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CIPS L4M5		Commercial Negotiation	2
Topic 6	• Understand key approaches in the negotiation of commercial agreements with external organisations • Sources of conflict in the work of procurement and supply		
Topic 7	• Team management and the influence of stakeholders in negotiation • Techniques of commercial negotiation		
Topic 8	• Identify customers and its influence on commercial negotiations • Contrast the external factors that impact on commercial negotiations		
Topic 9	• Setting objectives and defining the vision for a commercial negotiation • Use of telephone, teleconferencing or web-based meetings		
Topic 10	• Setting targets and dividing a joint objective to a negotiated agreement (BATNA) • Collaborative and win-win negotiation approaches to negotiation		

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### CIPS Commercial Negotiation Sample Questions (Q84-Q89):

#### NEW QUESTION # 84

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

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

#### Answer: C

##### Explanation:

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

Supplier may have high fixed cost: variable cost ratio. Supplier with high fixed cost needs high volume 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, unit cost will be reduced which often leads to more favourable price.

Supplier may need to spend more facilities to meet increasing customer's demand. Increasing customer's demand may exceed supplier's current capacity. Therefore, supplier may need to extend

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Individuals who successfully complete the L4M5 Commercial Negotiation Certification Exam will have a globally recognized certification that demonstrates their expertise in commercial negotiation. Commercial Negotiation certification can help individuals advance in their careers by opening up new opportunities and increasing their earning potential. It can also help organizations by ensuring that their procurement and supply chain professionals are equipped with the necessary skills to negotiate effectively and get the best deals for their organization.

To earn the CIPS L4M5 Certification, candidates must pass a three-hour written exam that consists of multiple-choice questions, short answer questions, and a case study analysis. L4M5 exam covers several aspects of commercial negotiation, including different negotiation styles, strategies, and tactics, as well as the understanding of cultural differences in negotiations.

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### CIPS Commercial Negotiation Sample Questions (Q349-Q354):

#### NEW QUESTION # 349

A procurement expert has been asked to ensure they consider emotional intelligence in their negotiation strategy. They have agreed to this and have started planning their approach. Which of the following describes emotional intelligence?

- A. An individual's ability to understand their own feelings and those of other people
- B. An individual's ability to fully understand another party's cost drivers and profit margins
- C. An individual's ability to gain leverage by persuading the other party to agree to their terms
- D. An individual's ability to place themselves in a position of authority during a negotiation

**Answer: A**

Explanation:

Emotional intelligence involves the ability to recognize and manage one's emotions and empathize with others. This skill allows negotiators to respond appropriately to both their own feelings and the emotional cues of the other party, fostering a more constructive and adaptive negotiation environment. CIPS highlights emotional intelligence as a valuable asset in understanding and influencing negotiation dynamics.

#### NEW QUESTION # 350

Which of the following is categorised as fixed cost?

- A. Raw materials for next year production
- B. Governments taxes
- C. Land rental paid in advance
- D. Additional pallet hires due to higher demand in year-end season

**Answer: C**

Explanation:

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An organisation's expense can be categorised into three groups:

Fixed Costs - costs that do not change with output.

Variable Costs - costs that vary in direct proportion to output.

Semi-variable costs - costs that are a combination of the above, with both a fixed and variable element.

Among the four options:

"Land rental paid in advance": This is fixed cost. The rental won't increase when the production increases.

"Additional pallet hires due to higher demand in year-end season": This can be identified as semi-variable cost (or step cost).

"Governments taxes": The taxes are often levied by a percentage of income or revenue. Therefore, it is variable

"Raw materials for next year production": This is obviously variable cost.

#### NEW QUESTION # 351

When is an adversarial style of negotiation appropriate?

- A. When a buyer feels the relationship is important
- B. When a sustainable partnership is key
- C. When one party has high bargaining power
- D. When both parties want a win/win outcome

**Answer: C**

Explanation:

An adversarial negotiation style is appropriate when one party has high bargaining power and is focused on maximizing its benefit rather than maintaining a long-term relationship. This approach often involves competitive tactics that leverage power disparities, aligning with CIPS guidance on when adversarial tactics may be strategically used in negotiations.

#### NEW QUESTION # 352

Champion Toys (CT) is negotiating a large order of luxury toys with its supplier, Top Teds. CT has identified that lead times, order quantities, and delivery locations are tradeables that could be used in this negotiation. At which negotiation stage should CT introduce these tradeables?

- A. Opening
- B. Closure
- **C. Bargaining**
- D. Proposing

**Answer: C**

#### NEW QUESTION # 353

Which of the following types of relationship would possibly lead to a distributive negotiation?

- **A. Transactional**
- B. Partnership
- C. Alliance
- D. Outsourcing

**Answer: A**

Explanation:

Reference: CIPS L4M5 Study Guide, Section 1.1 - Types of Commercial Relationships

#### NEW QUESTION # 354

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