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The CIPS L4M5 Exam consists of two parts: Part A and Part B. Part A is a multiple-choice exam, which assesses the candidate's understanding of the theoretical aspects of commercial negotiation. It covers topics such as negotiation planning, negotiation styles, tactics and strategies, and the legal and ethical aspects of negotiation. Part B is a written exam, which tests the candidate's practical skills in negotiating complex commercial agreements.

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CIPS Commercial Negotiation Sample Questions (Q107-Q112):

NEW QUESTION # 107

Which of the following types of question are likely to be the most effective to check facts in negotiations?

- A. Hypothetical
- B. Closed
- C. Leading

- D. Open

Answer: B

Explanation:

Closed questions are designed to elicit specific, factual responses - typically "yes" or "no" or a brief piece of information. These are particularly useful when verifying details during negotiation. For example, asking

"Did you receive the revised schedule on Monday?" ensures clarity and reduces ambiguity.

Reference: L4M5 Commercial Negotiation 2nd edition (CORE), Section 3.3 - Communication and Questioning Techniques in Negotiation

NEW QUESTION # 108

At the first stage of CIPS Procurement and Supply Cycle (Understand need), which of the following is the most important duty of procurement professional?

- A. Deciding whether RFQ or ITT should be used
- B. Undertaking 'reverse marketing'
- **C. Demand management**
- D. Evaluating the interests from suppliers

Answer: C

Explanation:

At the first stage of CIPS Procurement and Supply Cycle (Understand need and develop a high-level specification), procurement professional mainly negotiate with internal stakeholders. They have a duty to proportionately and constructively challenge specification if there's genuine doubt over the need or how the need is expressed. This is called demand management. Their first duty is to the organisation's treasury, not to functional managers.

Demand management including: negotiation/challenge between procurement and internal stakeholders over the need/requirement/specification. Remember that in any process or product, the greatest opportunity for cost reduction is at the design stage.

NEW QUESTION # 109

A skilled negotiator will use a range of questioning techniques. If they wish to explore options with the other party without making any formal commitment, which style would they use?

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

Answer: D

Explanation:

Hypothetical ("What if...") questions test possibilities and invite creative options without binding either side.

They help probe interests and packages while keeping commitment provisional.

Reference: CIPS L4M5 (2nd ed.), LO 3.2 - Questioning styles (open, probing, hypothetical) in persuasive negotiation.

NEW QUESTION # 110

Understanding supplier's mark-up and margin can provide procurement professional a comprehensive insight into supplier's net profits. Is this statement true?

- A. No, because margin is enough to tell procurement about supplier's profitability
- B. Yes, because these are two indicators of supplier's future prospect
- C. Yes, because supplier's mark-up and margin are two most valuable sources of information to procurement
- **D. No, because mark-up and margin inform little about supplier's net profit**

Answer: D

Explanation:

Explanation

Mark-up and margin allow supplier to make gross profit. Remember that every supplier operates under different cost structures and some are set up to be most profitable at a particular level of volume, so it is dangerous to assume all suppliers can survive on a lower margin if their volume increases. Intelligent buyers understand that mark-up and margin may define gross profits, but they tell you very little about a supplier's net profits.

LO 2, AC 2.1

NEW QUESTION # 111

A negotiation is coming to the end. Both parties haven't had any official commitments. Right before leaving the room, the buyer strongly disagrees with supplier's set up prices and requests a discount. The supplier doesn't reply but nods and smiles. Can the buyer consider these actions as an acceptance?

- A. Yes, because negotiator should rely on non-verbal communications only
- **B. No, because nodding and smiling are not clear signs of neither acceptance nor rejection**
- C. Yes, because smiling shows supplier's readiness in signing the deal off
- D. No, because nodding and smiling are etiquette of polite rejection

Answer: B

Explanation:

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Good negotiators are attuned to all stimuli and not just the verbal and written information exchanged. Tone of voice, body language, facial expressions and other clues from TOP are noticed, and with experience and knowledge, interpreted correctly. This interpretation may also involve knowledge of culture norms and values. A smile, a 'yes' and the type of hospitality received, (in the business context), can mean very different things in different international business cultures.

Trained negotiators will consider non-verbal communication (such as nodding and smiling) and body language as one source of signal from TOP, but will rarely rely wholly on this as a guide to what TOP is thinking or feeling. Furthermore, international and regional cultural considerations must be included here to avoid errors in interpretation. Emotional intelligence also has an important role in forming a more holistic perspective of what TOP may be thinking or feeling.

NEW QUESTION # 112

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