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Exam-Standard Questions and Solutions | CHAPTER 12
L4M5 Solutions

Question Number	Correct Answer	Explanation
1	C	Accommodation (A) is accepting the other side's case without requiring it to make concessions. Coercion (B) is insisting that the other side meets your demands, with an element of threat if they do not. Problem-solving (D) is working together to remove the divergence in goals or interests (seeking a win-win solution), so that there is no need to negotiate.
2	C	Resource conflict arises where groups compete for resources such as space and equipment. Option A arises when separate institutions, such as trade unions and management, are in conflict. Option B arises between operational functions such as production or sales and support functions such as HR or finance. Option D arises where 'interest groups exercise whatever power they can amass to influence the goals, criteria or processes used in organisational decision-making to advance their own interests'. (Miles)
3	C	According to Mendelow's stakeholder mapping matrix, when a stakeholder currently has little interest in the matter in hand but wields a great deal of power, the key is to keep them satisfied so they do not develop a greater interest and therefore become a key player.
4	D	A win-win outcome is likely to be achieved by means of an integrative, collaborative negotiation where 'the pie' of benefits is enlarged by the joint efforts of both parties. Options A, B and C are all ways of describing the negotiating style that tends to result in a win-lose outcome where one party gets more of 'the pie' which is not thereby enlarged.
5	A	An accommodating negotiator is co-operative about satisfying others' concerns but unassertive about their own concerns: they concede the issue without a fight, to preserve harmony. This is effectively a lose-win outcome. In B, an avoiding negotiator is both unco-operative and unassertive. In C, a compromising negotiator treads the middle ground in relation to both co-operation/assertiveness and the other party's/their own concerns. In D, a collaborating negotiator is both assertive and co-operative, seeking a valuable win-win deal.
6	B	Integrative, collaborative negotiation is the most constructive and sustainable approach if the key objective is to maintain ongoing positive working relations between the parties after the negotiation. In A, if one party has high bargaining power then it is usually that party's duty to stakeholders to ensure that this advantage is not thrown away. In C, if the item is everyday and can easily be procured from a range of suppliers then the relationship is not important and a distributive style is appropriate. In D, if an outcome such as health and safety in manufacturing is not up for negotiation then a distributive approach to at least that aspect is appropriate.

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CIPS L4M5 Exam is a Level 4 qualification under the Chartered Institute of Procurement and Supply (CIPS) program, which is considered as the leading global professional body for procurement and supply chain management. L4M5 exam is intended for individuals who have completed the CIPS L3M3 (Procurement Practice) or L3M5 (Advanced Certificate in Procurement and Supply Operations) qualifications or have equivalent experience in procurement and supply chain management.

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CIPS L4M5 exam, also known as Commercial Negotiation, is an important certification for procurement professionals seeking to enhance their negotiation skills. L4M5 exam is designed to test candidates' knowledge and understanding of the principles,

techniques, and strategies used in commercial negotiation. It is an essential requirement for procurement professionals who want to excel in their careers and contribute to the growth of their organizations.

CIPS LAM5 certification exam covers a broad range of topics, including negotiation theory and strategy, communication, ethics and professionalism, and contract law. LAM5 Exam is designed to evaluate the candidate's ability to effectively manage the negotiation process, analyze the negotiation context, and develop effective negotiation strategies. Commercial Negotiation certification provides candidates with a deep understanding of the negotiation process, enabling them to effectively advocate for their organization and achieve optimal outcomes.

CIPS Commercial Negotiation Sample Questions (Q192-Q197):

NEW QUESTION # 192

There are no commitments in hypothetical questions. Is this statement true?

- A. Yes, because hypothetical questions only mention possible situations
- B. Yes, because hypothetical questions generate a specific response
- C. No, because hypothetical questions are made explicitly to the other party
- D. No, because the party who makes hypothetical questions cannot withdraw their proposals

Answer: A

Explanation:

There are four types of questions that can be used in a commercial negotiation:

Hypothetical questions, where you ask about a possible situation or abstract concept, are very useful at the testing and proposal phases. Hypothetical question does not state any commitment as it is only about 'if something happens, then ...'. This type of question can be useful at giving suggestion.

Text Description automatically generated

Questioning style	When to use
Open questions What do you think about?	<ul style="list-style-type: none">• To start a conversation• To build rapport• To get the negotiation started and get TOP to start first
Closed questions Can you offer 24hr?	<ul style="list-style-type: none">• To generate a specific response• To receive affirmation on statement – often single word, yes or no• To seek specific information• To bring discussion to an end
Probing questions Tell me more about feature X on product Y.	<ul style="list-style-type: none">• To seek further information when the first answer to the question is insufficient• To seek answers when TOP is being evasive• To gain more information and get to the bottom of the issue
Hypothetical questions If we wanted to buy globally could you supply?	<ul style="list-style-type: none">• To try to get TOP to see things in a different way• To condition TOP into expecting something• To encourage creative thinking/facilitate identification of alternatives

LO 3, AC 3.3

NEW QUESTION # 193

Which of the following is most likely to be a reason why a supplier charges its customer higher price after it has reached the break-even point?

- A. Supplier may want to encourage buyer's demand
- B. The supplier may have reached economy of scale
- C. Supplier may need to open new facilities to meet increasing customer's demand
- D. Supplier may have high fixed cost - variable cost ratio

Answer: C

Explanation:

Explanation

'Supplier may want to encourage buyer's demand': the buyer tends to prefer lower price, if supplier wants to encourage its customers to buy more, it needs to offer discount at bulk amount. So this option is not acceptable.

'Supplier may have high fixed cost - variable cost ratio': Supplier with high fixed cost needs high volumes to break even, but once achieved, it may be able to offer significant discounts for bulk orders

'The supplier may have reached economy of scale': when economy of scale is reached, cost per unit will be minimal which often leads to more favourable price.

'Supplier may need to open new facilities to meet increasing customer's demand': Increasing customer's demands may exceed supplier's current capacity. Therefore, supplier may need to extend its capacity by investing more in facilities. To cover these fixed cost investment, supplier may charge higher price.

LO 2, AC 2.1

NEW QUESTION # 194

A procurement manager (PM) is preparing for a negotiation with a supplier. The PM is keen to find a way to reach an agreement with the supplier. The PM is exploring variables that they might be able to trade with the supplier, to encourage them to reduce their price. In particular, the PM is focusing on any variables that are of low value to their own organisation but could be of interest to the supplier. Their preparation focus is on which of the following aspects?

- A. Preparing an opening statement
- B. Potential objections
- C. Closing techniques
- D. Bargaining mix

Answer: D

Explanation:

The correct answer is Bargaining mix. The bargaining mix refers to the full range of variables that can be negotiated, such as price, delivery schedules, payment terms, volumes, warranties, contract length, or service levels. According to CIPS guidance, effective negotiators identify elements that are of low value to themselves but high value to the other party, as these can be traded to gain concessions on priority issues like price. This approach supports value creation rather than positional bargaining and is central to both distributive and integrative negotiation preparation. The PM's focus is therefore not on objections, opening statements, or closing techniques, but on structuring tradeables in advance to enable flexible and constructive bargaining.

Reference: CIPS L4M5 Commercial Negotiation (CORE), 2nd edition - LO 2.2: Preparing for negotiation, bargaining mix and tradeables.

NEW QUESTION # 195

A supplier's mark-up on all products is 25%. Supplier's profit margin is...?

- A. 30%
- B. 20%
- C. 75%
- D. 15%

Answer: B

Explanation:

Table Description automatically generated with medium confidence

$$\text{Markup (\%)} = \frac{\text{Price} - \text{Cost}}{\text{Cost}} \times 100 = \left(\frac{\text{Price}}{\text{Cost}} - 1 \right) \times 100$$

$$\text{Margin (\%)} = \frac{\text{Price} - \text{Cost}}{\text{Price}} \times 100 = \left(1 - \frac{\text{Cost}}{\text{Price}} \right) \times 100$$

Text Description automatically generated with low confidence

$$\text{Markup} = 25\% \rightarrow \frac{\text{Price}}{\text{Cost}} = 1.25 \rightarrow \frac{\text{Cost}}{\text{Price}} = 0.8$$

$$\text{Margin} = (1 - 0.8) \times 100 = 20\%$$

LO 2, AC 2.1

NEW QUESTION # 196

According to Mendelow's Matrix, 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:

Mendelow's Matrix categorises stakeholders by power and interest. High-interest, low-power stakeholders must be kept informed, as they care about outcomes but lack direct influence. Keeping them informed builds trust and reduces resistance. By contrast, high power/interest stakeholders are key players, while low power

/low interest require minimal effort. This tool ensures negotiation strategies align with stakeholder dynamics, preventing overlooked risks or conflicts.

Reference: CIPS L4M5 (2nd ed.), LO 3.1 - Stakeholder mapping using Mendelow's Matrix.

NEW QUESTION # 197

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