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CIPS L4M5 Certification Exam is designed for individuals who are involved in commercial negotiations, whether it be within their own organization or with external suppliers and partners. L4M5 exam covers a wide range of topics related to commercial negotiations, including negotiation strategies, tactics, and techniques, as well as legal and ethical considerations. It is a comprehensive exam that is designed to test the knowledge and skills of individuals in this field.

CIPS Commercial Negotiation Sample Questions (Q336-Q341):

NEW QUESTION # 336

A procurement manager has decided to bring in a junior member of their team to a negotiation meeting. Which of the following would be suitable roles for this junior member of the team?

- A. 2 and 3 (Expert and Observer)
- **B. 1 and 3 (Note taker and Observer)**
- C. 1 and 2 (Note taker and Expert)
- D. 3 and 4 (Observer and an unspecified fourth option - assumed error)

Answer: B

Explanation:

Reference: CIPS L4M5 Study Guide, Section 3.1 - Planning and Preparation for Negotiation

NEW QUESTION # 337

Which of the following are most likely to be fundamentals of Fisher & Ury's principled negotiation?

1. Depersonalise the argument
2. Focus on positions
3. Generate creative options
4. Using subjective criteria

- A. 1 and 4 only
- B. 2 and 3 only
- C. 2 and 4 only
- **D. 1 and 3 only**

Answer: D

Explanation:

Principled negotiation is based on four fundamentals: people, interest, options and criteria:

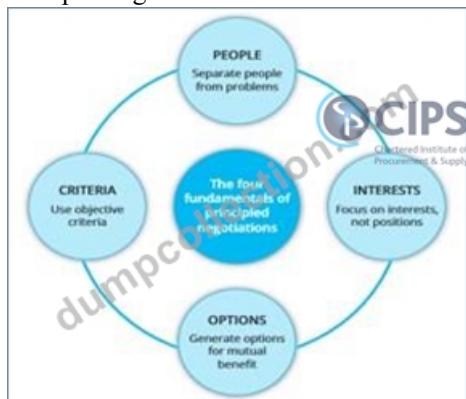


Diagram Description automatically generated

1st Principle: separate the people from the problem: Negotiator should depersonalise the situation and accepting that the subject matter of the negotiation. This can be difficult for untrained negotiators, but this is a key skill to develop

2nd principle: focus on interests, not positions: It is important in principled negotiations not to focus on their parties' positions (what are expressed during negotiations), but on the interests (underlying needs) behind them

3rd principle: invent options for mutual gains: this principle aims to help the parties find a solution that both would benefit from. The more options - or tradeables - that can be brought to the table the better.

4th principle: insist on using objective criteria: is about making sure that the negotiation stays focused on outcomes based on objective criteria and that it is productive.

LO 1, AC 1.2

NEW QUESTION # 338

Which best describes features of the recovery phase in a business cycle? Select TWO.

- A. New investment falls
- **B. Prices are stable or rising**
- C. Production capacity is reached

- D. Consumer spending rises
- E. Business confidence is low

Answer: B,D

Explanation:

In the recovery phase, economies move out of recession: consumer spending rises, demand grows, and prices begin to stabilise or increase. Confidence improves, investment starts picking up, and spare capacity is gradually absorbed. Low confidence and falling investment are features of recession, while full capacity is linked to boom phases. For negotiators, recovery phases may mean suppliers regain confidence to raise prices, requiring careful market analysis.

Reference: CIPS L4M5 (2nd ed.), LO 1.2 - Economic cycles and their implications for negotiation.

NEW QUESTION # 339

Which of the following are examples of non-verbal negotiation? Select THREE that apply.

- A. Getting messages across with facial expressions
- B. Communicating with the other party by using gestures
- C. / Speaking softly with long pauses
- D. Asking the supplier to repeat their proposal
- E. Using the body language
- F. Explaining to the supplier about the scope of the project

Answer: A,B,E

Explanation:

Explanation

Nonverbal communication is important because it gives us valuable information about a situation including how a person might be feeling, how someone receives information and how to approach a person or group of people.

There are several types of nonverbal communications you should be aware of, including:

1. Body language

Body language is the way someone situates their body naturally depending on the situation, the environment and how they are feeling.

Example: Someone might cross their arms if they are feeling angry or nervous.

2. Movement

The way you move your arms and legs such as walking quickly or slowly, standing, sitting or fidgeting, can all convey different messages to onlookers.

Example: Sitting still and paying attention in a meeting conveys respect and attention.

3. Posture

The way you sit or stand can also communicate your comfort level, professionalism and general disposition towards a person or conversation.

Example: Someone might slouch their shoulders if they feel tired, frustrated or disappointed.

4. Gestures

While gestures vary widely across communities, they are generally used both intentionally and unintentionally to convey information to others.

Example: Someone in the United States might display a "thumbs up" to communicate confirmation or that they feel positively about something.

5. Space

Creating or closing distance between yourself and the people around you can also convey messages about your comfort level, the importance of the conversation, your desire to support or connect with others and more.

Example: You might stand two to three feet away from a new contact to respect their boundaries.

6. Paralanguage:

Paralanguage includes the non-language elements of speech, such as your talking speed, pitch, intonation, volume and more.

Example: You might speak quickly if you are excited about something.

7. Facial expressions

One of the most common forms of nonverbal communication is facial expressions. Using the eyebrows, mouth, eyes and facial muscles to convey can be very effective when communicating both emotion and information.

Example: Someone might raise their eyebrows and open their eyes widely if they feel surprised.

8. Eye contact

Strategically using eye contact (or lack of eye contact) is an extremely effective way to communicate your attention and interest.

Example: Looking away from someone and at the ground or your phone may convey disinterest or disrespect.

9. Touch

Some people also use touch as a form of communication. Most commonly, it is used to communicate support or comfort. This form of communication should be used sparingly and only when you know the receiving party is okay with it. It should never be used to convey anger, frustration or any other negative emotions.

Example: Placing your hand on a friend's shoulder may convey support or empathy.

NEW QUESTION # 340

Effective listening is important in integrative negotiations. Is this statement correct?

- A. No, as effective listening is important only in a distributive negotiation
- B. Yes, as it means the supplier's attempts at negotiation can be stopped quickly with reasoning
- C. No, as what the other party has to say is not important
- D. Yes, as it allows issues to be shared and understood between all parties

Answer: D

Explanation:

Effective listening is crucial in integrative negotiations because it promotes understanding and collaboration.

By actively listening, parties can identify shared interests and address concerns, which supports the goal of reaching mutually beneficial solutions. This is a key component in CIPS guidelines on successful integrative negotiation practices.

NEW QUESTION # 341

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