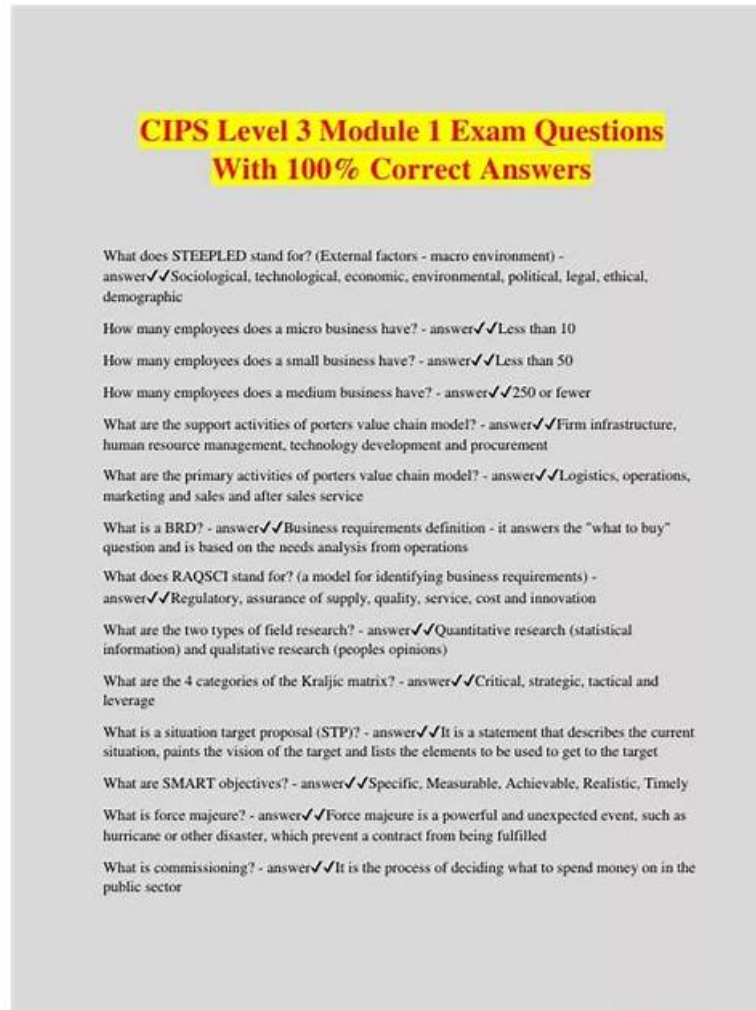


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CIPS L4M5 (Commercial Negotiation) certification exam is a professional qualification that is designed to test the knowledge and skills of individuals in the field of commercial negotiation. Commercial Negotiation certification exam is offered by the Chartered Institute of Procurement and Supply (CIPS), which is a global organization that provides training and development opportunities for procurement and supply chain professionals.

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## CIPS Commercial Negotiation Sample Questions (Q23-Q28):

### NEW QUESTION # 23

An adversarial style of negotiation is appropriate when the buyer has greater bargaining power. In what other situation may the buyer adopt this style?

- A. In a market full of alternative sources and substitute products
- B. When the supplier is a monopolist and holds most of the power
- C. Where there is a single sourcing strategy with one supplier retained
- D. In a market where buyers compete for fewer supply sources

**Answer: A**

Explanation:

Adversarial (win-lose) negotiation is viable when buyers can leverage abundant alternatives and substitutes, reducing supplier power. In such cases, buyers can adopt tough tactics, knowing they can switch suppliers if necessary. By contrast, limited supply, single sourcing, or monopolist suppliers constrain buyer power, making adversarial strategies risky and often ineffective. CIPS stresses that negotiation style must be matched to market conditions and the power balance.

Reference: CIPS L4M5 (2nd ed.), LO 1.1 - Adversarial negotiation: when power asymmetry favours the buyer.

### NEW QUESTION # 24

Which of the following should be done when undertaking a reflection activity on negotiation? Select TWO that apply.

- A. Identify areas in your skill set where you need to improve
- B. Gloss over areas where you need to improve your skills or performance
- C. Be honest and objective about your skills
- D. Be overly modest about your contribution to the outcomes of negotiation
- E. Use generalised or ambiguous language when describing your strengths and development areas

**Answer: A,C**

Explanation:

Giving positive group and individual feedback is easy, as is self-congratulation and, in many cases, it is hoped, this will be an accurate reflection on actual performance. When it comes to developmental or difficult feedback, it is only natural to want to move on and not reflect on the negative or developmental points, or why a negotiation did not achieve its objectives. But this is a mistake. The best learning opportunities come from reflection on what could be done better, and this can be achieved without blame, threat or condemnation.

Everyone and every team will make mistakes and/or have areas where they could have improved. Clearly, if every reflection session concludes that an individual or team keeps making the same mistake, then there is a case to change roles or consider alternative approaches.

About Dos and Don'ts of reflection, you can refer here:

<https://offices.depaul.edu/human-resources/employee-relations/Documents/Self%20Assesment.pdf>

### NEW QUESTION # 25

Sunita's supplier states: "Meeting your needs is meeting my needs because we are in this together." What type of negotiation is being undertaken?

- A. Adversarial negotiation
- B. Lose-lose negotiation
- C. Integrative negotiation
- D. Distributive negotiation

**Answer: C**

Explanation:

This statement reflects shared goals and mutual benefit, hallmarks of integrative negotiation. Unlike adversarial or distributive (win-

lose) strategies, integrative approaches seek joint value and collaboration. The language of partnership ("we are in this together") signals alignment and cooperative intent. Lose-lose outcomes, by contrast, occur when both sides compromise excessively or fail to reach creative solutions.

Integrative strategies foster long-term partnerships where value is maximised for both.

Reference: CIPS L4M5 (2nd ed.), LO 1.1 - Integrative negotiation characteristics.

### NEW QUESTION # 26

Which of the following will shift the supply curve to the right?

- A. Changes in customer taste
- B. Increased customers' disposable income
- C. New disruptive technology
- D. Decreased market price of substitute products

**Answer: C**

Explanation:

The following graph shows the factors that shift the supply curve to the left and to the right.

### NEW QUESTION # 27

A procurement manager is preparing for a negotiation with an important supplier. He plans to withhold some crucial information so that his company gains the upper hand in the negotiation. Is this correct when considering using integrative approach to the negotiation?

- A. Yes, the buying organisation must maximise its gain, even at the detriment of the other party
- B. Yes, the supplier must know what buyer wants and how to provide that even when the buyer is silent on these matters
- C. No, this approach requires honest and open discussion
- D. No, holding back information will prompt the supplier gain higher negotiation power

**Answer: C**

Explanation:

Integrative negotiation is a negotiation strategy in which the involved parties work together to find a solution that satisfies the needs and concerns of each. This process often involves group brainstorming and creative thinking for individuals to suggest different ideas that benefit both parties.

Compromising is often common in integrative negotiation, and both sides may need to give up certain needs to reach a solution.

Honesty can also promote successful integrative negotiation because it can lead to a comprehensive understanding of the issue and what each party needs to be satisfied with the result.

Reference:

CIPS study guide page 29-31

Integrative Negotiation: Definition, Tips and Examples | Indeed.com

### NEW QUESTION # 28

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