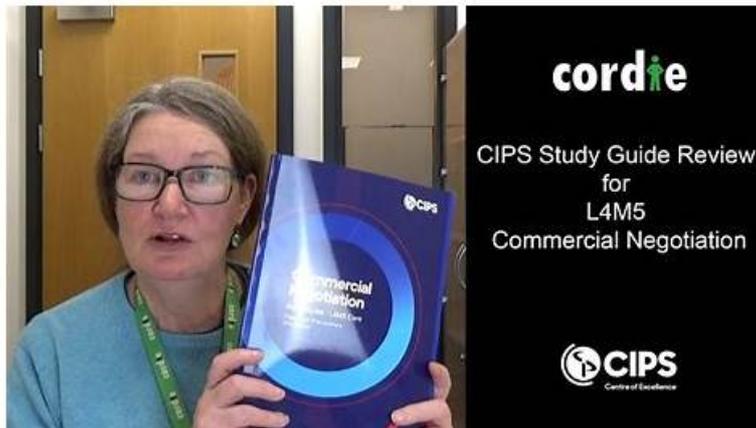


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CIPS L4M5 (Commercial Negotiation) Exam is an internationally recognized professional certification for individuals who want to advance their career in procurement and supply chain management. L4M5 exam is designed to test the knowledge and skills of candidates in commercial negotiation, a critical aspect of procurement that involves the process of bargaining, persuading and compromising with suppliers or customers to achieve a mutually beneficial outcome.

CIPS Commercial Negotiation Sample Questions (Q240-Q245):

NEW QUESTION # 240

A supplier has offered international football tickets to the procurement manager while they are in the middle of a contract negotiation. What should the procurement manager do?

- A. Accept the offer of the tickets as this will enhance the relationship between both parties
- B. Reject the offer as the procurement manager will have to repay the gesture
- **C. Reject the offer as this may be seen as a conflict of interest during the negotiation**
- D. Accept the offer as this will not affect the relationship with the supplier

Answer: C

Explanation:

Accepting gifts during a negotiation can create conflict of interest concerns and may violate ethical standards.

Best practice requires rejecting such offers to maintain transparency and objectivity in decision-making.

Reference: L4M5 Commercial Negotiation 2nd edition (CORE), Section 1.4 - Ethics and Professional Standards in Negotiation

NEW QUESTION # 241

Which of the following are sources of personal power?

- * Legitimate power
 - * Strategic power
 - * Expert power
 - * Leverage power
-
- A. 1 and 3 only
 - B. 1 and 2 only
 - C. 2 and 3 only
 - D. 2 and 4 only

Answer: A

Explanation:

Personal power is derived from an individual's unique qualities or expertise. It differs from positional power, which is based on job title or authority. Legitimate power stems from an official position of authority, while expert power is based on skills, knowledge, and credibility. These are both commonly used by procurement professionals to influence outcomes in negotiations.

"Expert power arises from experience, qualifications, or specialist knowledge that is recognised and respected by others. Legitimate power stems from a formal position or role within an organisation." (L4M5 Commercial Negotiation, 2nd edition, Section 3.1 - Sources of Power in Negotiation) Note: Strategic and leverage power are more aligned with organisational positioning and external factors, not personal influence.

NEW QUESTION # 242

Which of the following is the best description of direct cost?

- A. Direct costs include raw materials, labour and overheads
- B. Direct costs include raw materials, labour and other expenses attributable to the final product
- C. Direct costs are only variable raw materials that constitute a product
- D. Direct costs include only raw materials and labour of making the final product

Answer: B

Explanation:

:

Direct costs are those costs of a product/service directly attributable/traceable to its production, for example, the costs of labour and materials directly used to produce the goods/services which the organisation sells.

NEW QUESTION # 243

Which of the following is the area where two or more negotiating parties may find common ground?

- A. Zone of potential agreement
- B. Best alternative to a negotiated agreement
- C. Zone of proximal development
- D. Walk away area

Answer: A

Explanation:

The zone of possible agreement (ZOPA) or bargaining range is considered an area where two or more negotiating parties may find common ground. It is this area where parties will often compromise and strike a deal. In order for negotiating parties to find a settlement or reach an agreement, they must work towards a common goal and seek an area that incorporates at least some of each party's ideas.

