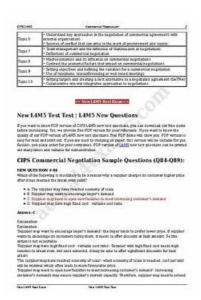
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# CIPS Commercial Negotiation Sample Questions (Q250-Q255):

### **NEW QUESTION #250**

Which of the following are indicative behaviours of a distributive approach to negotiating?

- A. 1 and 4 only (Maintaining openness and Attempting to cast doubt)
- B. 1 and 3 only (Maintaining openness and Seeking understanding)
- C. 2 and 3 only (Establishing power and Seeking understanding)
- D. 2 and 4 only (Establishing power and Attempting to cast doubt)

#### Answer: D

# **NEW QUESTION #251**

Which characteristics are likely to feature within an integrative negotiation?

- \* Maximising the other party's outcome to enhance relationships
- \* Maximising joint outcomes
- \* Short-term focus
- \* Pursuit of goals held jointly with the other party
  - A. 1 and 2 only
  - B. 1 and 3 only
  - C. 2 and 4 only
  - D. 3 and 4 only

#### Answer: C

#### Explanation:

Integrative negotiation emphasises maximising joint outcomes and pursuing shared goals, moving beyond narrow self-interest. Unlike distributive negotiations, it does not focus on short-term wins or zero-sum positions. Instead, integrative strategies build sustainable value and strengthen partnerships. Maximising the other party's outcome alone is more accommodative than integrative. Therefore, true integrative practice balances both parties' interests for long-term gain.

Reference: CIPS L4M5 (2nd ed.), LO 1.1 - Features of integrative negotiation.

#### **NEW OUESTION #252**

Procurement gets involved in negotiating purchase requisitions only when there is a value analysis to ensure that only value-adding aspects are included. Is this statement true?

- A. Yes, the role of purchasing is to add value to the purchase, and therefore every purchase requisition must go through a team value analysis
- B. No, purchasing can negotiate other details of the purchase requisition even where value analysis is absent
- C. No, value analysis is a very technical process that requires the expertise of engineering and financial analysts
- D. Yes, value analysis is the single most important responsibility of procurement in the processing of repeat requisitions

### Answer: B

#### Explanation:

Procurement can negotiate various aspects of a purchase requisition even without a formal value analysis.

While value analysis can enhance cost-effectiveness, procurement professionals often negotiate on pricing, terms, and conditions to add value independently of value analysis, as per CIPS's guidelines on procurement flexibility in negotiations.

#### **NEW QUESTION #253**

Which of the following types of question are likely to be the most effective to check facts in negotiations?

· A. Hypothetical

- B. Closed
- C. Leading
- D. Open

#### Answer: B

# **NEW QUESTION #254**

The only procurement risk inherent in a distributive negotiation approach is the potential loss in the outcome. Is this statement TRUE?

- A. No, there is a chance of reaching an impasse among other outcomes to such negotiations
- B. No, both negotiating parties are always committed to ensuring that gains are distributed equally between them
- C. Yes, and that is why procurement must seek to engage with suppliers that have less bargaining power
- D. Yes, because in any commercial negotiation there is always a winner and a loser

#### Answer: A

#### Explanation:

Distributive negotiation carries several risks beyond justlosing out on value. These includedamaging supplier relationships, eroding trust, andreaching an impasse, where neither party can agree. This could result in delayed projects, increased costs, or supplier withdrawal.

"Distributive negotiation can lead to a breakdown in communication, impasses, and long-term relationship damage. The win-lose mindset can prevent collaborative problem-solving." (L4M5 Commercial Negotiation, 2nd edition, Section 3.5 - Risks of Distributive Approaches)

# **NEW QUESTION #255**

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