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CIPS L4M5 Commercial Negotiation		2
Topic 1	Understand key approaches to the negotiation of commercial agreements with external organisations	
Topic 2	Support of supplier that can arise in the work of procurement and supply	
Topic 3	Trade management and the influence of stakeholders in negotiation	
Topic 4	Definition of commercial negotiation	
Topic 5	Match customer and an approach in commercial negotiation	
Topic 6	Construct the economic factors that approach in commercial negotiation	
Topic 7	Setting objectives and defining the variables for a commercial negotiation	
Topic 8	Use of negotiation, non-conforming or web-based meetings	
Topic 9	Setting targets and creating a list of alternatives to a negotiated agreement (BATNA)	
Topic 10	Customer's relationship integration approaches to negotiation	

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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 charges its customer higher price after it has reached the break-even point?

- A. The supplier may have reached economy of scale
- B. Supplier may want to encourage buyer's demand
- C. Supplier may need to open 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: the buyer tends to prefer lower price, if supplier wants to encourage its customers/buyers, it needs to offer discount at least amount. So this option is not acceptable.

Supplier may have high fixed cost - variable cost ratio: Supplier with high fixed cost needs high revenues to break even, but once achieved, it may be able to offer significant discount for bulk orders.

The supplier may have reached economy of scale: when economy of scale is reached, unit per unit will be reduced which often leads to more favourable price.

Supplier may need to open new facilities to meet increasing customer's demand: Increasing customer's demand may exceed supplier's current capacity. Therefore, supplier may need to expand

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CIPS Commercial Negotiation Sample Questions (Q185-Q190):

NEW QUESTION # 185

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

- A. Supplier may want to encourage buyer's demand
- **B. Supplier may need to open new facilities to meet increasing customer's demand**
- C. Supplier may have high fixed cost - variable cost ratio
- D. The supplier may have reached economy of scale

Answer: B

Explanation:

Explanation

'Supplier may want to encourage buyer's demand': the buyer tends to prefer lower price, if supplier wants to encourage its customers to buy more, it needs to offer discount at bulk amount. So this option is not acceptable.

'Supplier may have high fixed cost - variable cost ratio': Supplier with high fixed cost needs high volumes to break even, but once achieved, it may be able to offer significant discounts for bulk orders

'The supplier may have reached economy of scale': when economy of scale is reached, cost per unit will be minimal which often leads to more favourable price.

'Supplier may need to open new facilities to meet increasing customer's demand': Increasing customer's demands may exceed supplier's current capacity. Therefore, supplier may need to extend its capacity by investing more in facilities. To cover these fixed cost investment, supplier may charge higher price.

LO 2, AC 2.1

NEW QUESTION # 186

SBL provides contract bathroom furniture and fittings for a wide variety of domestic and commercial clients.

To some suppliers, SBL spends a large portion of their revenue. But SBL is famous for imposing draconian obligations on these suppliers. Which of the following is most likely to be an overarching objective of these suppliers to SBL?

- A. Drop the business with SBL immediately
- **B. Charge a higher price to compensate for all the pain SBL has put**
- C. Hold on and keep SBL happy but make sure that the business is profitable
- D. Win and keep business with SBL at any costs, even without profits

Answer: B

Explanation:

According to Paul Steele's 'The Seller's Perspective', customer can be classified into 4 categories as below:

Chart, treemap chart Description automatically generated



In this scenario, although SBL's spend claims large portion in suppliers' revenues, their draconian treatment will reduce SBL's

attractiveness in supplier's perspective. SBL falls into Exploit quadrant. With exploitable customers, suppliers tend to 'milk' the customer and charge a high price to compensate for all the pain customer put on them.

NEW QUESTION # 187

Using emotion as a technique of persuasion is ethical. Is this a true statement?

- A. Yes, because it may appeal to the supplier's goodwill
- **B. No, because emotions should not be involved in business agreements**
- C. No, because it's not the best route to enhance relationships
- D. Yes, because use of emotion will always lead to agreement

Answer: B

NEW QUESTION # 188

Which of the following are tools that help procurement visualise cost breakdowns of products and services purchased from supplier?

1. Spend candlesticks
2. Spend tree
3. Aggregate expenditure model
4. Spend waterfall

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

Answer: C

Explanation:

Understanding where and with whom your supplier spends their money, or understanding the 'cost breakdowns' or 'price build-up' of the goods and services you purchase from the supplier, will help you know where and when they can offer price concessions. Cost information can be expressed with more impact through graphs that can be created using Excel and PowerPoint or other softwares. There are two commonly used models known as 'spend waterfall' and 'spend tree'. Spend waterfall shows the build-up of costs, while the spend tree shows all the spends that an organisation makes.

There is no graph known as 'spend candlesticks'. Candlestick chart is a style of financial chart used to describe price movements of a security, derivative, or currency.

The aggregate expenditure model is a method of calculating GDP. The aggregate expenditure model focuses on the relationships between production (GDP) and planned spending: $GDP = \text{planned spending} = \text{consumption} + \text{investment} + \text{government purchases} + \text{net exports}$.

NEW QUESTION # 189

Maria is a professional services category buyer within the National Health Service. Due to severe financial budget cutbacks the National Health Service is facing, the procurement team has been tasked with achieving cost savings so that funding available can be spent on patient care. Maria plans to achieve savings with one of her collaborative suppliers. Which negotiation approach should she undertake?

- A. Lose-Lose
- B. Win-Perceived Win
- **C. Win-Win**
- D. Win-Lose

Answer: C

NEW QUESTION # 190

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