

Free PDF Quiz CIPS - High Hit-Rate L4M5 - Commercial Negotiation Exam Questions Vce



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>> **L4M5 Exam Questions Vce** <<

L4M5 Test Simulator - New L4M5 Exam Vce

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CIPS Commercial Negotiation Sample Questions (Q275-Q280):

NEW QUESTION # 275

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

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

Answer: C,D

Explanation:

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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 # 276

Which of the following can help both parties to break the vicious cycle of blame when a relationship needs repairing? Select TWO that apply.

- A. Emotional-based assessment
- B. Conflict management skills
- C. Focusing on positions
- D. Constant shadowing and oversights
- E. Both parties understand each other's goals

Answer: B,E

Explanation:

In order to break vicious cycle of blame, procurement will need to use their negotiation and conflict management skills, adopting a collaborative and integrative approach. Your first action should be to establish the facts that led to the situation where the relationship broke down. Most day-to-day relationship between buying organisations and suppliers do not of course involve procurement staff, so you will need to consult with your business partners internally to establish their point of view of where the issue and sources of conflict are. You should also contact the supplier and get their side of the story - this is particularly to when you have previously identified the supplier as critical or otherwise important to your operations. Ideally you will be able to apply principled negotiation here, separating the people from the issue, focusing on interests and not positions, and then looking for options of mutual benefits.

NEW QUESTION # 277

Which of the following is a source of information on microeconomic factors?

- A. Data published by financial markets and commodity exchanges

- B. Published economic indices such as the Retail Price Index (RPI)
- C. Analysis published in the mainstream and financial media
- D. The marketing and corporate communications of suppliers

Answer: D

Explanation:

Microeconomic factors concern the conditions specific to suppliers, buyers, and markets - such as supplier communications, annual reports, and industry-specific data. These provide insight into cost structures, capacity, and competitive positioning. Macroeconomic factors, by contrast, include inflation indices (RPI), financial market trends, or global commodity prices. Distinguishing between micro and macro sources allows negotiators to build more precise intelligence for supplier discussions.

Reference: CIPS L4M5 (2nd ed.), LO 1.2 - Micro vs macroeconomic factors in negotiation preparation.

NEW QUESTION # 278

An integrative negotiation style involves ...

- A. Maintaining a distant (arm's length) relationship with a supplier and the avoidance of information sharing
- B. Creating mutually beneficial outcomes for all parties and collaborative problem solving with a supplier
- C. A competitive approach with a focus on winning at all costs
- D. The buyer demanding concessions without offering anything in return

Answer: B

Explanation:

Integrative negotiation focuses on collaboration, transparency, and the pursuit of shared benefits. It emphasizes mutual problem-solving and long-term value creation rather than short-term wins.

Reference: L4M5 Commercial Negotiation 2nd edition (CORE), Section 1.1 - Integrative Negotiation Approach

NEW QUESTION # 279

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

Answer: B,C

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 # 280

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