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CIPS L4M5 (Commercial Negotiation) Exam is an essential qualification for procurement professionals looking to improve their negotiation skills. L4M5 exam is designed to provide an in-depth understanding of the negotiating process and help professionals to develop effective techniques for achieving successful outcomes. The CIPS L4M5 Exam covers a wide range of topics, including the principles of negotiation, the psychology of negotiations, and the specific challenges faced during commercial negotiations.

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## Sample L4M5 Questions Answers & Latest L4M5 Exam Question

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### CIPS Commercial Negotiation Sample Questions (Q360-Q365):

#### NEW QUESTION # 360

Different types of relationships impact on commercial negotiations. At a negotiation, which one of the following sources would help to support leverage for the buyer?

- A. Powerful colleagues
- **B. Legitimate power**
- C. Personality power
- D. Friends power

**Answer: B**

Explanation:

Legitimate power is derived from the position or authority held within the organisation. It supports the buyer's ability to influence negotiation outcomes based on formal responsibility, legal rights, or contractual mandates.

"Legitimate power stems from formal roles, authority or responsibility. It enables negotiators to assert terms backed by organisational policy or legal mandate." (L4M5 Commercial Negotiation, 2nd edition, Section 3.1 - Organisational Power Structures in Negotiation)

### NEW QUESTION # 361

Which of the following is categorised as fixed cost?

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

**Answer: D**

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).

"Government's 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 # 362

Ranjit is sourcing security clothing and PPE from overseas suppliers. He wants to remove foreign-exchange fluctuation risk and has asked suppliers to quote in GBP. Will this remove the fluctuation risk for the hospital?

- A. No, as the risk will sit with the buyer
- B. No, as the value of the supplier's currency may decrease
- C. Yes, as the value of GBP may increase
- **D. Yes, as the risk will sit with the supplier**

**Answer: D**

Explanation:

Setting the contract currency to the buyer's currency transfers FX exposure to the supplier. The buyer gains price certainty in GBP, although the supplier may price in a risk premium—a common application decision when negotiating internationally.

Reference: CIPS L4M5 (2nd ed.), LO 1.2 - Application issues in commercial negotiation (international sourcing, payment/contract currency, risk allocation).

### NEW QUESTION # 363

Cost and price analysis is very important for buyers when they are preparing for a negotiation with supplier.

Which of the following is a benefit of knowing supplier's fixed costs?

- A. The buyer would be able to get a comprehensive picture of supplier's efficiency

- B. The buyer would be able to know the right volume to reach break-even point
- C. The buyer would be able to know the point at which the supplier would reject the offer
- D. With the sole understanding of supplier's fixed cost, the buyer would be able to know the volume at which supplier maximises their profit in short-run

**Answer: B**

Explanation:

Knowing supplier's fixed and variable costs is beneficial for the buyer in a negotiation. With these insights, the buyer would know the volume at which the supplier reaches break-even points and then offers significant discount due to economies of scale.

Reference: CIPS study guide page 80-81

LO 2, AC 2.1

#### NEW QUESTION # 364

Absorption costing is when the total cost per each unit of output:

- A. Includes an allocation towards indirect costs used in its creation
- B. Includes an allocation towards the activity cost of its creation
- C. Includes an allocation of producing an additional unit
- D. Includes an allocation for a proportion of total production costs

**Answer: A**

Explanation:

Reference: CIPS L4M5 Study Guide, Section 2.2 - Cost and Price Analysis

#### NEW QUESTION # 365

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