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CIPS L4M5 exam covers a range of topics, including negotiation planning, strategies, tactics, and techniques. It also covers the legal aspects of commercial negotiation, such as contract law, dispute resolution, and intellectual property rights. L4M5 Exam assesses the candidate's ability to apply these concepts to real-life commercial scenarios and make informed decisions to achieve successful outcomes.

## CIPS Commercial Negotiation Sample Questions (Q289-Q294):

### NEW QUESTION # 289

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

**Answer: A**

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.

**NEW QUESTION # 290**

A buying organisation with a low spend but the reputation for paying on-time. In order to increase buyer's leverage in negotiation with suppliers, which of the following should be a priority of this buyer?

- A. Unavailable technical support
- B. Unclear tender award criteria
- **C. Spend concentration**
- D. Volume separation

**Answer: C**

Explanation:

According to Paul Steele's 'The Seller's Perspective', customer can be classified into 4 categories as below:

To increase the leverage in negotiation, buyer may increase its attractiveness and/or increase spend value. In this scenario, the buyer is already attractive to supplier as it always pays on-time, but the spend is still low. So to have greater leverage, the buyer has to increase its spend volume by spend concentration. Spend concentration may take many forms as following:

- Vendor base reduction
- Volume pooling
- Volume redistribution
- Volume consolidation across categories
- Standardisation and harmonisation of specifications
- Forming purchasing consortia

LO 1, AC 1.3

**NEW QUESTION # 291**

Which characteristics are likely to feature within an integrative negotiation?

- \* Maximising the other party's outcome to enhance relationships
- \* Maximising joint outcomes
- \* Short-term focus
- \* Pursuit of goals held jointly with other party

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

**Answer: B**

Explanation:

Integrative negotiation focuses on mutual gain and long-term collaboration. It seeks to maximize joint outcomes and encourages parties to align interests and pursue shared goals. This contrasts with distributive tactics that prioritize individual wins and short-term gains.

"Integrative negotiations aim to create outcomes where both parties benefit. Shared problem-solving, information exchange, and joint goal pursuit are central features of this approach." (L4M5 Commercial Negotiation, 2nd edition, Section 1.1 - Principles of Integrative Negotiation)

**NEW QUESTION # 292**

Which of the following are macroeconomic factors that may have influence to the commercial negotiation?

Select TWO that apply

- A. Bargaining power of supplier
- B. **Unemployment rate**
- C. Equilibrium price
- D. **Rising import tariffs**
- E. Supply curve

**Answer: B,D**

Explanation:

There are many macro economic factors that could influence procurement in general and commercial negotiation in particular. Below are six factors that are agreed to be fairly significant:

- \* Economy growth rate
- \* Inflation rates
- \* Interest rates
- \* Currency exchange rate
- \* Unemployment rate
- \* Protectionism

LO 2, AC 2.2

#### **NEW QUESTION # 293**

Lina Rawlins is a senior buyer working for a medical equipment company. Lina is in charge of the company's largest supplier account, Great Barrington Gas (GBG), a medical equipment supplier. Recently GBG's performance has declined, which has led to an increasing number of rejected items. Lina is aware of the seriousness of this, given the nature of the item, and has asked GBG to attend an urgent meeting. In the meeting, Lina asked the GBG representative "Can you tell me exactly what you are doing to ensure quality?" What type of question is Lina asking?

- A. Hypothetical
- B. Leading
- C. Reflective
- D. **Probing**

**Answer: D**

Explanation:

Reference: CIPS L4M5 Study Guide, Section 3.2 - The Negotiation Process

#### **NEW QUESTION # 294**

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