

# New L4M5 Test Topics - L4M5 Latest Test Guide

Topic	Commercial Negotiation
Topic 1	<ul style="list-style-type: none"> <li>Understand key approaches in the negotiation of international agreements with external organisations</li> <li>Support of specific task completion in the work of negotiation and supply</li> </ul>
Topic 2	<ul style="list-style-type: none"> <li>Trade management and the interests of stakeholders in negotiations</li> <li>Definition of commercial negotiation</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>Match customers with an approach in commercial negotiations</li> <li>Construct the economic factors that approach in commercial negotiations</li> </ul>
Topic 4	<ul style="list-style-type: none"> <li>Setting objectives and defining the variables for a commercial negotiation</li> <li>Use of negotiation, non-contracting or web-based meetings</li> </ul>
Topic 5	<ul style="list-style-type: none"> <li>Setting targets and creating a list activities to a negotiation agreement (BATNA)</li> <li>Consequences when using negotiation approaches to negotiations</li> </ul>

## New L4M5 Test Exam

### New L4M5 Test Test | L4M5 New Questions

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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 accepts an customer high or low price offer in their standard or basic price point?

- A. The supplier may have reached a ceiling of sales
- B. Supplier may want to encourage buyer's demand
- C. Supplier may want to avoid 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 if the buyer tends to order lower price. If supplier wants to encourage an customer's demand, 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 discount for each order.

The supplier may have reached a ceiling of sales, which a ceiling of sales is reached, cost per unit will be reduced which offers leads to more favorable price.

Supplier may want to avoid new facilities to meet increasing customer's demand. Increasing customer's demand may exceed supplier's current capacity. To continue, supplier may need to expand.

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## CIPS Commercial Negotiation Sample Questions (Q161-Q166):

### NEW QUESTION # 161

Amelia needs to negotiate prices with a potential client that she has not met before. She was due to attend their offices next week, but the meeting has been cancelled. The potential client has offered a telephone call as an alternative, but Amelia has declined the offer as she feels negotiations cannot succeed without a face-to-face meeting. Is this the right decision?

- A. Yes, because when negotiating for the first time it is essential to meet face-to-face
- B. No, because telephone negotiations enable stronger arguments which lead to better influence
- C. No, because it can be a useful introduction for conditioning expectations prior to a face-to-face meet
- D. Yes, because you can only do negotiations face-to-face to observe non-verbal cues

**Answer: C**

Explanation:

While face-to-face meetings are beneficial, declining all other forms of interaction can hinder progress.

Telephone calls can be effective in early negotiation stages to build rapport and set expectations. Conditioning the client through initial calls is a common and productive practice.

Reference: L4M5 Commercial Negotiation 2nd edition (CORE), Section 3.4 - Modes of Communication in Negotiation

### NEW QUESTION # 162

Rose is a senior buyer from a skiing equipment retailer. Rose is concerned about the current ski boot shortage and the number of invoicing problems from a key supplier. She has decided to have a video conference with Victor, CEO of the supplier. Initially, she intends to threaten Victor with contract termination unless he can improve the situation. However, she is a little wary of doing this as the switching costs are high. Eventually, she decides to seek solutions by encouraging the other party to offer their views and ideas. Rose also prepares some ideas to discuss with Victor. Which of the following is the persuasion method that Rose intends to use in the forthcoming conference?

- A. Collaborative (pull)
- B. Visionary (pull)
- C. Directive (push)
- D. Persuasive reasoning (push)

**Answer: A**

Explanation:

There are two major persuasion methods: 'push' and 'pull'.

Persuasion can be defined as encouraging someone to do something that you want them to do for you.

Persuasion is reasoning with someone so that they will believe or do something they might not otherwise do.

Persuasion can be considered as 'pushing' on TOP so that they can accept the change in attitude or behaviour as a result of your actions.

Influence is the ability to affect the manner of thinking of another. Influence can be considered as pulling on TOP so that you achieve the same result, but TOP feels they have changed their attitude or behaviour as a result of their reflection and thinking, and not your direct actions.

There are multiple variables to consider when choosing between 'push' and 'pull'. Professor Fiona Dent of Ashridge Business School proposes situations when each style might be most appropriate, breaking down push into 'directive' and 'reasoning' and 'pull' into 'collaborative' and 'visionary':

Table Description automatically generated

Directive (push)	Collaborative (pull)
<p>An individual-driven persuasion style in which the person seeking to influence another declares their own view/idea in the expectation that it will be accepted and followed by the other. This style is particularly effective in the following situations.</p> <ul style="list-style-type: none"> <li>• The influencer is an expert while the followers are not</li> <li>• The people being influenced are new/inexperienced</li> <li>• The situation necessitates very speedy action</li> <li>• The situation involves a safety- or security-critical issue or a strict deadline.</li> </ul> <p>If this persuasion style is not used effectively or appropriately, the influencer risks developing a reputation for being heavy handed and dictatorial.</p>	<p>A team-oriented persuasion style in which the person seeking to influence another involves the other party in the decision-making process. All parties are encouraged to offer views and ideas about the issue. This style is particularly effective in the following situations.</p> <ul style="list-style-type: none"> <li>• The influencer needs commitment from the other parties</li> <li>• The influencer is actively seeking innovative ideas from others</li> <li>• There is no clear solution to the issue at hand</li> </ul> <p>If this persuasion style is not used effectively or is overused, the influencer risks developing a reputation for being indecisive and weak.</p>

In the scenario, Rose intends to let both parties exchange their views and ideas so that solutions to current problems can be found. This is the typical characteristic of collaborative (pull) method.

#### NEW QUESTION # 163

Procurement gets involved in negotiating purchase requisitions only when there is a value analysis to ensure that only value-adding aspects are included. Is this statement true?

- A. No, value analysis is a very technical process that requires the expertise of engineering and financial analysts
- B. Yes, value analysis is the single most important responsibility of procurement in the processing of repeat requisitions
- C. Yes, the role of purchasing is to add value to the purchase, and therefore every purchase requisition must go through a team value analysis
- **D. No, purchasing can negotiate other details of the purchase requisition even where value analysis is absent**

**Answer: D**

Explanation:

Procurement can negotiate various aspects of a purchase requisition even without a formal value analysis.

While value analysis can enhance cost-effectiveness, procurement professionals often negotiate on pricing, terms, and conditions to add value independently of value analysis, as per CIPS's guidelines on procurement flexibility in negotiations.

#### NEW QUESTION # 164

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

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

**Answer: A**

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

### NEW QUESTION # 165

A buyer is preparing for an upcoming negotiation with a large supplier on a contract renewal price. The buyer has undertaken some analysis and is concerned that changes in the organisation's macro-environment over the last year will result in a price increase. The buyer's analysis has identified changes in which of the following?

- A. Supplier power
- **B. Exchange rates**
- C. Internal policies
- D. Changes in demand

**Answer: B**

Explanation:

Reference: CIPS L4M5 Study Guide, Section 2.3 - Market Factors and Analysis

### NEW QUESTION # 166

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