

# L4M5 Interactive EBook & Exam L4M5 Lab Questions



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CIPS L4M5 (Commercial Negotiation) Certification Exam covers a range of topics related to commercial negotiation, including the negotiation process, negotiating strategies, and the legal and ethical considerations involved in negotiations. Commercial Negotiation certification also covers topics such as relationship management, communication skills, and conflict resolution. By passing this certification exam, you will be able to demonstrate your expertise in commercial negotiation and your ability to negotiate effectively in a variety of contexts.

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## **High Pass-Rate L4M5 Interactive EBook | Amazing Pass Rate For L4M5: Commercial Negotiation | Professional Exam L4M5 Lab Questions**

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### **CIPS Commercial Negotiation Sample Questions (Q231-Q236):**

#### **NEW QUESTION # 231**

When developing a negotiation approach, according to recognised theory (for example Mendelow), how should stakeholders with high interest but low power be managed?

- A. Key player
- B. Keep satisfied
- **C. Keep informed**
- D. Minimal effort

**Answer: C**

Explanation:

According to Mendelow's Matrix, stakeholders with high interest but low power should be kept informed. Their interest means they care about the negotiation's outcome, but their low power means they can't significantly influence it. Keeping them informed avoids alienation and ensures smoother implementation of negotiated agreements.

"Stakeholders with high interest but low power should be managed by keeping them informed. They may become powerful advocates or opponents in the future, so engaging them is a strategic approach." (L4M5 Commercial Negotiation, 2nd edition,

**NEW QUESTION # 232**

Understanding supplier's mark-up and margin can provide procurement professional a comprehensive insight into supplier's net profits. Is this statement true?

- A. Yes, because these are two indicators of supplier's future prospect
- B. No, because margin is enough to tell procurement about supplier's profitability
- C. Yes, because supplier's mark-up and margin are two most valuable sources of information to procurement
- D. No, because mark-up and margin inform little about supplier's net profit

**Answer: D**

Explanation:

Explanation

Mark-up and margin allow supplier to make gross profit. Remember that every supplier operates under different cost structures and some are set up to be most profitable at a particular level of volume, so it is dangerous to assume all suppliers can survive on a lower margin if their volume increases. Intelligent buyers understand that mark-up and margin may define gross profits, but they tell you very little about a supplier's net profits.

LO 2, AC 2.1

**NEW QUESTION # 233**

A negotiation meeting between a buyer and supplier has taken several hours. Both parties believe the negotiation is starting to reach a close. Before the supplier makes their closing statements, they are most likely to be doing which of the following?

- A. Watching for verbal and visual buying signals
- B. Establishing connections and building rapport
- C. Raising last-minute objections
- D. Gathering information and data

**Answer: A**

Explanation:

As negotiations near closure, skilled negotiators carefully observe for buying signals-verbal cues ("That sounds reasonable...") and non-verbal cues (nodding, smiling, leaning forward). These indicate readiness to agree and confirm whether it is the right time to close. At this stage, both sides usually stop gathering data or building rapport, as the focus is on confirming alignment and avoiding last-minute derailments. Closing too early may risk missing concessions, but delaying risks cooling momentum. Recognising buying signals ensures closure occurs at the optimal point, aligning with preparation and tactical awareness.

Reference: CIPS L4M5 (2nd ed.), LO 2.2 - Negotiation stages: opening, testing, bargaining, closing; cues to close.

**NEW QUESTION # 234**

There are many factors which will influence supplier pricing decisions. Which of the following are external factors that may apply? Select THREE that apply:

- A. Cost of production
- B. Objectives of the organisation
- C. Environmental factors affecting the cost of raw materials
- D. Where the product is in its 'lifecycle'
- E. Price elasticity of demand
- F. Customer perceptions of value

**Answer: C,D,E**

Explanation:

Reference: CIPS L4M5 Study Guide, Section 2.2 - Cost and Price Analysis

## NEW QUESTION # 235

Katie is preparing a negotiation with a strategic supplier. Through deep market analysis, she realises that her company and the supplier have equal bargaining power. Via regular communication, Katie knows that both parties are arguing on amount of liquidated damages and neither party shall concede all of their requirements but some are negotiable. Katie and her counterpart from supplying company still desire a long-term relationship and hope that the meeting between them will be a solution for current situation. Which of the following is the most appropriate approach that Katie should adopt to achieve the above outcome?

- A. Competing approach
- **B. Compromising approach**
- C. Accommodating approach
- D. Avoiding approach

**Answer: B**

Explanation:

Competing is assertive and uncooperative, a power-oriented mode. When competing, an individual pursues his or her own concerns at the other person's expense, using whatever power seems appropriate to win his or her position. Competing might mean standing up for your rights, defending a position you believe is correct, or simply trying to win. Competing will not allow long-term relationship to flourish.

Compromising is intermediate in both assertiveness and cooperativeness. When compromising, the objective is to find an expedient, mutually acceptable solution that partially satisfies both parties. Compromising falls on a middle ground between competing and accommodating, giving up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding but doesn't explore it in as much depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position. It is a valid approach when long-term relationships are at stake and it is important to find some common ground on which to base an agreement. Both sides get something but not everything. Therefore, this is the most appropriate for this scenario.

Avoiding is unassertive and uncooperative. When avoiding, an individual does not immediately pursue his or her own concerns or those of the other person. He or she does not address the conflict. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation. In the scenario, both parties want to take the opportunity, then avoiding is not an appropriate solution.

Accommodating is unassertive and cooperative—the opposite of competing. When accommodating, an individual neglects his or her own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view. In the scenario, neither party shall concede all of their requirements, it is unnecessary to adopt this approach.

LO 1, AC 1.1

## NEW QUESTION # 236

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