料共有: [https://drive.google.com/open?id=1qwalcaDs2HrYgplsRc\\_hNwUCdfE113DS](https://drive.google.com/open?id=1qwalcaDs2HrYgplsRc_hNwUCdfE113DS)

CIPSより多くのL4M5質問トレントを入手して最新のトレンドをフォローするために、タイムリーで無料のアップデートを提供します。L4M5試験トレントは、経験豊富な専門家によってまとめられており、非常に価値があります。それらを素早く簡単に習得できます。選択できるさまざまなバージョンを提供しており、L4M5試験材料の最適なバージョンを見つけることができます。そのため、学習者がL4M5の問題トレントを習得して、短時間でL4M5試験に合格すると便利です。

CIPS L4M5: 商業交渉試験は、調達業界における効果的な交渉の実践に備えるよう候補者を訓練することを目的としています。この試験では、交渉プロセスの主要な要因を特定し、交渉理論を解釈・適用し、交渉戦略を採用する能力を評価します。候補者は、情報を基にした意思決定、関係の構築と維持、交渉プロセスの管理についての理解を示す必要があります。

CIPS L4M5 (商業交渉) 認定試験は、商業交渉を専門としたい調達およびサプライチェーンの専門家向けに設計されています。この試験は、最新の業界慣行と基準に基づいており、調達専門家の卓越性の印として世界中で認識されています。この認定は、調達とサプライチェーン管理でのキャリアを進め、雇用市場で競争力を獲得したい個人に最適です。

>> L4M5テスト資料 <<

## L4M5関連受験参考書 & L4M5受験資格

多くのIT業界の友達によるとCIPS認証試験を準備することが多くの時間とエネルギーをかからなければなりません。もし訓練班とオンライン研修などのルートを通じないと試験に合格するのが比較的難しい、一回に合格率非常に低いです。Fast2testはもっとも頼られるトレーニングツールで、CIPSのL4M5認定試験の実践テストソフトウェアを提供したり、CIPSのL4M5認定試験の練習問題と解答もあって、最高で最新のCIPSのL4M5認定試験「Commercial Negotiation」問題集も一年間に更新いたします。

## CIPS Commercial Negotiation 認定 L4M5 試験問題 (Q165-Q170):

### 質問 # 165

Which type of power is considered the opposite of coercive power?

- A. Referent power
- **B. Reward power**
- C. Informational power
- D. Expert power

正解: B

解説:

The coercive power comes from the belief that a person can punish others for non-compliance. It can be considered as opposite to

reward power, which results from one person's ability to compensate or reward another for compliance.  
LO 1, AC 1.3

### 質問 # 166

Rose is a senior buyer from a skiing equipment retailer. Rose is concerned about the current ski boot shortage and the number of invoicing problems from a key supplier. She has decided to have a video conference with Victor, CEO of the supplier. Initially, she intends to threaten Victor with contract termination unless he can improve the situation. However, she is a little wary of doing this as the switching costs are high. Eventually, she decides to seek solutions by encouraging the other party to offer their views and ideas. Rose also prepares some ideas to discuss with Victor. Which of the following is the persuasion method that Rose intends to use in the forthcoming conference?

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

正解: D

解説:

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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Directive (push)	Collaborative (pull)
<p>An individual-driven persuasion style in which the person seeking to influence another declares their own view/idea in the expectation that it will be accepted and followed by the other. This style is particularly effective in the following situations.</p> <ul style="list-style-type: none"> <li>• The influencer is an expert while the followers are not</li> <li>• The people being influenced are new/inexperienced</li> <li>• The situation necessitates very speedy action</li> <li>• The situation involves a safety- or security-critical issue or a strict deadline.</li> </ul> <p>If this persuasion style is not used effectively or appropriately, the influencer risks developing a reputation for being heavy handed and dictatorial.</p>	<p>A team-oriented persuasion style in which the person seeking to influence another involves the other party in the decision-making process. All parties are encouraged to offer views and ideas about the issue. This style is particularly effective in the following situations.</p> <ul style="list-style-type: none"> <li>• The influencer needs commitment from the other parties</li> <li>• The influencer is actively seeking innovative ideas from others</li> <li>• There is no clear solution to the issue at hand</li> </ul> <p>If this persuasion style is not used effectively or is overused, the influencer risks developing a reputation for being indecisive and weak.</p>

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Persuasive reasoning (push)	Visionary (pull)
<p>An issue-driven persuasion style in which the person seeking to influence another gets other parties to buy into the influence's ideas by presenting them in an impartial, objective, logical, and rational way. This style is particularly effective in the following situations.</p> <ul style="list-style-type: none"> <li>• The influencer has a great deal of knowledge about the issue and a high credibility with others</li> <li>• The situation demands that the influencer gets others to buy-in to an unpopular decision</li> <li>• Research has identified a 'best' answer</li> </ul> <p>If this persuasion style is not used appropriately or is overused, the influencer risks developing a reputation for being inflexible and stubborn.</p>	<p>A persuasion style in which the person seeking to influence another does so by understanding the other party's emotions, and stimulating that party's imagination to visualise the desired future goal of the influencer. This style is particularly effective in the following situations.</p> <ul style="list-style-type: none"> <li>• The organisation has just embarked on a complex change process</li> <li>• The influencer's goal is to attract others' attention and stimulate future debate</li> <li>• The current situation demands innovative thinking</li> </ul> <p>If this persuasion style is not used effectively or is overused, the influencer risks developing a reputation for being idealistic or egotistical.</p>

In the scenario, Rose intends to let both parties exchange their views and ideas so that solutions to current problems can be found. This is the typical characteristic of collaborative (pull) method.

#### 質問 # 167

Colin Smith is preparing for a negotiation with a supplier that provides a chemical for grass fertiliser. Colin has been given an action to secure a commercial deal that achieves his organisation's objective of 'ethical and sustainable procurement.' As part of his negotiation plan, Colin is using the 'must, intend, like (MIL)' framework to prepare for the negotiation. Colin would categorise his organisation's objective within the negotiation plan as ...

- A. Must have
- B. Intend to have
- C. Likely to have
- D. Like to have

正解: A

解説:

In the MIL framework, "Must have" refers to non-negotiable elements. For Colin's organisation, ethical and sustainable procurement is a core, uncompromisable value, making it a "Must have" in negotiations.

Reference: L4M5 Commercial Negotiation 2nd edition (CORE), Section 3.1 - Using the MIL Framework for Negotiation Objectives

#### 質問 # 168

When considering a new supply source for a product, a procurement professional will review the suppliers' quotations before a supplier negotiation. Which of the following is a direct cost associated with the product within a potential supplier's quotation?

- A. Metal used in the product
- B. Wages for the supplier's sales department
- C. Rent for the supplier's premises
- D. Insurance for production machinery

正解: A



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P.S. Fast2testがGoogle Driveで共有している無料かつ新しいL4M5ダンプ: [https://drive.google.com/open?id=1qwalcaDs2HrYgplsRc\\_hNwUCdfE113DS](https://drive.google.com/open?id=1qwalcaDs2HrYgplsRc_hNwUCdfE113DS)