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CIPS L4M5: Commercial Negotiation exam is a critical module that enables procurement and supply chain professionals to master the art of successful negotiations. L4M5 exam is aimed at individuals who are looking to grow within their role or advance their careers, and it demonstrates their capability to successfully negotiate in a business setting. Successful candidates will acquire skills and knowledge that are valuable in every sector of the industry, including supplier and stakeholder management.

CIPS L4M5 Commercial Negotiation exam is designed for professionals who are seeking to advance their careers in procurement and supply chain management. L4M5 exam is a comprehensive assessment of knowledge on the concepts of commercial negotiation, contract management, and communicating, which enables procurement professionals to have a complete comprehension of the various strategies they can use to negotiate successfully. Leading experts who have been successful in various procurement and supply chain management fields have contributed to the development of the L4M5 Exam to provide practical and effective strategies to tackle complex procurement negotiations.

CIPS L4M5 Commercial Negotiation exam is structured into two parts, with the first part emphasizing knowledge and understanding, while the second section focuses on application and analysis. Candidates are required to prepare adequately by studying the exam content and taking practice tests to master the mainstream negotiation strategies that can be implemented to close a commercial deal effectively. Candidates who pass the L4M5 exam are certified to coordinate and arrange all aspects of a commercial deal and ensure that the negotiations are carried out effectively and ethically.

CIPS Commercial Negotiation Sample Questions (Q56-Q61):

NEW QUESTION # 56

Which of the following are external factors in supplier pricing decisions? Select TWO.

- A. Costs of sales
- **B. Customer perception of value**
- C. Cost of production
- **D. Competition in the market**
- E. Where the product is in its lifecycle

Answer: B,D

Explanation:

Suppliers' pricing decisions are influenced by both internal and external factors. Internal include cost of production, overheads, and lifecycle stage. External include competition (market dynamics, alternatives available) and customer perception of value (willingness to pay, brand image). These external elements are beyond supplier control but crucial in determining market price levels. Recognising these allows buyers to assess supplier pricing flexibility and to negotiate based on market realities rather than supplier cost claims.

Reference: CIPS L4M5 (2nd ed.), LO 1.2 - Internal vs external pricing factors in commercial negotiation.

NEW QUESTION # 57

Open questions can be a useful communication tool in negotiations. Is this statement correct?

- A. No-they can lead to misunderstandings due to their probing nature
- B. No-they can lead to complex answers that do not benefit the negotiation
- C. Yes-they can be used to get explicit confirmation over pricing and exact profit margins
- **D. Yes-they can be used to gain more in-depth information and build rapport**

Answer: D

Explanation:

Open questions ("how/why/what...") encourage the other party to share information, interests, and constraints, supporting rapport, listening, and exploration-key to persuasive dialogue and integrative outcomes. Closed questions check facts; open ones surface interests.

Reference: CIPS L4M5 (2nd ed.), LO 3.2 - Questioning techniques (open/closed/probing), listening and rapport in persuasion.

NEW QUESTION # 58

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

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

Answer: D

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

Reference:

- CIPS study guide page 63-73

- What Is The Kraljic Matrix? (forbes.com)

NEW QUESTION # 59

A buying organisation with a low spend but the reputation for paying on-time. In order to increase buyer's leverage in negotiation with suppliers, which of the following should be a priority of this buyer?

- A. Unclear tender award criteria
- **B. Spend concentration**
- C. Unavailable technical support
- D. Volume separation

Answer: B

Explanation:

Explanation

According to Paul Steele's 'The Seller's Perspective', customer can be classified into 4 categories as below:

To increase the leverage in negotiation, buyer may increase its attractiveness and/or increase spend value. In this scenario, the buyer is already attractive to supplier as it always pays on-time, but the spend is still low. So to have greater leverage, the buyer has to increase its spend volume by spend concentration. Spend concentration may take many forms as following:

- Vendor base reduction
- Volume pooling
- Volume redistribution
- Volume consolidation across categories
- Standardisation and harmonisation of specifications
- Forming purchasing consortia

Chart, treemap chart Description automatically generated



NEW QUESTION # 60

Which type of question should be used to receive affirmation on statement?

- A. Leading
- B. Open
- C. Narrow
- **D. Closed**

Answer: D

Explanation:

Different questioning styles can be used to elicit desired responses:
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Questioning style	When to use
Open questions What do you think about?	• To start a conversation • To build rapport • To get the negotiation started and get TOP to start first
Closed questions Can you offer 24hr?	• To generate a specific response • To receive affirmation on statement – often single word, yes or no • To seek specific information • To bring discussion to an end
Probing questions Tell me more about feature X on product Y.	• To seek further information when the first answer to the question is insufficient • To seek answers when TOP is being evasive • To gain more information and get to the bottom of the issue
Hypothetical questions If we wanted to buy globally could you supply?	• To try to get TOP to see things in a different way • To condition TOP into expecting something • To encourage creative thinking/facilitate identification of alternatives

NEW QUESTION # 61

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