

# How Good Is To Take ExamsReviews CIPS L4M5 Practice Test Material?

Exam-Standard Questions and Solutions | CHAPTER 12  
L4M5 Solutions

1	C	Accommodation (A) is accepting the other side's case without requiring it to make concessions. Coercion (B) is insisting that the other side meets your demands, with an element of threat if they do not. Problem-solving (D) is working together to remove the divergence in goals or interests (seeking a win-win solution), so that there is no need to negotiate.
2	C	Resource conflict arises where groups compete for resources such as space and equipment. Option A arises when separate institutions, such as trade unions and management, are in conflict. Option B arises between operational functions such as production or sales and support functions such as HR or finance. Option D arises where 'interest groups exercise whatever power they can amass to influence the goals, criteria or processes used in organisational decision-making to advance their own interests'. (Miles)
3	C	According to Mendelow's stakeholder mapping matrix, when a stakeholder currently has little interest in the matter in hand but wields a great deal of power, the key is to keep them satisfied so they do not develop a greater interest and therefore become a key player.
4	D	A win-win outcome is likely to be achieved by means of an integrative, collaborative negotiation where 'the pie' of benefits is enlarged by the joint efforts of both parties. Options A, B and C are all ways of describing the negotiating style that tends to result in a win-lose outcome where one party gets more of 'the pie' which is not thereby enlarged.
5	A	An accommodating negotiator is co-operative about satisfying others' concerns but unassertive about their own concerns: they concede the issue without a fight, to preserve harmony. This is effectively a lose-win outcome. In B, an avoiding negotiator is both unco-operative and unassertive. In C, a compromising negotiator treads the middle ground in relation to both co-operation/assertiveness and the other party's/their own concerns. In D, a collaborating negotiator is both assertive and co-operative, seeking a valuable win-win deal.
6	B	Integrative, collaborative negotiation is the most constructive and sustainable approach if the key objective is to maintain ongoing positive working relations between the parties after the negotiation. In A, if one party has high bargaining power then it is usually that party's duty to stakeholders to ensure that this advantage is not thrown away. In C, if the item is everyday and can easily be procured from a range of suppliers then the relationship is not important and a distributive style is appropriate. In D, if an outcome such as health and safety in manufacturing is not up for negotiation then a distributive approach to at least that aspect is appropriate.

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### CIPS Commercial Negotiation Sample Questions (Q315-Q320):

#### NEW QUESTION # 315

In a negotiation for a new contract, the supplier suggests the buyer to shorten payment period from 45 days to 15 days because they are investing in new facilities to expand the supply capacity. The buyer replies that she can only sign off the deal if the payment period is 30 days or more since it often takes at least 30 days for her company to collect the payment from customers. A permission from senior management is required for this suggestion. In order to ensure that supplier understands the matter, she reiterates it throughout the meeting.

Which tactics is she using?

1. Outrageous initial demand
2. Salami slicing
3. Lack of authority
4. Broken record

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

**Answer: A**

Explanation:

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In the scenario, the buyer states that permission from senior management is required to shorten payment period and she only has authority to sign off a deal in which the payment period lasts at least 30 days. The buyer is using lack of authority. The buyer also repeats the matter again throughout the negotiation. This is a common tactic known as broken record.

#### NEW QUESTION # 316

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. Persuasive reasoning (push)
- D. Visionary (pull)

**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':

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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"><li>• The influencer is an expert while the followers are not</li><li>• The people being influenced are new/inexperienced</li><li>• The situation necessitates very speedy action</li><li>• The situation involves a safety- or security-critical issue or a strict deadline.</li></ul> <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"><li>• The Influencer needs commitment from the other parties</li><li>• The influencer is actively seeking innovative ideas from others</li><li>• There is no clear solution to the issue at hand</li></ul> <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 # 317

Fast & Easy Limited, a global fast food retailer, is in a negotiation with its major meat supplier. The supplier is asking for a 2% price increase, which Fast & Easy is strongly resisting. The supplier justifies this increase by stating that currency fluctuations, an unstable economic climate, and rising transport costs have necessitated this increase. Which influencing tactic is the supplier using?

- A. Inspirational appeal
- B. Coalition
- C. Personal appeal
- D. Rational persuasion

Answer: D

Explanation:

The supplier is using Rational persuasion by providing logical reasons, such as economic conditions and increased costs, to justify the price increase. This approach uses factual information to influence the buyer's decision, aiming to present the price hike as a reasonable adjustment, which aligns with CIPS strategies on influencing tactics in negotiations.

### NEW QUESTION # 318

Which of the following are features of a single-sourced type of relationship on the relationship spectrum?

Exclusivity granted in relation to a particular product

The supplier is an oligopoly market structure

The supplier is trusted and collaborative

Framework contracts are used to identify the supplier

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

**Answer: A**

Explanation:

Single-sourced relationships often involve exclusivity for a specific product (1) and a high level of trust and collaboration (3) between buyer and supplier. This type of relationship is selected for strategic procurement purposes, often involving long-term partnerships, which align with CIPS's relationship spectrum guidelines.

### NEW QUESTION # 319

Which of the following are most likely to be fundamentals of Fisher & Ury's principled negotiation?

1. Depersonalise the argument

2. Focus on positions

3. Generate creative options

4. Using subjective criteria

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

**Answer: A**

Explanation:

Explanation

Principled negotiation is based on four fundamentals: people, interest, options and criteria:



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1st Principle: separate the people from the problem: Negotiator should depersonalise the situation and accepting that the subject matter of the negotiation. This can be difficult for untrained negotiators, but this is a key skill to develop

2nd principle: focus on interests, not positions: It is important in principled negotiations not to focus on their parties' positions (what are expressed during negotiations), but on the interests (underlying needs) behind them

3rd principle: invent options for mutual gains: this principle aims to help the parties find a solution that both would benefit from. The more options - or tradeables - that can be brought to the table the better.

4th principle: insist on using objective criteria: is about making sure that the negotiation stays focused on outcomes based on objective criteria and that it is productive.

**NEW QUESTION # 320**

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