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CIPS L4M5 exam is ideal for procurement professionals who are involved in negotiating contracts, agreements, and other commercial arrangements with suppliers and vendors. It is also relevant for professionals who want to develop their negotiation skills to enhance their effectiveness in other areas of procurement, such as supplier management and stakeholder engagement.

CIPS L4M5 Certification Exam is designed for individuals who are involved in commercial negotiations, whether it be within their own organization or with external suppliers and partners. L4M5 exam covers a wide range of topics related to commercial negotiations, including negotiation strategies, tactics, and techniques, as well as legal and ethical considerations. It is a comprehensive exam that is designed to test the knowledge and skills of individuals in this field.

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CIPS Commercial Negotiation Sample Questions (Q220-Q225):

NEW QUESTION # 220

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

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

Answer: D

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.

Source: Peter Kraljic, HBR

Reference:

- CIPS study guide page 63-73
- What Is The Kraljic Matrix? (forbes.com)

LO 1, AC 1.4

NEW QUESTION # 221

Which of the following are most likely to be fixed costs of an airline? Select TWO that apply.

- A. Catering services
- B. Advertising and promotion
- **C. Purchase of aircraft**
- D. Fuel
- **E. Flight crew training**

Answer: C,E

Explanation:

Fixed costs (FC) are costs that do not vary with volume. To an airline once aircraft are purchased, flight crews trained and departures scheduled, costs are disproportionately fixed.

Variable costs (VC) are those which vary with the amount produced. Fuel, catering services and marketing are examples of variable.

LO 2, AC 2.1

NEW QUESTION # 222

According to Dr. Mari Sako, which of the following is potentially the weakest trust to be built?

- A. Charitable trust
- B. Goodwill trust
- C. Competence trust
- **D. Contractual trust**

Answer: D

Explanation:

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Trust is the expectation that the other party will behave in a predictable and mutually acceptable way. In inter- firm relationships, the presence and absence of trust can affect the level of cost in a relationship. The existence of trust is taught to lower the transaction cost in a relationship. Dr. Mari Sako identified taxonomy of 3 types of trust in commercial relationship, which is very useful from the

perspective of procurement.

Contractual trust: Trust based on the contract with TOP. This is potentially the weakest source of trust if there is nothing else to base the trust on, but it is the quickest to establish.

Competence trust: Trust based on TOP's professional qualifications or proven or certified technical capability or experience.

Goodwill trust: Trust based on knowing TOP has your interest at heart and will not behave opportunistically.

This is potentially the strongest type of trust, but it takes the longest time to build.

Otherwise, trust also has legal meaning. A trust is a legal document that can be created during a person's lifetime and survive the person's death. A trust can also be created by a will and formed after death. Charitable trusts are trusts which benefit a particular charity or the public in general.

NEW QUESTION # 223

Lina Rawlins, a senior buyer, asks a supplier: "Can you tell me exactly what you are doing to ensure quality?" What type of question is this?

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

Answer: A

Explanation:

A probing question seeks deeper information, clarifying specifics beyond surface-level responses. Lina's question is factual, detailed, and investigative - designed to uncover processes and commitments.

Hypothetical questions test options ("what if.."), reflective restate or summarise to confirm understanding, and leading steer the respondent toward a desired answer. Probing is essential in negotiations to validate claims, identify risks, and build persuasive arguments.

Reference: CIPS L4M5 (2nd ed.), LO 3.2 - Questioning techniques: probing, hypothetical, leading, reflective.

NEW QUESTION # 224

Which of the following types of questions should be used most often in the proposing phase?

- A. Open questions
- B. Closed questions
- C. Probing questions
- D. Hypothetical questions

Answer: D

Explanation:

Explanation

At the proposing phase either side may start making tentative proposals regarding their offering. In the case of negotiation where TOP has already submitted a tender or proposal, this stage may provide an opportunity for them to make proposals to improve on their initial offers in general or in areas highlighted by the buying side in advance.

The word 'if' is very useful at this stage and allows you to test tentative proposals without committing yourself.

Skilled negotiators use language very carefully. The questions with 'if' are hypothetical ones.

LO 3, AC 3.1

NEW QUESTION # 225

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