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Topic	Learning Objectives
Topic 1	Understand key approaches in the negotiation of international agreements with external organisations • Structure of approach that can arise in the work of procurement and supply
Topic 2	Understand the role of the negotiator in the negotiation of international agreements • Trade management and the structure of international negotiations • Characteristics of commercial negotiation
Topic 3	Understand the role of the negotiator in the negotiation of international agreements • Characteristics of commercial negotiation • Contract the economic factors that apply in commercial negotiations
Topic 4	Understand the role of the negotiator in the negotiation of international agreements • Characteristics of commercial negotiation • Setting objectives and defining the variables for a commercial negotiation • Use of negotiation, non-contracting or web-based meetings
Topic 5	Understand the role of the negotiator in the negotiation of international agreements • Characteristics of commercial negotiation • Setting targets and creating a win-win scenario in a negotiation agreement (BATNA) • Characteristics of commercial negotiation

New L4M5 Test Test | L4M5 New Questions

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CIPS Commercial Negotiation Sample Questions (Q84-Q89):

NEW QUESTION # 84
Which of the following is most likely to be a reason why a supplier accepts an customer high price offer in their standard trade price point?
• A. The supplier may have reached capacity of scale
• B. Supplier may want to encourage buyer's demand
• C. Supplier may want to avoid new facilities to meet increasing customer's demand
• D. Supplier may have high fixed cost, variable cost ratio.

Answer: C
Explanation:
Supplier may want to encourage buyer's demand if the buyer tends to order lower price. If supplier wants to encourage an customer's buy more, it needs to offer discount at each amount. So this option is not acceptable.
Supplier may have high fixed cost, variable cost ratio. Supplier with high fixed cost needs high volume to break even, the price accepted. It may be able to offer significant discount for each order.
The supplier may have reached capacity of scale, when capacity of scale is reached, cost per unit will be reduced which often leads to more favorable price.
Supplier may want to avoid new facilities to meet increasing customer's demand. Increasing customer's demand may exceed supplier's current capacity. To continue, supplier may need to expand.

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CIPS Commercial Negotiation Sample Questions (Q348-Q353):

NEW QUESTION # 348

A procurement manager is preparing for a negotiation with an important supplier. He plans to withhold some crucial information so that his company gains the upper hand in the negotiation. Is this correct when considering using integrative approach to the negotiation?

- A. No, holding back information will prompt the supplier gain higher negotiation power
- B. Yes, the supplier must know what buyer wants and how to provide that even when the buyer is silent on these matters
- C. Yes, the buying organisation must maximise its gain, even at the detriment of the other party
- D. No, this approach requires honest and open discussion

Answer: D

Explanation:

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Integrative negotiation is a negotiation strategy in which the involved parties work together to find a solution that satisfies the needs and concerns of each. This process often involves group brainstorming and creative thinking for individuals to suggest different ideas that benefit both parties.

Compromising is often common in integrative negotiation, and both sides may need to give up certain needs to reach a solution.

Honesty can also promote successful integrative negotiation because it can lead to a comprehensive understanding of the issue and what each party needs to be satisfied with the result.

NEW QUESTION # 349

Where can we find the data on macroeconomics?

1. From trade journal
2. From supplier's marketing catalogue
3. From stock exchange market
4. From government's statistics

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

Answer: A

Explanation:

Explanation

Macroeconomic indicators are statistics or data readings that reflect the economic circumstances of a particular country, region or sector. They are used by analysts and governments to assess the current and future health of the economy and financial markets.

Macroeconomic indicators will vary in their meaning and the impact that they have on the economy, but broadly speaking there are two main types of indicator.

- Leading indicators, which forecast where an economy might be heading. They are often used by governments to implement policies because they represent the first phase of a new economic cycle. These include the yield curve, interest rates and share prices.

- Lagging indicators, which reflect an economy's historical performance and only change after a trend has been established. They are used to confirm a trend is underway. These include gross domestic product (GDP), inflation and employment figures.

There is also the category of coincident indicators, but these are generally grouped in with lagging indicators as they either happen at the same time or after an economic shift.

The best macroeconomic indicator to watch will heavily depend on your personal preferences, what positions you are taking and which country your portfolio is focused on. However, there are some very common indicators that most traders and investors will keep an eye on.

For simplicity's sake, we have split these out into leading and lagging indicators.

Top leading indicators:

1. The stock market

2. House prices
3. Bond yields
4. Production and manufacturing statistics
5. Retail sales
6. Interest rates

Top lagging indicators:

1. GDP growth rates
2. The Consumer Price Index (CPI) and inflation
3. Currency strength and stability
4. Labour market statistics
5. Commodity prices

A procurement professional may find stock market data from the security exchange, while most lagging indicators (such as GDP, CPI, unemployment rate, currency and inflation rate, etc) can be found from government statistics data.

NEW QUESTION # 350

For effective commercial negotiation, an organisation must analyse and apply approaches to negotiate agreements successfully. Which one of the following would provide a successful outcome?

- A. Understand the power of stakeholders
- B. Understand the sources of conflict in categories that can arise
- C. Understand the key approaches to commercial negotiation
- D. Understand the stages of the sourcing process

Answer: C

Explanation:

Understanding the key approaches to commercial negotiation—such as adversarial, integrative, collaborative, or accommodative—is fundamental to achieving successful outcomes. CIPS emphasises that negotiators must be able to select and apply the correct approach based on factors such as power balance, relationship importance, risk, and objectives. While understanding conflict, stakeholder power, and sourcing stages all support negotiation effectiveness, they are secondary to choosing the right negotiation approach itself. Without this core understanding, negotiators risk misalignment between strategy and context, leading to suboptimal or failed outcomes.

Reference: CIPS L4M5 Commercial Negotiation (CORE), 2nd edition - LO 1.1: Key approaches to negotiating commercial agreements.

NEW QUESTION # 351

Rose is a senior buyer from a skiing equipment retailer. Rose is concerned about the current ski boot shortage and the number of invoicing problems from a key supplier. She has decided to have a video conference with Victor, CEO of the supplier. Initially, she intends to threaten Victor with contract termination unless he can improve the situation. However, she is a little wary of doing this as the switching costs are high. Eventually, she decides to seek solutions by encouraging the other party to offer their views and ideas. Rose also prepares some ideas to discuss with Victor. Which of the following is the persuasion method that Rose intends to use in the forthcoming conference?

- A. Collaborative (pull)
- B. Directive (push)
- C. Persuasive reasoning (push)
- D. Visionary (pull)

Answer: A

Explanation:

There are two major persuasion methods: 'push' and 'pull'.

Persuasion can be defined as encouraging someone to do something that you want them to do for you.

Persuasion is reasoning with someone so that they will believe or do something they might not otherwise do.

Persuasion can be considered as 'pushing' on TOP so that they can accept the change in attitude or behaviour as a result of your actions.

Influence is the ability to affect the manner of thinking of another. Influence can be considered as pulling on TOP so that you achieve the same result, but TOP feels they have changed their attitude or behaviour as a result of their reflection and thinking, and not your direct actions.

There are multiple variables to consider when choosing between 'push' and 'pull'. Professor Fiona Dent of Ashridge Business School proposes situations when each style might be most appropriate, breaking down push into 'directive' and 'reasoning' and 'pull' into 'collaborative' and 'visionary':

Table Description automatically generated

Directive (push)	Collaborative (pull)
<p>An individual-driven persuasion style in which the person seeking to influence another declares their own view/idea in the expectation that it will be accepted and followed by the other. This style is particularly effective in the following situations.</p> <ul style="list-style-type: none"> • The influencer is an expert while the followers are not • The people being influenced are new/inexperienced • The situation necessitates very speedy action • The situation involves a safety- or security-critical issue or a strict deadline. <p>If this persuasion style is not used effectively or appropriately, the influencer risks developing a reputation for being heavy handed and dictatorial.</p>	<p>A team-oriented persuasion style in which the person seeking to influence another involves the other party in the decision-making process. All parties are encouraged to offer views and ideas about the issue. This style is particularly effective in the following situations.</p> <ul style="list-style-type: none"> • The influencer needs commitment from the other parties • The influencer is actively seeking innovative ideas from others • There is no clear solution to the issue at hand <p>If this persuasion style is not used effectively or is overused, the influencer risks developing a reputation for being indecisive and weak.</p>

In the scenario, Rose intends to let both parties exchange their views and ideas so that solutions to current problems can be found. This is the typical characteristic of collaborative (pull) method.

NEW QUESTION # 352

Lina Rawlins is a senior buyer working for a medical equipment company. Lina is in charge of the company's largest supplier account, Great Barrington Gas (GBG), a medical equipment supplier. Recently, GBG's performance has declined, leading to an increasing number of rejected items. Lina is aware of the seriousness of this and has asked GBG to attend an urgent meeting. In the meeting, Lina asked the GBG representative,

"Can you tell me exactly what you are doing to ensure quality?" What type of question is Lina asking?

- A. Leading
- B. Reflective
- C. Hypothetical
- **D. Probing**

Answer: D

Explanation:

Lina is asking a probing question to gather more detailed information on the actions GBG is taking to address quality issues. Probing questions are intended to delve deeper into a topic and elicit specific details, making them suitable for understanding underlying issues, as per CIPS's negotiation question types.

NEW QUESTION # 353

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