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**CIPS L4M5 Exam Syllabus Topics:**

Topic	Details
Topic 1	<ul style="list-style-type: none"> <li>How negotiators can improve leverage with tactics</li> <li>The importance of power in commercial negotiation</li> </ul>
Topic 2	<ul style="list-style-type: none"> <li>Ability able to assess the process and outcomes of negotiations to inform future practice</li> <li>Effective a relationship after the negotiation</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>Differences between the types of approaches that can be formed in commercial negotiations</li> <li>Contrastive and collaborative approaches to negotiation</li> </ul>
Topic 4	<ul style="list-style-type: none"> <li>Identify the different types of relationships that affect an outcome in negotiation</li> <li>Pragmatic and principled types of negotiation</li> </ul>
Topic 5	<ul style="list-style-type: none"> <li>Creating methods to be an appropriate, impartial or reliable and activity based issues</li> <li>How best to develop the negotiation with external organisations</li> </ul>

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CIPS L4M5 Commercial Negotiation exam is an essential component of the CIPS Level 4 diploma in procurement and supply. It tests the candidate's knowledge and skills in commercial negotiation, which is a critical skill for procurement professionals. Passing L4M5 exam demonstrates that the candidate has a solid understanding of negotiation processes, tactics, and strategies, and can apply them effectively in real-world situations. Commercial Negotiation certification is highly valued in the procurement and supply chain industry and can help professionals advance their careers in the field.

CIPS L4M5 Exam is suitable for procurement professionals at all levels, from entry-level buyers to senior procurement executives. It is particularly relevant for individuals who are responsible for managing complex procurement projects, negotiating large-scale contracts, or dealing with high-value purchases. Commercial Negotiation certification is also well-suited for individuals who work in industries where negotiation skills are critical, such as construction, engineering, and manufacturing.

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### CIPS Commercial Negotiation Sample Questions (Q266-Q271):

#### NEW QUESTION # 266

Which of the following method should be used in negotiation if both parties want to communicate verbally and non-verbally without having to meet face-to-face?

- A. Web conferencing
- B. Teleconferencing
- C. In-person meeting
- D. Telephone

**Answer: A**

Explanation:

Using webcams in a web conference means you are able to communicate both verbally and non verbally.

Over the phone, you cannot see TOP, the only cue/signal you have regarding their mood, interest and attitude is person's voice, intonation and any delay.

A teleconference is a telephone meeting among two or more participants involving technology more sophisticated than a simple two-way phone connection.

In-person meeting requires you team and TOP to be in the same place at the same time.

LO 2, AC 2.4

#### NEW QUESTION # 267

According to Fiona Dent and Mike Brent, which of the following are characteristics of Push approach? Select TWO that apply.

- A. Inspirational
- B. Persuasion
- C. Directive
- D. Seeking commitment
- E. Collaborative

**Answer: B,C**

Explanation:

According to the book 'Influencing: Skills and techniques for business success' by Fiona Dent and Mike Brent, there are two major influencing styles. Push tends to be directive. It tells, and is clear and resolute, but needs to be employed in situations where firmness is required because of difficulties that exist or weakness is evident. Pull is more participatory and collaborative. It seeks to incorporate everyone's perspective. It can appear wishy-washy if not skilfully employed. That approach should be followed which is most likely to secure commitment and not mere compliance.

The two divisions can be further divided into four style categories: directive; persuasive reasoning; collaborative - team oriented, people oriented to inspire them with a vision. The directive style relies on your expertise and reputation being respected by others, and where there really does seem to be one answer. It is

"I" driven whereas persuasive reasoning is more "we" and issue driven. Directive styles can make the user appear as "a bull in a china shop"; persuasive reasoning can be portrayed as tough guy.

Collaborative influencing takes the "we" element further and seeks to mobilise everyone's ideas in a journey of discovery. It may have the flavour of "I'm your best friend", which may not go down too well. Visioning style is concerned to stir people's emotions in support of achieving an objective. This last one has been used by demagogues to stir people's hearts and minds for evil purposes as well as good.

A useful table offers the benefits, problems, words and body language associated with each style along with advice on when to use and when to avoid each. Cases and exercises illustrate these styles.

Empathy comes in for extended treatment with the definition of "standing in the other's shoes". This does not necessarily happen just intuitively, and therefore before a specific influencing effort there should be an intense effort to think about the other person or persons and to sense what it might feel like to be them - their hopes, fears, concerns, what turns them on, what turns them off, where are they coming from.

Reference:

Influencing by Fiona Elsa Dent and Mike Brent, 2006 (bd-cons.com)

CIPS study guide page 163-165

#### **NEW QUESTION # 268**

AB Manufacturing seeks to buy a new materials resource planning (MRP) software system. At the 'defining the business need' stage of the procurement cycle, the procurement manager ensured that all the internal stakeholders involved had the power to contribute and sign off on requirements. For the MRP system, the procurement manager consulted the head of production planning of AB Manufacturing. The head of production contributed to demand levels, existing manufacturing planning, and existing staff levels. What type of power does the head of production demonstrate?

- A. Referent
- B. Reward
- C. Legitimate
- **D. Expert**

**Answer: D**

Explanation:

Reference: CIPS L4M5 Study Guide, Section 1.3 - Sources of Power in Negotiation

#### **NEW QUESTION # 269**

To buying organisation, savings can be achieved from different saving levers or tactics. Which of the following are means that deliver savings through optimising specifications?

- **A. Value engineering**
- **B. Part substitution**
- C. Volume pooling
- D. Compare total cost of ownership
- E. Budgetlinkages

**Answer: A,B**

Explanation:

If driving greater value and efficiency from your supply base is your end, you should remember that there are many ways to do this without seeking to negotiate lower prices. Below are 7 types of saving levers:

Table Description automatically generated

Saving levels & tactics						
Volume concentration	Demand management	Best price evaluation	Global sourcing	Specification improvement	Joint process improvement	Relationships restructuring
<ul style="list-style-type: none"> <li>Supplier reduction</li> <li>Volume pooling</li> <li>Volume redistribution</li> <li>Volume consolidation across categories</li> <li>Standardisation</li> <li>Buying consortia</li> </ul>	<ul style="list-style-type: none"> <li>Lower price product/service</li> <li>Approvals</li> <li>Visibility</li> <li>Budget linkages</li> </ul>	<ul style="list-style-type: none"> <li>Benchmark internal prices</li> <li>Model 'should costs'</li> <li>Compare total cost of ownership</li> <li>Competitive bidding</li> <li>Index/cap prices</li> <li>Commodity hedging</li> </ul>	<ul style="list-style-type: none"> <li>International suppliers</li> <li>Unbundling</li> <li>Exchange rate hedging</li> <li>Exchange rate price indexing</li> <li>Price indexing</li> </ul>	<ul style="list-style-type: none"> <li>Rationalise standardise parts</li> <li>Part substitution</li> <li>Off the shelf versus custom</li> <li>System versus component</li> <li>Value engineering</li> <li>Life-cycle costs</li> </ul>	<ul style="list-style-type: none"> <li>Integrated logistics</li> <li>Joint product development</li> <li>Long-term contracts</li> <li>Call-off ordering</li> <li>Online trading</li> <li>Vendor managed inventory</li> <li>On-site support</li> </ul>	<ul style="list-style-type: none"> <li>Make versus buy/outsourcing</li> <li>Alliances/partnerships</li> <li>Joint ventures</li> <li>Supplier development</li> <li>Use manufacturers instead of distributors</li> </ul>

**NEW QUESTION # 270**

In general, which of the following is the consequence of a flatter demand curve?

- A. Price elastic
- B. Unit price elastic
- C. Price inelastic
- D. Quantity elastic

**Answer: A**

Explanation:

Elasticity refers to the responsiveness of quantity demanded or quantity supplied to a change in price or another factor.

In microeconomic graphs, elasticity and inelasticity can be shown by the slope of the demand curve. If a demand curve is almost horizontal, then the product pricing can be described as very elastic. If a demand curve is almost vertical, then the product pricing can be described as very inelastic.

The formulae of elasticity:

Text Description automatically generated with low confidence

$$E_D^P = \left| \frac{\% \Delta Q}{\% \Delta P} \right| = \left| \frac{\Delta Q}{\Delta P} \times \frac{P}{Q} \right|$$

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LO 2, AC 2.2

**NEW QUESTION # 271**

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