

# 2026 Useful CIPS L4M5: Exam Commercial Negotiation Cram Review

This is mock exam A for CIPS L4M5 Commercial Negotiation 2 hour maximum

1. Is it possible to achieve a successful outcome to negotiation without preparation?  
A, No, as it is unprofessional and not advisable  
B, yes, although it is unprofessional and not advisable  
C, yes, you can always achieve a successful outcome this way  
D, no, you can never achieve a successful outcome this way
2. Should negotiations always be entered into?  
A, no, the potential benefit hoped for must justify the investment required  
B, no, the price and terms offered must always be accepted  
C, yes, all offers must be negotiated  
D, yes, it must always be done face to face
3. Commercial negotiation can take place during the bid/tender evaluation stage of the procurement cycle, is this appropriate?  
A, no, the supplier will always quote his best price and this must be respected  
B, yes, public sector procurement regulations say you must always negotiate at this stage  
C, yes, if the supplier has anticipated there will be negotiation, there may be some wiggle room on the price  
D, no, negotiation must never be entered into at this stage
4. Which of the following is a source of divergent position regarding the content of negotiation?  
A, volume and commitment  
B, agenda and governance  
C, cultural differences  
D, timescale and location
5. If during negotiations you concede to the other party with little debate, you are said to be  
A, compromising  
B, avoiding  
C, collaborating  
D, accommodating
6. A win-lose or competing approach to negotiation can also be called  
A, a distributive approach  
B, an integrative approach  
C, a collaborative approach  
D, an integral approach
7. The first principle of negotiation is separating the people from the problem or issue, this means  
A, making sure you don't appear weak to other members of your negotiating team  
B, accepting that the subject matter of the negotiation and not the people involved in the negotiation should be the focus  
C, keeping relevant stakeholders away from the negotiation process  
D, remaining 2 metres away from other negotiators during a pandemic

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CIPS L4M5 exam is highly valued by employers in the procurement and supply chain industry. This qualification demonstrates that the candidate has the necessary skills and knowledge to negotiate effectively and achieve the best possible outcomes for their organization. Passing L4M5 exam also opens up career opportunities for procurement professionals, as it is a requirement for many senior procurement roles. Overall, the CIPS L4M5 exam is an essential qualification for anyone who wants to excel in the field of procurement and supply chain management.

CIPS L4M5 Certification Exam is ideal for individuals who are responsible for negotiating contracts and agreements in their organizations. L4M5 exam is also suitable for those who are looking to advance their careers in procurement and supply chain management. Commercial Negotiation certification is designed to provide professionals with a comprehensive understanding of commercial negotiations, which can be applied in a variety of industries and sectors.

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CIPS L4M5 Exam is divided into two parts: a written exam and a case study assignment. The written exam consists of 60 multiple-choice questions and is designed to test a candidate's knowledge of negotiation theory, tactics, and strategies. The case study assignment, on the other hand, requires candidates to apply their negotiation skills to a realistic scenario, demonstrating their ability to plan, execute, and evaluate a negotiation process.

## CIPS Commercial Negotiation Sample Questions (Q337-Q342):

### NEW QUESTION # 337

A good negotiator invests time in understanding the needs of the individuals in a negotiation. Is this statement true?

- A. Yes, because individuals' needs always unify with their own organisation's needs and wants
- B. No, because negotiator should attempt to satisfy the needs of the other organisation only
- C. No, because satisfying individual needs will lead to conflict of interest and unethical practices
- **D. Yes, because individual needs largely influence the outcomes of the negotiation**

**Answer: D**

Explanation:

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Skilled negotiators seek to understand the needs of the other parties, as well as their own. In doing so, it allows them to determine a strategy that their own needs are met. Failing to understand the other party's needs is one of the most common reason for an unsuccessful negotiation. In the commercial negotiation, procurement team does not negotiate with organisation, they negotiate with individuals. It is therefore important to recognise that there are two levels of needs:

The organisation - What the organisation wants to achieve. This is generally well stated and understood  
The individual - what is in it for the individual? This is generally not stated, rarely discussed, but very motivational. It is vitally important therefore that time is invested in understanding the needs of the individual  
Skilled negotiators are aware of the needs that occur at both levels, and develop creative options and strategies that attempt to satisfy these needs.

### NEW QUESTION # 338

Mike is a junior buyer who has been working for a manufacturing organisation for two years, specializing in purchasing research. Over this time, he has built good relationships within his team and with other departments. Which of the following sources of power is Mike most likely to possess?

- **A. Referent**
- B. Reward
- C. Position
- D. Coercive

**Answer: A**

Explanation:

Referent power is based on personal relationships and the respect or admiration one earns within an organization. Given Mike's positive relationships and his rapport with team members and other departments, he is most likely to have referent power. This power type is influential in negotiation as people are more willing to work with someone they respect, as outlined in CIPS power dynamics in negotiation.

### NEW QUESTION # 339

There are many factors which will influence supplier pricing decisions. Which of the following are external factors that may apply? Select THREE that apply:

- **A. Environmental factors affecting the cost of raw materials**
- **B. Price elasticity of demand**

- C. Objectives of the organisation
- D. Customer perceptions of value
- E. Where the product is in its 'lifecycle'
- F. Cost of production

**Answer: A,B,E**

#### NEW QUESTION # 340

Jasmine and the IHL sales team have a negotiation scheduled with one of AB's lead buyers, Samuel, at AB's premises. This is one of the biggest negotiations that Jasmine has been involved in and is eager not to make any mistakes. Jasmine has heard from a colleague that Samuel tends to adopt an integrative negotiation style.

IHL senior management decides to send a team of three members to the negotiation. Jasmine is among the team and she is assigned to check body language, reactions, feeds insight to her leader and to record important comments and information from the meeting for minutes. Which of the following are roles of Jasmine in the forthcoming negotiation? Select TWO that apply.

- A. Secretary  
(Correct)
- B. Technical expert
- C. Chief negotiator
- D. Commercial expert
- E. Observer

**Answer: A,E**

Explanation:

A negotiating team can be as few as two people, and one person can play one or more of these roles:

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As from the scenario, Jasmine will act as an observer and a scribe (or secretary).

#### NEW QUESTION # 341

A skilled negotiator will use a range of questioning techniques in a negotiation. If they wished to explore options with the other party without making any formal commitment, which type of question style would they use?

- A. Multiple
- B. Hypothetical
- C. Reflective
- D. Leading

**Answer: B**

Explanation:

Reference: CIPS L4M5 Study Guide, Section 3.2 - The Negotiation Process

#### NEW QUESTION # 342

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