

L4M5最新資料 & L4M5勉強の資料



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>> L4M5最新資料 <<

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CIPS Commercial Negotiation 認定 L4M5 試験問題 (Q142-Q147):

質問 # 142

Which of the following is a disadvantage of absorption costing method?

- A. Using marginal cost of producing addition units
- B. Limited understanding of true costs incurred
- C. Variable costs are not taken into product final costs

- D. Fixed cost allocated to products on the basis of the cost of activities used in producing them

正解: B

解説:

Absorption costing is an approach to allocating overheads in which indirect costs are loaded or absorbed into direct costs related to specific jobs, processes or outputs, using an estimated basis of allocation.

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質問 # 143

Which of the following are ways of developing rapport when undertaking a negotiation?

- A. 1 and 2 only (Engaging in assertive communication and Using probing questions)
- B. 1 and 3 only (Engaging in assertive communication and Engaging in active listening)
- C. 2 and 4 only (Using probing questions and Actively showing empathy)
- D. 3 and 4 only (Engaging in active listening and Actively showing empathy)

正解: D

質問 # 144

Which of the following are recognised techniques in contract negotiation? Select THREE that apply.

- A. Pacing and leading
- B. Validation
- C. Framing and reframing
- D. Role ethics
- E. Ratification
- F. Anchoring

正解: A、C、F

解説:

The question asks about negotiation techniques which are not present in the book. In this question, there are only 3 recognised techniques:

- Framing and reframing: A frame is an assumption, or set of assumptions, that guides our attention and behavior. Reframing is the ability to identify and significantly change assumptions or perspectives. Framing has a significant impact on the effectiveness of negotiation outcomes and negotiator working relationships.

You can read more on framing and reframing here.

- Anchoring: Anchoring bias is well-known cognitive bias in negotiation and in other contexts. The anchoring bias describes the common tendency to give too much weight to the first number put forth in a discussion and then inadequately adjust from that starting point, or the "anchor." We even fixate on anchors when we know they are irrelevant to the discussion at hand. You can read more on anchoring here.

- Pacing and leading: Pacing and leading is a two-step lever of persuasion. First - You "match your pace" to the person you want to influence in as many ways as possible. You can do this by mimicking the way the person talks, stands, their appearance, etc. You can also mimic less tangible aspects like the way they act, or their emotional state. Second - Once you've set your pace with someone, lead them to whatever decision or behavior you want them to take! You can read more on pacing and leading here.

質問 # 145

What are the potential sources of conflict between the buyer and supplier? Select TWO that apply.

- A. Unequal sharing of gains, risks and costs with the supplier
- B. Persistent late payment of the supplier's invoices
- C. Scheduling agreed supplier delivery dates
- D. Planning scheduled visits to the supplier site
- E. Requesting early supplier involvement

正解: A、B

解説:

Late payments damage trust and strain supplier cash flow, becoming a direct source of conflict. Similarly, when gains, risks, or costs are not equitably shared, perceptions of unfairness can destabilize the relationship.

"Persistent late payments not only threaten supplier cash flows but can significantly erode trust. Additionally, disproportionate sharing of risks or benefits can create resentment and hinder collaboration." (L4M5 Commercial Negotiation, 2nd edition, Section 1.3 - Causes and Management of Conflict in Procurement)

質問 # 146

Which of the following are most likely to be sources of conflict that can emerge from the process of commercial negotiations? Select TWO that apply.

- A. Line of the best fits
- B. Standard terms and conditions
- C. Differences in conflict management style
- D. Differences in culture
- E. Types of purchase

正解: C、D

解説:

There are multiple sources of divergent positions that can arise in situations where money is exchanged for goods and services. There are 2 different types of sources. Those that arise from the content or subject matter of the negotiation (what is being negotiated) and those that arise from the process of negotiation (how it is being negotiated).

Sources of divergent positions - the process of negotiation:

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Sources of divergent positions/conflict	Examples	Sources of divergent positions/conflict	Examples
Agenda and governance	• Who decides what can be negotiated, how the meeting is chaired and governed, and how much time is allowed? • Lack of faith in confidentiality from TOP (notwithstanding the existence of NDAs – non-disclosure agreements). • Participants adopt very different styles, e.g., one party adopts win-win style while other side adopts win-lose style.	Timescales/location	• Different views as to where and when negotiation meetings should take place, e.g., 'home or away' and time zone differences. • How many meetings are required? Duration?
Conflict in negotiation styles of participants		Negotiation medium	• Different views of participants regarding use of phone/teleconference, face-to-face, group meetings/negotiation by e-mail.
Chartered Institute of Procurement & Supply		Team size and make-up	• Different views regarding who should be present at negotiation meetings; commercial, technical, legal, stakeholder representation.
Cultural differences	• Misunderstandings between parties based on local or organisational customs, traditions or conventions. Unintended insults or offence made regarding symbols, forms of address (e.g., using 'Mr/Ms' versus first name), punctuality, dress codes, attitude, etc.	How negotiation will be closed out	• How will we know when negotiation is 'over'? • Is there a time limit or agreed objectives both sides are aiming for? • What is default position if negotiation fails?

Line of best fits is the line that goes approximately through the middle of the data points with an equal number of data points above and below it. Line of best fits is a method of calculating medium value in statistics.

Standard terms and conditions are basic terms and conditions of business governing transactions that do not have a definitive contract, usually designed to be included in form documents such as orders. While there may be conflicts regarding standard terms and conditions, they are about the content of negotiation, not the process.

Type of purchase: when buying organisation makes a decision to purchase an item, a buyer is faced with three possible scenarios. The item to be bought could be a straight re-buy, a modified re-buy or a new purchase. Decision on type of purchase is purely an internal decision.

質問 # 147

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