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[CIPS L4M5 Commercial Negotiation](#)

**Commercial Negotiation**

Commercial Negotiation is the process of reaching agreement between two or more parties. It involves the exchange of offers and counteroffers, and the negotiation of terms and conditions of the agreement. Commercial Negotiation is a key skill in business, as it is used to negotiate contracts, prices, and terms of supply. It is also used to negotiate the terms of a merger or acquisition, or to negotiate the terms of a lease or rental agreement. Commercial Negotiation is a complex process, and it requires a good understanding of the legal and regulatory requirements that govern commercial transactions.

**Topics:**

- Topic 1: Understanding key approaches in the negotiation of commercial agreements, with external organisations
- Topic 2: Supply and demand in the work of procurement and supply
- Topic 3: Contract management and the influence of stakeholders in negotiations
- Topic 4: Outcomes of commercial negotiations
- Topic 5: Managing the process of negotiations, including electronic negotiations
- Topic 6: Setting objectives and defining the variables for a successful negotiation
- Topic 7: Use of telephone, teleconferencing or web-based meetings
- Topic 8: Getting bargains and arriving at a best alternative to a negotiated agreement (BATNA)
- Topic 9: Counteroffer and new negotiations approaches for negotiations

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**CIPS Commercial Negotiation Sample Questions (Q84-Q89):**

**NEW QUESTIONS # 84**

Which of the following is most likely to be a reason why a supplier charges its customer high price after it has reduced its break even point?

- A. The supplier may have fixed cost
- B. Supplier may want to encourage buyer's demand
- C. Supplier may need to offer high discounts to meet increasing customer's demand
- D. Supplier may have high fixed costs, variable cost rate

**Answer: C**

**Explanation:**  
Supplier may want to encourage buyer's demand if the buyer tends to prefer lower price. If supplier wants to encourage an customer to buy more, it needs to offer discount at break even point. So this option is not correct.  
Supplier may have fixed cost, variable cost rate. Supplier with high fixed cost needs high margins to break even, but since it has reduced, it may be able to offer significant discounts for real orders.  
The supplier may have reduced economy of scale, when a economy of scale is reduced, cost per unit will be increased which often leads to more break even point.  
Supplier may need to offer high discounts to meet increasing customer's demand if increasing customer's demand that excess supplier's current capacity. Therefore, supplier may need to extend

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To prepare for the CIPS L4M5 Exam, candidates are recommended to have completed the CIPS L4M4 (Negotiating and Contracting in Procurement and Supply) module, which provides a solid foundation in negotiation theory and practice. Additionally, candidates should have practical experience in negotiating commercial contracts and be familiar with the legal and regulatory requirements that govern commercial transactions.

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CIPS L4M5 Commercial Negotiation exam is one of the valuable certifications for professionals in procurement and supply chain management. L4M5 exam content provides insight into various negotiation strategies and techniques that can be used in specific procurement scenarios. It is essential that candidates invest ample time in thorough preparation and studying to pass the exam successfully. Upon completion, the certification will provide procurement professionals with the necessary skills required to negotiate effectively while maintaining ethical business practices, thereby enhancing their careers in the field.

## CIPS Commercial Negotiation Sample Questions (Q40-Q45):

### NEW QUESTION # 40

Which of the following are intangible values created by trust in business relationships? Select TWO that apply.

- A. Higher revenues
- B. Positive feedbacks from customers
- C. Increasing response time to request
- D. Frequent conflict escalation
- E. More focus on core business

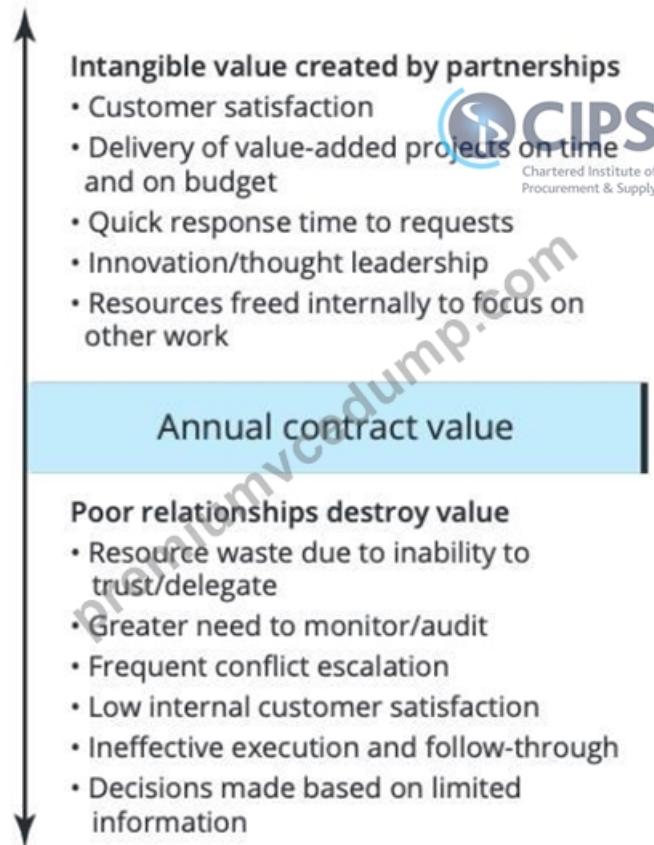
**Answer: B,E**

Explanation:

Explanation

Trust may create value as following:

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LO 1, AC 1.4

### NEW QUESTION # 41

Which of the following occur in the planning and preparation stage of negotiation? Select THREE.

- A. Making as few concessions as possible
- B. Narrowing the range of solutions
- C. Defining the constituents

- D. Using questions to elicit information
- E. Analysing the bargaining power
- F. Understanding the other party

**Answer: C,E,F**

Explanation:

Planning and preparation involve analysing bargaining power, understanding the counterpart's needs, and defining the constituents (parties involved). Questioning and concessions come later during bargaining.

Narrowing solutions occurs during closure. Proper planning ensures negotiators enter with clear objectives, strategies, and knowledge, reducing surprises. CIPS highlights preparation as the most critical determinant of negotiation success, aligning with the saying: "Failing to prepare is preparing to fail." Reference: CIPS L4M5 (2nd ed.), LO 2.2 - Planning and preparation activities in negotiation.

#### NEW QUESTION # 42

John and a supplier agree on a long-term relationship based on trust, respect, and shared risk/reward. What type of relationship is this?

- A. Transactional
- B. Partnership
- C. Arm's length
- D. Outsourcing

**Answer: B**

Explanation:

A partnership is characterised by trust, mutual respect, and joint sharing of risks and rewards. Both sides collaborate on innovation and improvement. In contrast, transactional or arm's-length relationships are short-term and price-driven, while outsourcing simply transfers responsibility without guaranteeing collaboration.

CIPS emphasises partnerships as enablers of integrative negotiations, where joint value and long-term benefits can be achieved. Reference: CIPS L4M5 (2nd ed.), LO 1.1 - Relationship spectrum: partnership vs transactional.

#### NEW QUESTION # 43

Where there are high levels of commitment to relationships between both the buyer and supplier, this is seen as collaborative and beneficial to negotiations. Is this statement correct?

- A. Yes, characteristics include arm's length transactions and minimal communication
- B. No, collaboration does not require commitments from either side
- C. No, this can be classified as adversarial
- D. Yes, characteristics include risk management and strategic planning

**Answer: D**

Explanation:

Reference: CIPS L4M5 Study Guide, Section 1.1 - Types of Commercial Relationships

#### NEW QUESTION # 44

In preparation for holding negotiation meetings with existing suppliers, category manager Stephen would like to appraise the bargaining strength of his organisation. Which of the following are examples of buyer power?

Select TWO that apply:

- A. Suppliers are limited in number
- B. Ability to easily switch suppliers
- C. High barriers of entry exist for new suppliers
- D. Buyer is large in size relative to suppliers
- E. Collusion between competitor suppliers

**Answer: B,D**

### Explanation:

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

## NEW QUESTION # 45

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