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CIPS L4M5 (Commercial Negotiation) Certification Exam is a professional qualification designed to provide individuals with the skills and knowledge required to negotiate successful commercial contracts. L4M5 exam is offered by the Chartered Institute of Procurement and Supply (CIPS), which is a leading global organization that promotes best practices in procurement and supply chain management. The CIPS L4M5 exam is suitable for individuals who work in procurement, supply chain, and commercial roles, as well as those who wish to enhance their negotiation skills.

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CIPS Commercial Negotiation Sample Questions (Q118-Q123):

NEW QUESTION # 118

If the price of a good is above the equilibrium price, which of the following will happen?

- A. The quantity demanded is equal to the quantity supplied and the price remains unchanged
- B. There is a surplus (i.e. an excess supply) and the price will rise
- C. There is a shortage (i.e. an excess demand) and the price will fall
- **D. There is a surplus (i.e. an excess supply) and the price will fall**

Answer: D

Explanation:

In microeconomics, equilibrium price is determined when the quantity demanded is equal to the quantity supplied at equilibrium price in a market, there will be no shortages and no surpluses. If we combine our supply and demand curves on one graph, the point at which they converge determines the equilibrium price. If the price is set above this price and you read across the graph you will see the supply excess demand and there will be a surplus. In order to reduce this surplus, the price will need to fall. The scenario is illustrated in the graph below:

Chart, line chart Description automatically generated

□

NEW QUESTION # 119

Upper Woodborough Council is a government organisation that is seeking to reduce regular expenditure on facilities management services. Which of the following charges is an example of a fixed cost, that the council could renegotiate with the facilities management contractor to achieve savings?

- **A. Charges for monthly cleaning services**
- B. Fuel for refuse collection services
- C. Annual price inflation indexation
- D. Charges for reactive maintenance activity

Answer: A

Explanation:

Fixed costs are regular, predictable charges that do not vary directly with usage or demand. Monthly cleaning services are typically charged at a fixed, recurring rate, making them a clear example of a fixed cost that can be renegotiated to achieve savings. Fuel costs and reactive maintenance vary with activity levels, while inflation indexation is a pricing mechanism rather than a cost itself. CIPS advises buyers to focus on fixed-cost elements when seeking sustainable cost reductions, as changes deliver predictable and ongoing savings.

Reference: CIPS L4M5 Commercial Negotiation (CORE), 2nd edition - LO 2.2: Fixed and variable costs in negotiation and cost reduction.

NEW QUESTION # 120

In which of the following scenarios could you adopt a distributive-based negotiation approach?

- A. When determining costs to incorporate a unique product into your design with the patent holder
- B. When your organisation is dependent on a supplier for delivery of a large contract in the future
- **C. When procuring a widely available commodity item which is not strategic to your organisation**
- D. When asking for changes to the provision of a strategic service provided by a monopoly supplier

Answer: C

NEW QUESTION # 121

Which of the following are most likely to be macro factors that may influence the balance of power in commercial negotiation? Select THREE that apply.

- **A. Economic growth rates**
- B. Number of substitute products or services
- C. Purchasing spend volume
- **D. Sustainability of natural resources**
- E. Intensity of competition in a industry

- F. Disruptive technologies

Answer: A,D,F

Explanation:

All one-to-one commercial negotiations between a specific purchaser and a specific supplier take place within an industrial market and a larger business environment characterised by multiple forces which both parties typically have little control over. STEEPLE framework highlights the 6 main external influences on a business:

LO 1, AC 1.3

NEW QUESTION # 122

Which of the following is the area where two or more negotiating parties may find common ground?

- A. Walk away area
- B. Zone of proximal development
- C. Best alternative to a negotiated agreement
- D. Zone of potential agreement

Answer: D

Explanation:

Explanation

The zone of possible agreement (ZOPA) or bargaining range is considered an area where two or more negotiating parties may find common ground. It is this area where parties will often compromise and strike a deal. In order for negotiating parties to find a settlement or reach an agreement, they must work towards a common goal and seek an area that incorporates at least some of each party's ideas.

The zone of proximal development refers to the difference between what a learner can do without help and what he or she can achieve with guidance and encouragement from a skilled partner.

There is no Walk away area. Walk away point is a position from which you cannot concede any more ground and must walk away/decline a deal.

Best alternative to a negotiated agreement is a fallback or backstop position if the negotiation fails to result in an agreement/no deal is agreed.

LO 1, AC 1.2

NEW QUESTION # 123

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