

HOT L4M5 New Test Camp - CIPS Commercial Negotiation - High-quality L4M5 Reliable Exam Sample



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CIPS L4M5: Commercial Negotiation exam is designed to prepare candidates for effective negotiation practices in the purchasing industry. L4M5 Exam assesses a candidate's ability to identify key factors in a negotiation process, interpret and apply negotiation theories, and employ negotiation strategies. Candidates will be required to showcase their understanding of informed decision-making, developing and maintaining relationships, and the management of the negotiation process.

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L4M5 Certification Training is Useful for You to Pass Commercial Negotiation Exam

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CIPS L4M5 Commercial Negotiation exam covers a wide range of topics, including the negotiation process, negotiation planning, the use of different negotiation styles, and the development of negotiation skills. The candidate is expected to have a clear understanding of the different types of negotiations, such as distributive and integrative negotiations, and how to use them effectively in different situations. L4M5 exam also covers the importance of building and maintaining relationships with suppliers, stakeholders, and clients.

CIPS L4M5 (Commercial Negotiation) certification exam is an advanced-level exam designed for procurement professionals seeking to enhance their negotiation skills. This globally recognized certification is offered by the Chartered Institute of Procurement and Supply (CIPS) and is highly regarded in the procurement industry. L4M5 exam is intended to evaluate the candidate's knowledge and understanding of negotiation strategies, techniques, and approaches to ensure they can successfully negotiate commercial agreements.

CIPS Commercial Negotiation Sample Questions (Q136-Q141):

NEW QUESTION # 136

Commercial negotiations on price cover various aspects, including pricing arrangements. A buyer may negotiate a fixed-price agreement. Why is a fixed-price agreement advantageous to the buyer?

- A. Suppliers calculate prices using fixed costs, which the buyer must counteract by pushing for a fixed- price agreement
- B. The buyer will benefit from any savings the supplier makes from efficient cost management of the contract
- **C. The buyer will not need to monitor the supplier's costs relating to the contract**
- D. Suppliers always seek price agreements that include cost-sharing incentives

Answer: C

Explanation:

In fixed-price agreements, cost-overrun risk is transferred to the supplier, giving the buyer price certainty and reducing the need for ongoing cost scrutiny. Monitoring focuses on delivery to specification and timing, not on the supplier's internal cost build-up (unlike cost-plus).

Reference: CIPS L4M5 (2nd ed.), LO 2.2 - Pricing arrangements and risk allocation (fixed-price vs cost-plus).

NEW QUESTION # 137

Which of the following is potentially a major source of conflict?

- A. Shared goals and values
- B. Information gathering
- **C. Power imbalance**
- D. Teamwork

Answer: C

Explanation:

Reference: CIPS L4M5 Study Guide, Section 1.3 - Sources of Conflict in Negotiation

NEW QUESTION # 138

Which of the following are most likely to be sources of conflict that can emerge from the process of commercial negotiations? Select TWO that apply.

- A. Types of purchase
- B. Line of the best fits
- **C. Differences in conflict management style**
- **D. Differences in culture**
- E. Standard terms and conditions

Answer: C,D

Explanation:

There are multiple sources of divergent positions that can arise in situations where money is exchanged for goods and services. There are 2 different types of sources. Those that arise from the content or subject matter of the negotiation (what is being negotiated) and those that arise from the process of negotiation (how it is being negotiated).

Sources of divergent positions - the process of negotiation:

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Line of best fits is the line that goes approximately through the middle of the data points with an equal number of data points above and below it. Line of best fits is a method of calculating medium value in statistics.

Standard terms and conditions are basic terms and conditions of business governing transactions that do not have a definitive contract, usually designed to be included in formal documents such as orders. While there may be conflicts regarding standard terms and conditions, they are about the content of negotiation, not the process.

Type of purchase: when a buying organisation makes a decision to purchase an item, a buyer is faced with three possible scenarios. The item to be bought could be a straight re-buy, a modified re-buy or a new purchase. Decision on type of purchase is purely an internal decision.

NEW QUESTION # 139

Which of the following are typical characteristics of activity-based costing (ABC) method? Select TWO that apply.

- A. ABC provides the information required to take action and realise improvements
- B. Variable and all related overhead expenses are specifically assigned to a business activity
- C. Limited understanding of true costs incurred
- D. Costs are allocated based on volume
- E. ABC has tended to over cost products on long runs and under cost those on short runs

Answer: A,B

Explanation:

: Activity-based costing is an alternative approach to traditional absorption costing. The characteristics of these two methods are illustrated in the graph below:

Graphical user interface, text, chat or text message, website Description automatically generated

NEW QUESTION # 140

Katie is preparing a negotiation with a strategic supplier. Through deep market analysis, she realises that her company and the supplier have equal bargaining power. Via regular communication, Katie knows that both parties are arguing on amount of liquidated damages and neither party shall concede all of their requirements but some are negotiable. Katie and her counterpart from supplying company still desire a long-term relationship and hope that the meeting between them will be a solution for current situation. Which of the following is the most appropriate approach that Katie should adopt to achieve the above outcome?

- A. Avoiding approach
- B. Competing approach
- C. Compromising approach
- D. Accommodating approach

Answer: C

Explanation:

Explanation

Competing is assertive and uncooperative, a power-oriented mode. When competing, an individual pursues his or her own concerns at the other person's expense, using whatever power seems appropriate to win his or her position. Competing might mean standing up for your rights, defending a position you believe is correct, or simply trying to win. Competing will not allow long-term relationship to flourish.

Compromising is intermediate in both assertiveness and cooperativeness. When compromising, the objective is to find an expedient, mutually acceptable solution that partially satisfies both parties. Compromising falls on a middle ground between competing and accommodating, giving up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding but doesn't explore it in as much depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position. It is a valid approach when long-term relationships are at stake and it is important to find some common ground on which to base an agreement. Both sides get something but not everything. Therefore, this is the most appropriate for this scenario.

Avoiding is unassertive and uncooperative. When avoiding, an individual does not immediately pursue his or her own concerns or those of the other person. He or she does not address the conflict. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation. In the scenario, both parties want to take the opportunity, then avoiding is not an appropriate solution.

Accommodating is unassertive and cooperative—the opposite of competing. When accommodating, an individual neglects his or her own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view. In the scenario, neither party shall concede all of their requirements, it is unnecessary to adopt this approach.

LO 1, AC 1.1

NEW QUESTION # 141

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