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CIPS Commercial Negotiation Sample Questions (Q146-Q151):

NEW QUESTION # 146

Which of the following are internal factors when a supplier is making its pricing decision?

- A. 1 and 2 only (Price elasticity of demand and Environmental legislation)
- B. 2 and 3 only (Environmental legislation and Risk management)
- C. 1 and 4 only (Price elasticity of demand and The stage in the product life cycle)
- D. 3 and 4 only (Risk management and The stage in the product life cycle)

Answer: D

NEW QUESTION # 147

Which of the following are most likely to turn buying organisation into an unattractive customer in supplier's perspective? Select TWO that apply.

- A. Unclear tender award criteria

- B. Using SRM technology
- C. Adopting clear and concise CSR policies
- D. Reduced paperwork in procurement processes
- E. Demands for kickback

Answer: A,E

Explanation:

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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: Using SRM technology may help to simplify the process Simple contracting processes Clear and concise documentation: Reduced paperwork helps both supplier and buyer save their time and resources.

Absence of onerous supplier terms and conditions

On-time payment

Transparent processes: Unclear tender award criteria can be seen as opaque. Suppliers who attended the tendering processes cannot know the reasons why their bids are rejected and hesitate to attend other tendering.

Ethical behaviour: Suppliers may prefer a buyer who adopts CSR policy because they can predict potential customer's behaviour.

Demands for kickback are unethical behaviours.

NEW QUESTION # 148

Katie is preparing a negotiation with a strategic supplier. Through deep market analysis, she realises that her company and the supplier have equal bargaining power. Via regular communication, Katie knows that both parties are arguing on amount of liquidated damages and neither party shall concede all of their requirements but some are negotiable. Katie and her counterpart from supplying company still desire a long-term relationship and hope that the meeting between them will be a solution for current situation. Which of the following is the most appropriate approach that Katie should adopt to achieve the above outcome?

- A. Accommodating approach
- B. Compromising approach
- C. Competing approach
- D. Avoiding approach

Answer: B

Explanation:

Explanation

Competing is assertive and uncooperative, a power-oriented mode. When competing, an individual pursues his or her own concerns at the other person's expense, using whatever power seems appropriate to win his or her position. Competing might mean standing up for your rights, defending a position you believe is correct, or simply trying to win. Competing will not allow long-term relationship to flourish.

Compromising is intermediate in both assertiveness and cooperativeness. When compromising, the objective is to find an expedient, mutually acceptable solution that partially satisfies both parties. Compromising falls on a middle ground between competing and accommodating, giving up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding but doesn't explore it in as much depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position. It is a valid approach when long-term relationships are at stake and it is important to find some common ground on which to base an agreement. Both sides get something but not everything. Therefore, this is the most appropriate for this scenario.

Avoiding is unassertive and uncooperative. When avoiding, an individual does not immediately pursue his or her own concerns or those of the other person. He or she does not address the conflict. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation. In the scenario, both parties want to take the opportunity, then avoiding is not an appropriate solution.

Accommodating is unassertive and cooperative-the opposite of competing. When accommodating, an individual neglects his or her own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view. In the scenario, neither party shall concede all of their requirements, it is unnecessary to adopt this approach.

LO 1, AC 1.1

NEW QUESTION # 149

Which of the following is the area where two or more negotiating parties may find common ground?

- **A. Zone of potential agreement**
- B. Walk away area
- C. Best alternative to a negotiated agreement
- D. Zone of proximal development

Answer: A

Explanation:

Explanation

The zone of possible agreement (ZOPA) or bargaining range is considered an area where two or more negotiating parties may find common ground. It is this area where parties will often compromise and strike a deal. In order for negotiating parties to find a settlement or reach an agreement, they must work towards a common goal and seek an area that incorporates at least some of each party's ideas.

The zone of proximal development refers to the difference between what a learner can do without help and what he or she can achieve with guidance and encouragement from a skilled partner.

There is no Walk away area. Walk away point is a position from which you cannot concede any more ground and must walk away/decline a deal.

Best alternative to a negotiated agreement is a fallback or backstop position if the negotiation fails to result in an agreement/no deal is agreed.

LO 1, AC 1.2

NEW QUESTION # 150

A procurement manager has decided to bring in a junior member of their team to a negotiation meeting.

Which of the following would be suitable roles for this junior member of the team?

- A. 3 and 4 (Observer and an unspecified fourth option - assumed error)
- B. 2 and 3 (Expert and Observer)
- **C. 1 and 3 (Note taker and Observer)**
- D. 1 and 2 (Note taker and Expert)

Answer: C

Explanation:

Reference: CIPS L4M5 Study Guide, Section 3.1 - Planning and Preparation for Negotiation

NEW QUESTION # 151

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