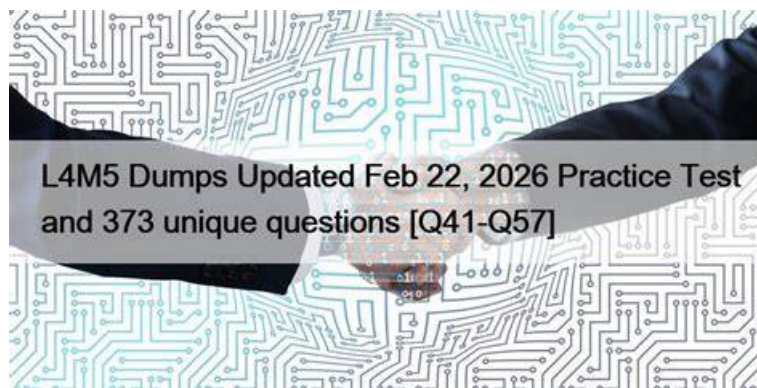


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CIPS L4M5 Exam Syllabus Topics:

Section	Weight	Objectives
Understand how commercial negotiations should be undertaken	30%	- Stages of negotiation • 1. Opening, exploring, bargaining, closing and implementing - Review and improvement • 1. Documenting agreements and lessons learned • 2. Evaluating results and performance - Tactics and influencing methods • 1. Managing concessions and deadlocks • 2. Persuasion and influencing techniques • 3. Cultural and ethical considerations - Communication skills • 1. Non-verbal communication and emotional intelligence • 2. Active listening and questioning

Understand key approaches in the negotiation of commercial agreements with external organisations	35%	- Power dynamics in negotiation • 1. Impact of power balance on outcomes • 2. Sources of power and influence • 3. Relationship types and their effect on negotiation - Application of commercial negotiations in procurement and supply • 1. Position within the CIPS procurement cycle • 2. Team and stakeholder management in negotiation • 3. Definitions and purpose of commercial negotiation • 4. Sources and management of conflict - Types of negotiation approaches • 1. BATNA, target setting and reservation price • 2. Distributive / competitive (win-lose) • 3. Collaborative / integrative (win-win) • 4. Pragmatic and principled negotiation styles
Know how to prepare for negotiations with external organisations	35%	- Planning and resources • 1. Team roles and preparation plans • 2. Information gathering and market intelligence - Negotiation criteria and objectives • 1. Prioritising issues and trade-offs • 2. Defining measurable outcomes - Cost and price analysis • 1. Cost modelling and price analysis techniques • 2. Types of costs and pricing structures - Economic and market factors • 1. Inflation, exchange rates and risk factors • 2. Supply and demand conditions • 3. Market structure and competition

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CIPS Commercial Negotiation Sample Questions (Q231-Q236):

NEW QUESTION # 231

Professional buyer is planning for the next negotiation of a simple one-off contract. This negotiation is typified by which of the following? Select TWO that apply.

- A. Pricing is the most important criterion
- B. Total cost of ownership is the most important criterion
- C. Vendor ratings will be used
- D. Continuous dialogue with supplier
- E. Arm's-length approach

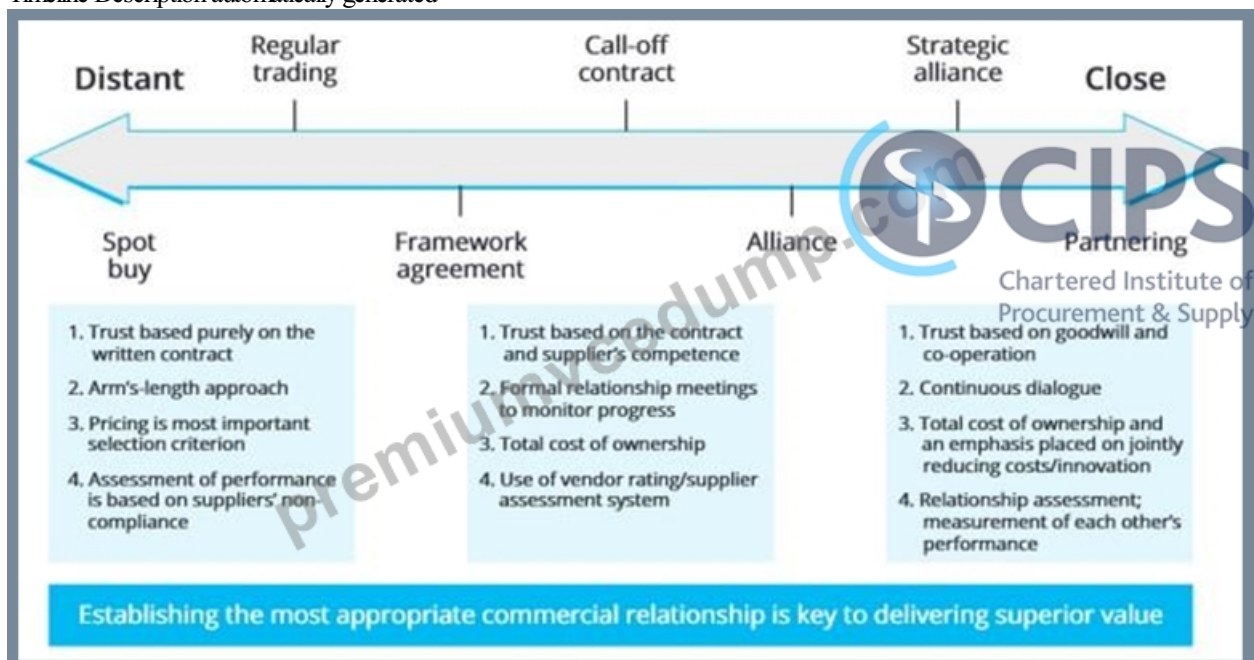
Answer: A,E

Explanation:

:

Professional buyers, when planning or engaging in negotiation with suppliers, should always be aware of where the intended and actual relationship with this supplier is positioned on the 'spectrum' or 'continuum' of commercial relationships. The relationship spectrum describes the range of commercial relationships between a buyer and supplier based on richness of communication, longevity and mutual dependence.

Timeline Description automatically generated



In the question, the contract is simple one-off (or spot buy), which means the relationship will likely to be more transactional. In such relationship, price is the most important criteria and buyer may adopt arm's-length approach.

NEW QUESTION # 232

XYZ Ltd is importing goods from overseas. They prefer to pay their supplier in their own currency. Which of the following is a true statement?

- A. Supplier will receive less if XYZ's currency appreciates
- B. XYZ has to pay more if their currency depreciates
- C. XYZ has an advantage in negotiating discounts if their currency appreciates
- D. XYZ is able to pay less if their currency depreciates

Answer: C

Explanation:

The effect of a change of relative exchange rates will be determined by which currency you pay your supplier in.

Table Description automatically generated

Currency you pay supplier	Change	Likely Impact
Yours	Your currency appreciates	Supplier gets more: when converted to their currency they make more profit – buyer is in a strong position to negotiate discounts.
Yours	Your currency depreciates	Supplier gets less: when converted to their currency they make less profit – buyer is in a weak position to negotiate discounts.
Theirs	Your currency appreciates	Supplier's product becomes cheaper for you to buy, as you pay in their currency which has weakened. You may underspend budget or choose to buy more.
Theirs	Your currency depreciates	Supplier's product becomes more expensive for you to buy, as you pay in their currency which has strengthened. You may overspend budget or need to buy less.

Note: 'Theirs' can also refer to third-party trading currency if used, e.g., US\$.

LO 2, AC 2.2

NEW QUESTION # 233

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

Answer: B

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)
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. • 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. If this persuasion style is not used effectively or appropriately, the influencer risks developing a reputation for being heavy handed and dictatorial.	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. • 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 If this persuasion style is not used effectively or is overused, the influencer risks developing a reputation for being indecisive and weak.

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 # 234

Which of the following are typical characteristics of activity-based costing (ABC) method? Select TWO that apply.

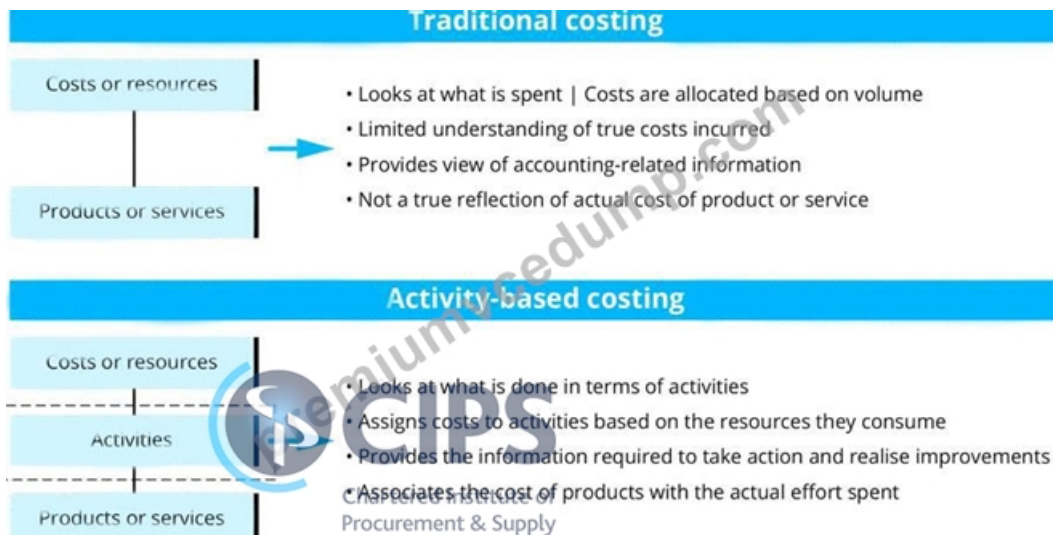
- A. ABC provides the information required to take action and realise improvements
- B. Limited understanding of true costs incurred
- C. Variable and all related overhead expenses are specifically assigned to a business activity
- D. Costs are allocated based on volume
- E. ABC has tended to over cost products on long runs and under cost those on short runs

Answer: A,C

Explanation:

Activity-based costing is an alternative approach to traditional absorption costing. The characteristics of these two methods are illustrated in the graph below:

Graphical user interface, text, chat or text message, website Description automatically generated



NEW QUESTION # 235

Which of the following are most likely to be sources of conflict that can emerge from the content of commercial negotiations? Select TWO that apply.

- A. Requisition
- B. Framework arrangement
- C. Payment terms
- D. Cultural differences
- E. Contract governing law

Answer: C,E

Explanation:

Explanation

There are multiple sources of divergent positions that can arise in situations where money is exchanged for goods and services. There are 2 different types of sources. Those that arise from the content or subject matter of the negotiation (what is being negotiated) and those that arise from the process of negotiation (how it is being negotiated).

Sources of divergent position - the content of negotiation:

Table Description automatically generated

Sources of divergent positions/conflict	Typical buyer position (starting point)	Typical supplier position (starting point)
Price	Would like to pay as little as possible for the goods and services.	Would like to charge as much as possible for the goods and services.
Quality	Would like the highest quality/service possible for the price.	Would like to deliver the required quality at the lowest cost.
Payment terms	Would like to pay as slowly/late as possible.	Would like to get paid as quickly as possible.
Risk share	Would like the supplier to take most of the risk.	Would like the buyer to take most of the risk.
Volumes and commitment	Would like maximum flexibility of supply with minimum commitment to volumes.	Would like minimum flexibility of supply with maximum commitment to volumes.
Contract terms and conditions	Would like the buyer's Ts and Cs to govern the contract.	Would like the supplier's Ts and Cs to govern the contract.
Dispute resolution/ contract governing law	Would like disputes to be resolved in buyer's jurisdiction.	Would like disputes to be resolved in supplier's jurisdiction.

Cultural differences are the source of conflict in the process of negotiation.

Requisition is an internal document raised by user or store to communicate to procurement the need to buy the product or service specified. This is merely a internal document.

Framework arrangement is a rather loose set-up, without any legal standing. It usually occurs when an organisation has decided for itself to limit the number of suppliers it is willing to work with and, through a purely internal process, sets up an approved list of such suppliers.

LO 1, AC 1.1

NEW QUESTION # 236

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