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CIPS L4M5 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> How purchasers can improve leverage with suppliers The importance of power in commercial negotiation
Topic 2	<ul style="list-style-type: none"> How to use the process and objectives of negotiation to inform future actions Describe a relationship after the negotiation
Topic 3	<ul style="list-style-type: none"> Differentiate between the types of approaches that can be pursued in commercial negotiation Explain how to use alternative approaches to negotiation
Topic 4	<ul style="list-style-type: none"> Identify the different types of relationships that impact on commercial negotiation Explain the role of negotiation
Topic 5	<ul style="list-style-type: none"> Define profit in the marketplace, margin of or variable and activity based costs Explain how to negotiate for acquisition with internal organisational

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CIPS Commercial Negotiation Sample Questions (Q117-Q122):

NEW QUESTION # 117

Which of the following best describes Leverage quadrant in Kraljic matrix?

- A. High complex, low importance
- B. Low risk, low importance
- C. Low risk, high importance
- D. High value, high complex

Answer: C

Explanation:

In 1983, Peter Kraljic devised a means to segment the supplier base in the article in HBR. In this, he argued that supply items should be mapped against two key dimensions: risk and profitability.

Risk relates to the likelihood for an unexpected event in the supply chains to disrupt operations. For instance, in important areas of spend, such as tire suppliers for an automotive are business critical, and should a disruption occur, the auto company is likely itself to face substantial problems.

Profitability describes the impact of a supply item upon the bottom line. For certain areas of spend, such as stationery, supplies have only a negligible effect on profits. In other categories, a single source of supply can make or break a business.

Putting these two dimensions together yields a classic two-by-two matrix.

Diagram Description automatically generated

Source: Peter Kraljic, HBR

NEW QUESTION # 118

Which type of negotiation strategy should be adopted when the relationship is important and both parties want to help each other achieve their goals?

- A. Accommodative
- B. Collaborative
- C. Avoidance
- D. Competitive

Answer: B

Explanation:

The collaborative strategy (win-win, integrative) focuses on joint problem-solving, transparency, and trust. It is best when long-term relationships are critical, and both parties see value in mutual success. By contrast, competitive (win-lose) is adversarial, accommodative sacrifices one party's interests, and avoidance seeks disengagement. Collaborative strategies are common in partnerships, innovation projects, and sustainable procurement. They require sharing information, identifying tradeables, and aligning objectives beyond price to long-term outcomes.

Reference: CIPS L4M5 (2nd ed.), LO 1.1 - Negotiation strategies: collaborative vs competitive, accommodative, avoidance.

NEW QUESTION # 119

All of the following shift the supply of watches to the right except...?

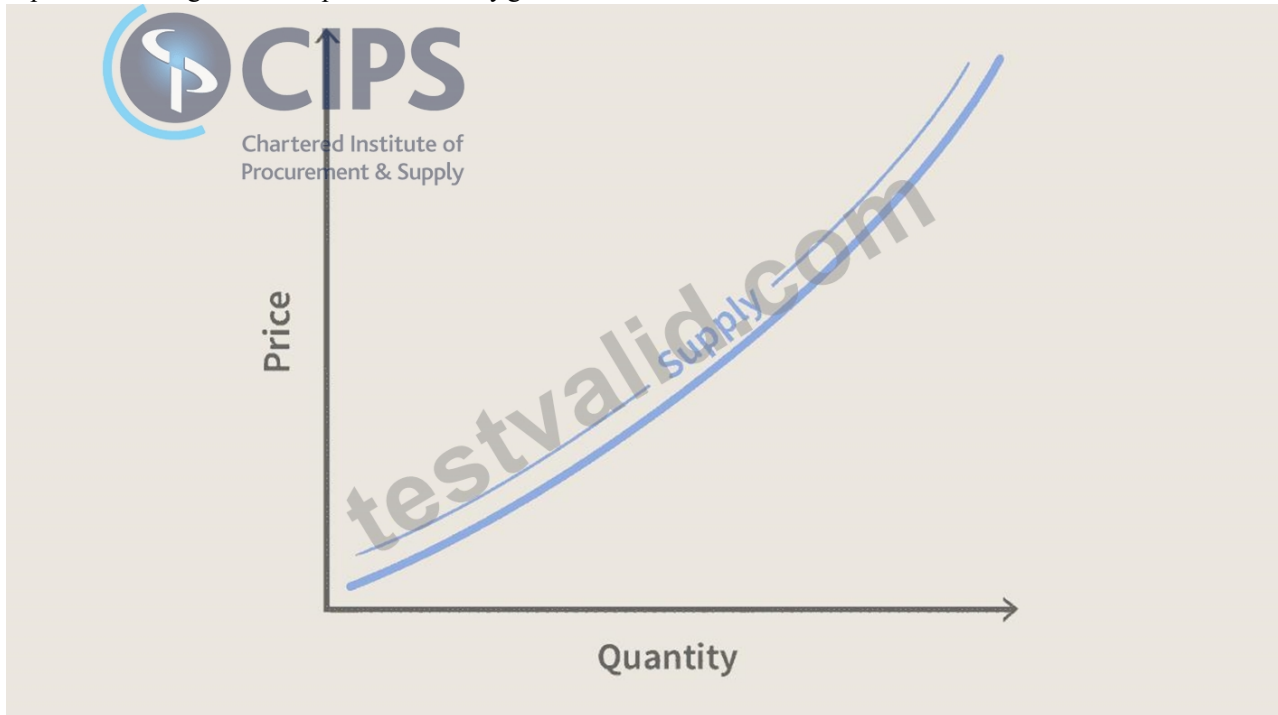
- A. An advance in the technology used to manufacture watches
- B. A decrease in the wage of workers employed to manufacture watches
- C. Manufacturers' expectation of higher watch prices in the future
- D. An increase in the price of watches

Answer: D

Explanation:

A supply curve will slope upward from left to right showing more supply at higher prices, as illustrated in the graph below:

A picture containing chart Description automatically generated



A movement along the supply curve will be brought about by a change in price, but a shift of the whole curve will be caused by a determinant other than price:

- The physical feasibility and time and energy required to produce the products
- Technology and innovation
- The objectives of the producers and their future expectations
- Prices of other goods and services
- Government's policies

LO 2, AC 2.2

NEW QUESTION # 120

In a commercial negotiation, a procurement professional believe that the larger the order quantity from buyer, the lower the supplier's average costs. Is this assumption true?

- A. Yes, because larger order quantity will bring a considerable profit to supplier
- B. Yes, because larger order quantity will always enable the supplier to reach its economy of scale
- C. No, because supplier's average costs will rise as the buyer's demand increases
- D. No, because the supplier may need to invest in new facility to meet buyer's demand

Answer: D

Explanation:

In some markets, suppliers experience peaks and troughs in demand and so buyers can increase their leverage through developing an understanding of how busy their vendor are at particular time during the year or business cycle and targetting at quieter period. Similarly, if a buyer can develop an understanding of supplier capacity and to what extent have they covered their fixed cost, they may be able to target suppliers when their average costs are likely to be lowest. Vendor's average costs will be higher at low and high capacity utilisation.

A picture containing graphical user interface Description automatically generated

NEW QUESTION # 121

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

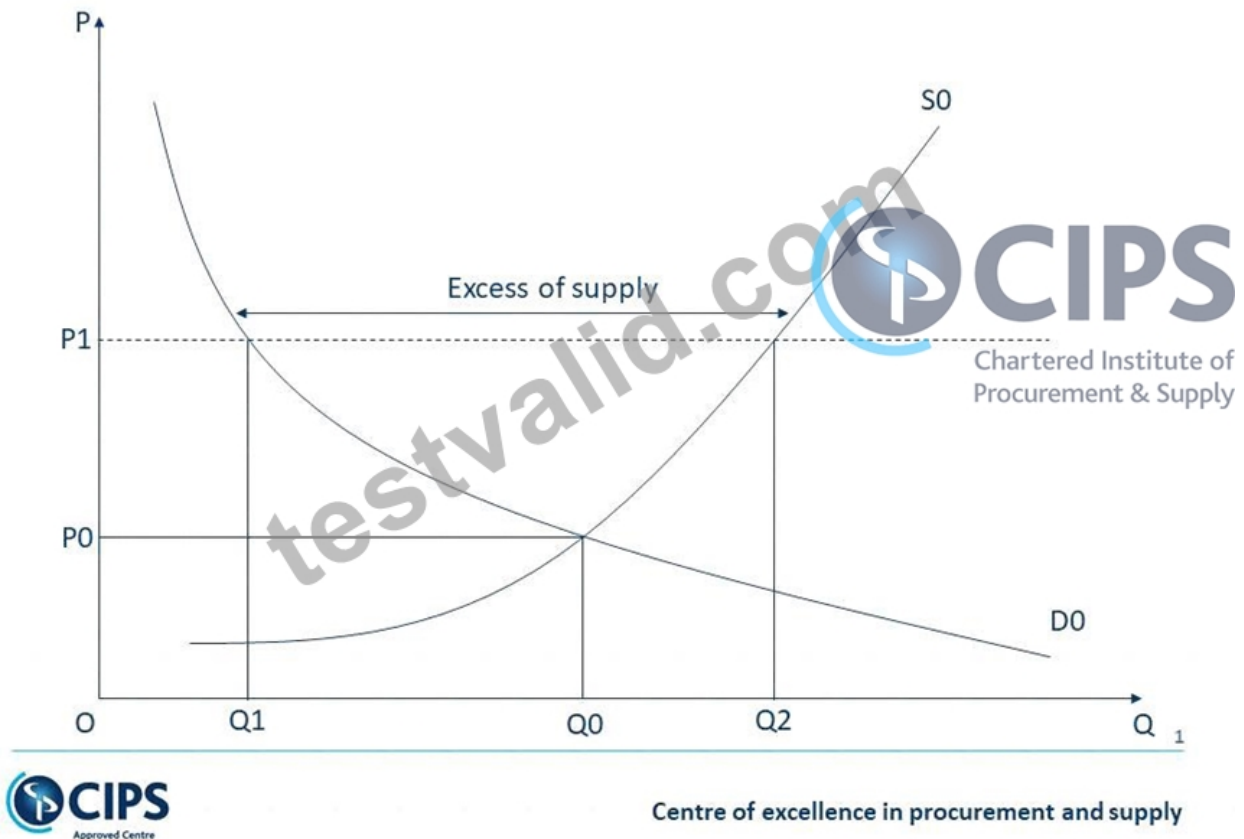
- A. There is a surplus (i.e. an excess supply) and the price will fall
- B. There is a surplus (i.e. an excess supply) and the price will rise
- C. There is a shortage (i.e. an excess demand) and the price will fall
- D. The quantity demanded is equal to the quantity supplied and the price remains unchanged

Answer: A

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 # 122

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