# Valid L4M5 Test Syllabus & L4M5 Valid Test Registration

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	on 1: Correct sive approach in negotiation is typified by which of the following?
	5 75 1 (1) 10 10 10 10 10 10 10 10 10 10 10 10 10
	C
	Both parties share 50:50 of the 'pie'
	c
•	
	Distributive approaches are inherently inferior to integrative approaches in commercial negotiation
	g.
•	
	Each party attempts to maximise the value obtained at other's expense
	(Correct)
	c
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Distribu	
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# L4M5 Web-Based Practice Exam Questions

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# **CIPS Commercial Negotiation Sample Questions (Q77-Q82):**

#### **NEW QUESTION #77**

When implementing value analysis or value engineering, which of the following acronyms reminds both buyer and supplier of ideas on removal, substitution and design-out of cost elements?

- A. OWN-IT
- B. STOPS WASTE
- C. SAMOA
- D. SMART

#### Answer: B

#### Explanation:

Ray Carter coined the mnemonic STOPS WASTE to remind buyers of 10 cost-reduction ideas they can ask for themselves and their suppliers in any situation when considering a key purchase input. Stop Waste by:

Standardisation - is there a standard specification?

Transportation - is the inbound transport classification appropriate

Over-engineered - is the specification too tight?

Packaging - can packaging be reduced or eliminated?

Substitutes - is there a cheaper substitute material

Weight - is there opportunity to reduce weight of the product?

Any unnecessary processing - is there any unnecessary design or feature?

Supplier's input - are suppliers able to assist with the cost reduction To make - is it more economical to make or buy?

Eliminate - if no one uses the feature, can it be eliminated?

SAMOA is a useful acronym for checking and testing the information gathered from the Internet:

Source

Audience

Methodology

Objectivity

Accuracy

OWN-IT is acronym for 5 steps in the process of collecting and analysing the data and information needed in any field:

Outline

Wide search

Narrow search

Increase your stockpile of information

Transform your stockpile into new knowledge

A SMART goal is used to help guide goal setting. SMART is an acronym that stands for Specific, Measurable, Achievable, Realistic, and Time-bound.

### **NEW QUESTION #78**

An organisation is developing the specification for a capital purchase project. An important stakeholder has doubt on the draft specification. The buyer invites him to the product function meetings. In these meeting the attendees can raise their concerns, the specification development team takes in all the concerns and adjusts the specification accordingly. What kind of technique is the specification development team using?

• A. Visionary

- B. Coalition
- C. Directive
- D. Persuasive reasoning

#### Answer: B

# Explanation:

In the scenario, anyone who has concerns can join a meeting to raise their thoughts. The project team takes the stakeholders' ideas into account. This isknown as coalition: A group of people or organisations come together and work collaboratively to achieve some goals. Specifically in this scenario, the goal is creating a high-quality and unified specification for an important project.

# **NEW QUESTION #79**

According French and Raven's base model, which of the following are sources of personal power that can be used in commercial negotiation? Select THREE that apply.

- A. Coercive power
- B. Competitive power
- C. Expert power
- D. Trademark power
- E. Purchasing spend power
- F. Legitimate power

# Answer: A,C,F

# Explanation:

:

A useful model of personal power that has survived the test of time and provide a simple way to analyse negotiation in French and Raven's Power Base Model, which describes six bases of power:

Diagram Description automatically generated

## **NEW QUESTION #80**

Which of the following is an advantage of consultation as an influencing tactic?

- A. Suits values-based cultures and addresses motivating factors
- B. Encourages commitment and enhances low-position power
- C. Secures swift compliance and wears down resistance
- D. Enhances decision-making and encourages communication

#### Answer: B

#### Explanation:

Consultation involves actively involving stakeholders or counterparties in decision-making. By seeking input, it fosters a sense of ownership, increasing commitment to negotiated outcomes. It is particularly effective when the negotiator has low positional power, as it shifts dynamics from authority to collaboration. Unlike coercion or compliance tactics, consultation builds engagement and long-term trust, which is critical in complex procurement where buy-in is essential for contract success. CIPS stresses its role in building influence where direct authority is limited.

Reference: CIPS L4M5 (2nd ed.), LO 3.2 - Persuasion through consultation, collaboration, and influence.

# **NEW QUESTION #81**

Which of the following are sources of power in organisational relationships?

- \* Coercive power
- \* Intruded power
- \* Referent power
- \* Tactical power
  - A. 1 and 2 only
  - B. 1 and 3 only
  - C. 2 and 4 only

• D. 1 and 4 only

#### Answer: B

#### Explanation:

Coercive powerstems from the ability to apply pressure or sanctions, whilereferent powercomes from reputation, charisma, or respect. These are both recognised power sources in negotiations. "Intruded" and

"tactical" power are not classified within the standard power framework used in CIPS materials.

"Sources of power include coercive (based on threats or penalties), referent (based on personal appeal or influence), and others such as reward, expert, and legitimate power." (L4M5 Commercial Negotiation, 2nd edition, Section 3.1 - Power in Negotiation)

# **NEW QUESTION #82**

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