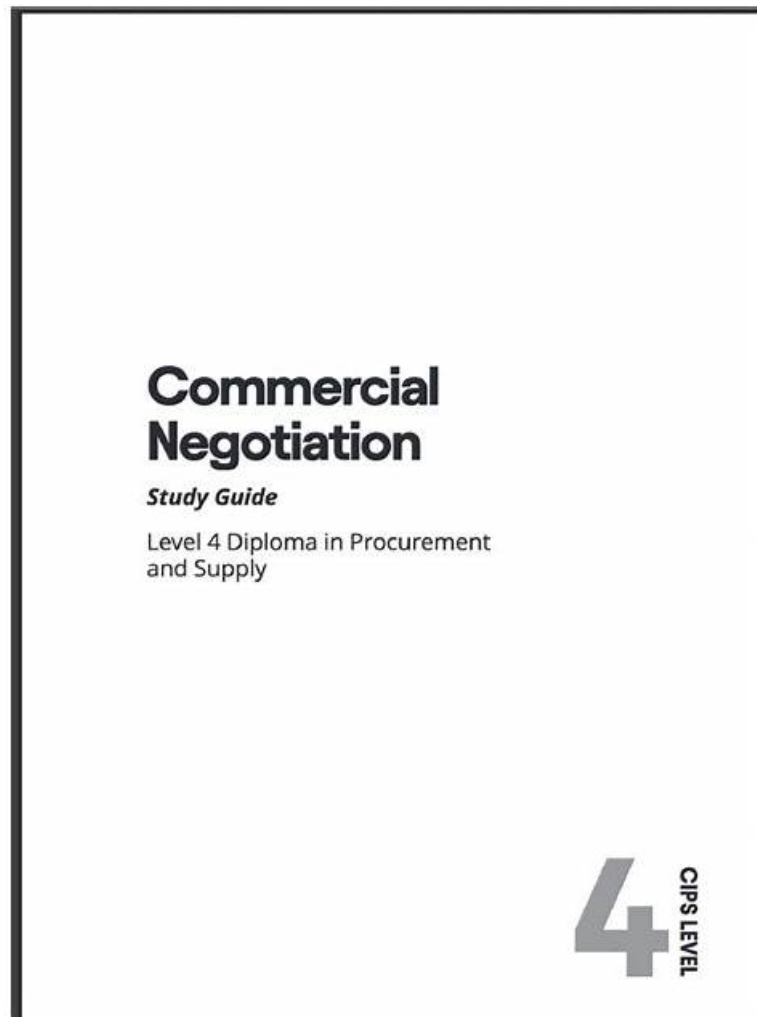


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This is the L4M5 PDF format which contains real L4M5 exam questions. You can print it and make a hard copy of this PDF file as well which helps you to prepare on the go. It comes in handy format and helps you prepare well with updated Commercial Negotiation exam questions. Moreover, this PDF has questions that are according to the present content of the test. This PDF format helps you to enhance your understanding of each topic which you need to self-evaluate to boost your CIPS L4M5 Exam Score.

CIPS L4M5 (Commercial Negotiation) Exam is an essential certification for professionals seeking to advance their careers in the field of procurement and supply chain management. L4M5 exam is designed to test a candidate's understanding of the principles of negotiation and their ability to apply these principles in commercial contexts. The CIPS L4M5 Exam is known for its rigorous and comprehensive nature, making it highly respected within the industry.

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## CIPS Commercial Negotiation Sample Questions (Q269-Q274):

### NEW QUESTION # 269

Procurement team is required to improve leverage with their suppliers through spend consolidation. To check whether there is any opportunity to consolidate spend, which of the following should be priority of procurement team?

- A. Total cost analysis
- B. Value engineering
- C. Price analysis
- **D. Spend analysis**

**Answer: D**

Explanation:

In order to identify opportunities where you can increase your leverage with supplier, you need to understand your spend. Undertaking spend analysis of your accounts payable (AP) data is an essential first step here.

### NEW QUESTION # 270

Neville is a senior procurement specialist in a automaker. He has good relationship with his team mates and other departments because of his amazing purchasing skills and kindness. Which of the following sources of power is Neville likely to possess?

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

**Answer: D**

Explanation:

In 1959, French and Raven described five bases of power:

1. Legitimate - This comes from the belief that a person has the formal right to make demands, and to expect others to be compliant and obedient.
2. Reward - This results from one person's ability to compensate another for compliance.
3. Expert - This is based on a person's high levels of skill and knowledge.
4. Referent - This is the result of a person's perceived attractiveness, worthiness and right to others' respect.
5. Coercive - This comes from the belief that a person can punish others for noncompliance.

Six years later, Raven added an extra power base:

6. Informational - This results from a person's ability to control the information that others need to accomplish something.

In the scenario, Neville attracts and keeps good relationship with his colleagues not because of neither position nor reward nor coercion. He has good skills and kindness, which increase his charisma. His source of power is referent power.

Reference:

CIPS study guide page 47-50

French and Raven's Five Forms of Power

### NEW QUESTION # 271

A breakeven analysis uses which of the following aspects as part of the analysis?

- **A. Fixed cost**
- B. Buying cost minus variable cost per unit
- **C. Selling price minus variable cost per unit**
- D. Variable cost

**Answer: A,C**

### NEW QUESTION # 272

Which of the following are most likely to be fundamentals of Fisher & Ury's principled negotiation?

1. Depersonalise the argument

2. Focus on positions
3. Generate creative options
4. Using subjective criteria

- A. 1 and 3 only
- B. 1 and 4 only
- C. 2 and 3 only
- D. 2 and 4 only

**Answer: A**

Explanation:

Principled negotiation is based on four fundamentals: people, interest, options and criteria:

□ Diagram Description automatically generated

1st Principle: separate the people from the problem: Negotiator should depersonalise the situation and accepting that the subject matter of the negotiation. This can be difficult for untrained negotiators, but this is a key skill to develop

2nd principle: focus on interests, not positions: It is important in principled negotiations not to focus on their parties' positions (what are expressed during negotiations), but on the interests (underlying needs) behind them

3rd principle: invent options for mutual gains: this principle aims to help the parties find a solution that both would benefit from. The more options - or tradeables - that can be brought to the table the better.

4th principle: insist on using objective criteria: is about making sure that the negotiation stays focused on outcomes based on objective criteria and that it is productive.

LO 1, AC 1.2

#### NEW QUESTION # 273

A procurement professional is preparing for a negotiation of purchasing non-critical commodity products. He knows that the product can be easily replaced by other substitutes in the market. The negotiation for these products is typified by which of the following?

- A. There will be regular structured negotiations
- B. There will be only limited negotiation
- C. The approach must be collaborative
- D. The buyer should focus on wider costs and risk elements

**Answer: B**

Explanation:

Explanation

With non-critical commodity products, the relationship will be transactional. Buyer should not spend too much time and effort into the negotiation.

Table Description automatically generated

□ LO 1, AC 1.4

#### NEW QUESTION # 274

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