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Question 1: Correct
Distributive approach in negotiation is typified by which of the following?

- Both parties share 50:50 of the 'pie'
- Distributive approaches are inherently inferior to integrative approaches in commercial negotiation
- Each party attempts to maximise the value obtained at other's expense
- Both parties understand each other's goals

(Correct)

Explanation
Distributive approach to negotiation used when the interested parties are attempting to divide something up or distribute something of value, also known as zero-sum approach or win-lose. Commercial situations often demand a distributive bargaining approach, if the 'pie' is inherently of a fixed size. In this case, any conflicts must be resolved by sharing it.

In win-lose approach, a negotiator wants to maximise the value obtained in a single deal, the relationship with the other party is not important. Therefore, a strong party may win more than 50% of the metaphorical 'pie'.

It should not be assumed that win-win can be applied to all commercial negotiations, or that win-lose approaches are inherently inferior.

LD 1, AC 1.2

Question 2: Correct
Which of the following is the first step in the development of negotiation strategies?

- Developing scenarios around possible options
- Determining your BATNA
- Recognising TOP's needs and wants
- Defining overarching objectives

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CIPS L4M5 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> • Macroeconomics and its influence on commercial negotiations • Contrast the economic factors that impact on commercial negotiations
Topic 2	<ul style="list-style-type: none"> • Setting targets and creating a • Collaborative win-win integrative approaches to negotiations
Topic 3	<ul style="list-style-type: none"> • Setting objectives and defining the variables for a commercial negotiation • Use of telephone, teleconferencing or web-based meetings

Topic 4	<ul style="list-style-type: none"> • Identify the different types of relationships that impact on commercial negotiations • Pragmatic and principled styles of negotiation
Topic 5	<ul style="list-style-type: none"> • Building relationships based on reputation, and trust • Repairing a relationship • The relationship spectrum
Topic 6	<ul style="list-style-type: none"> • Costing methods such as absorption, marginal or variable and activity-based costing • Know how to prepare for negotiations with external organisations
Topic 7	<ul style="list-style-type: none"> • Analyse how to assess the process and outcomes of negotiations to inform future practice • Protecting relationships after the negotiation
Topic 8	<ul style="list-style-type: none"> • Organisational power: comparing the relative power of purchasers and suppliers • Explain how the balance of power in commercial negotiations can affect outcomes
Topic 9	<ul style="list-style-type: none"> • Understand key approaches in the negotiation of commercial agreements with external organisations • Sources of conflict that can arise in the work of procurement and supply

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2026 High Pass-Rate CIPS L4M5: Commercial Negotiation Labs

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CIPS Commercial Negotiation Sample Questions (Q367-Q372):

NEW QUESTION # 367

Which of the following are most likely to help buyer become preferred customer in supplier's perspective?
Select TWO that apply.

- A. Shorter payment period
- B. Ensuring an increased number of repeat orders
- C. Onerous supplier terms and conditions
- D. Compliance with agreed repair lead time
- E. Reduction in delivery errors

Answer: A,B

Explanation:

Explanation

Becoming a preferred customer to supplier's perspective can increase the purchaser's leverage in negotiation.

Beside the size of buying organisation or its spend, the following may be sufficient to differentiate the buyer from other buying organisations:

- Simple procurement processes
- Simple contracting processes
- Clear and concise documentation
- Absence of onerous supplier terms and conditions (onerous supplier terms and conditions mean that obligations imposed on suppliers are greater than their gains)
- On-time payment: The reduction in hassle for both supplier and the buyer, if bills are paid on time, is significant. From the customer's perspective it could also be the opener to agreeing preferential payment terms. A supplier may weigh up that payment on time at 60 days is worth taking, over the current 30-day terms that slip to 90 days and beyond.
- Transparent processes
- Ethical behavior

LO 1, AC 1.3

NEW QUESTION # 368

An experienced procurement professional is developing strategies for forthcoming negotiations with her key supplier. To avoid negotiation deadlocks, she identifies the reasons why negotiations could fail. Which of the following are most likely to be reasons for negotiation failures? Select TWO that apply.

- A. Both parties focus on common interests
- B. Buyer helps to create a co-operative atmosphere
- C. Underlying interests of TOP are overlooked
- D. MIL objectives are well established
- E. Unachievable objectives were set up

Answer: C,E

Explanation:

:

It has been said that most negotiations are won (or lost) at the preparation stage. Success in a negotiation cannot be claimed unless you can refer back to your objectives and show how you have achieved them. In broad terms, negotiation plans/strategies involve 4 key activities:

1. Developing and prioritising your objectives and limits
2. Seeking to understand TOP's objectives
3. Developing concession plans
4. Planning the resources and logistics required and agreeing team roles.

Questions to gain an understanding of why a negotiation failed

Did we collect and make effective use of all information available when preparing for the negotiation?

Did we set objectives for the negotiation that were stretching and achievable and established MIL objectives?

Did we determine a strategy for the negotiation?

Did the other party understand our needs correctly?

Were we aware of the underlying interests of the other party?

Were our proposals convincing enough for acceptance by the other party?

Did we explore different variables in the negotiation?

Did we fully understand all proposals?

Did we give any unplanned concessions and did we check the importance of these?

Did we focus on common interests?

Did we ask a range of questions?

Did we get answers to all our questions?

Could we answer all the questions addressed to us in a proper and positive way?

Did we summarise effectively?

Did we use different methods of persuasion in the negotiations?

Which tactics did we use and what effect did they have?

Did our negotiating team work well as a team?

Did we help to create a co-operative atmosphere

NEW QUESTION # 369

Which of the following are hardball tactics in negotiations? Select TWO that apply.

- A. Good cop, bad cop
- B. Expand the pie
- C. Sweetening the deal
- D. Snow job
- E. Bridging

Answer: A,D

Explanation:

In difficult negotiations and disputes, hardball tactics like punishment and threats often seem like the only way to win concessions. Some negotiators seem to believe that hardball tactics are the key to success in any negotiation. They resort to extreme demands and even unethical behaviour to try to get the upper hand in a negotiation.

The following are 8 typical hardball tactics:

1. Good cop / Bad cop

2. Low ball / High ball
3. Bogey
4. The Nibble
5. Chicken
6. Intimidation
7. Aggressive Behaviour
8. Snow Job

You can read the details of each tactic here.

In the contrary to hardball tactics, negotiators can adopt integrative approach to the negotiation. Some of integrative tactics are:

1. Expand the Pie
 2. Bridging
 3. Post Settlement - Settlement
- Et cetera

NEW QUESTION # 370

A buyer is approaching a negotiation where the company is in a low-power negotiating position in relation to the supplier. How can the buyer improve leverage and power with the supplier?

- A. 3 and 4 (Take a distributive approach and limit communication)
- B. 1 and 4 (Consolidate expenditure and limit communication)
- C. 2 and 3 (Understand supplier costs and take a distributive approach)
- **D. 1 and 2 (Consolidate expenditure and understand supplier costs)**

Answer: D

NEW QUESTION # 371

In what circumstances is the bargaining power of suppliers likely to be high, in relation to buyer power?

Select the THREE that apply:

- A. The buying firm is large in comparison to the supplier
- **B. The supplier has highly specialized machinery**
- **C. The number of suppliers is limited**
- **D. The volume required is low**
- E. The demand is not urgent
- F. The product the buyer requires is undifferentiated

Answer: B,C,D

NEW QUESTION # 372

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