

# CIPS L4M5 Valid Test Notes | Exam L4M5 Sample

CIPS L4M5 Commercial Negotiation	
Topic 1	• Understand key approaches to the negotiation of commercial agreements with external organisations • Success of supply chain control in the world of procurement and supply
Topic 2	• Trade management and the influence of stakeholder in negotiations • Definition of commercial negotiation
Topic 3	• Match customer and supplier in commercial negotiations • Construct the economic factors that approach commercial negotiations
Topic 4	• Setting objectives and defining the variables for a commercial negotiation • Use of negotiation, non-conforming or web-based meetings
Topic 5	• Setting targets and creating a win-win scenario for a negotiated agreement (WINWIN) • Collaborative win-win integrative approaches to negotiations

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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 the break-even point?

- A. The supplier may have reached capacity of scale
- B. Supplier may want to encourage buyer's demand
- C. Supplier may need to open new 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: the buyer tends to order lower price, if supplier wants to encourage its customers to buy more, it needs to offer discount at low amount. So this option is not acceptable.

Supplier may have high fixed cost - variable cost ratio: Supplier with high fixed cost needs high incomes to break even, but once achieved, it may be able to offer significant discount for bulk orders.

The supplier may have reached capacity of scale: when capacity of scale is reached, cost per unit will be minimal which often leads to more favourable price.

Supplier may need to open new facilities to meet increasing customer's demand: Increasing customer's demand may exceed supplier's current capacity. Therefore, supplier may need to expand

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## CIPS Commercial Negotiation Sample Questions (Q321-Q326):

### NEW QUESTION # 321

Jessica Taylor, a senior buyer, is reflecting on her most recent negotiation. She has been asked by her manager to create a written record of performance. Which of the following should Jessica include in this negotiation performance report? Select THREE that apply:

- A. Travel expenses to attend the meeting
- B. Other suppliers that could have been used
- C. A detailed pricing structure
- D. A checklist of for future
- E. A comparison of actual versus set objectives
- F. Evaluation of the negotiator's performance

**Answer: C,E,F**

Explanation:

Reference: CIPS L4M5 Study Guide, Section 3.3 - Reviewing Negotiation Outcomes

### NEW QUESTION # 322

A purchasing manager is having a negotiation with a supplier to extend the duration of the contract. In order to persuade the supplier to cut the cost by 10%, she promises to shorten the payment period from 45 days to 30 days for each delivery. The supplier's representative does not agree the offer and clearly states that his proposed price is already lower than the market price. The purchasing manager has used which type of power?

- A. Reward
- B. Coercive
- C. Informational
- D. Expertise

**Answer: A**

Explanation:

In the scenario, to exchange cost cutting, the purchasing manager promises to 'reward' supplier shorter payment period. This is an example of reward power, which results from one person's ability to compensate or reward another for compliance.

The reward does not need to be money, but could be introduction to other buyers in the group, positive references, agreement to trial new product, quicker payment or indeed any other variable that the buyer knows is attractive and valued by the supplier.

### NEW QUESTION # 323

Which of the following is active listening?

- A. Summarising what has been said
- B. Agreeing with what the other party has to say
- C. Ignoring what the other party has to say
- D. Encouraging the other party to do all the talking

**Answer: A**

Explanation:

Summarising what has been said is a key component of active listening, as it demonstrates understanding and engagement in the conversation. Active listening involves confirming and clarifying information, which helps build rapport and ensures accurate communication, as outlined in CIPS's guidelines for effective negotiation communication.

### NEW QUESTION # 324

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 etiquette of polite rejection
- C. Yes, because smiling shows supplier's readiness in signing the deal off
- D. No, because nodding and smiling are not clear signs of neither acceptance nor rejection

**Answer: D**

Explanation:

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 # 325

In a commercial negotiation, a procurement professional believe that the larger the order quantity from buyer, the lower the supplier's average costs. Is this assumption true?

- A. No, because the supplier may need to invest in new facility to meet buyer's demand
- B. Yes, because larger order quantity will always enable the supplier to reach its economy of scale
- C. Yes, because larger order quantity will bring a considerable profit to supplier
- D. No, because supplier's average costs will rise as the buyer's demand increases

**Answer: A**

Explanation:

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In some markets, suppliers experience peaks and troughs in demand and so buyers can increase their leverage through developing an understanding of how busy their vendor are at particular time during the year or business cycle and targetting at quieter period. Similarly, if a buyer can develop an understanding of supplier capacity and to what extent have they covered their fixed cost, they may be able to target suppliers when their average costs are likely to be lowest. Vendor's average costs will be higher at low and high capacity utilisation.

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## Insight into supplier capacity

- Knowing suppliers' capacity and to what extent they have covered their fixed cost supports negotiation strategy



### NEW QUESTION # 326

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