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CIPS Commercial Negotiation Sample Questions (Q175-Q180):

NEW QUESTION # 175

When is the best time to adopt accommodating style according to Thomas-Kilmann conflict mode instrument?

- A. When both buyer and supplier want to find an integrative solution as their concerns are too important to be compromised
- B. When buyer needs to gather more information to gain more advantages in later negotiations
- C. When buyer and supplier have equal power but are strongly committed to mutually exclusive goals
- D. When preserving harmony and avoiding disruption with supplier are especially important

Answer: D

Explanation:

According to Thomas-Kilmann conflict model instrument, there are 5 conflict management styles:

Accommodating is an unassertive and cooperative approach to resolving the conflict. Accommodating means conceding to the other party with little debate or fight, not challenging or strongly putting forward your own point of view and generally giving and yielding to the other party's point of view. Accommodating is best used when:

1. When others can resolve the conflict more effectively
2. When the issue is much more important to the other person than to yourself - to satisfy the needs of others and to show you are reasonable
3. To build up social credit for later issues which are important to you
4. When continued competition would only damage your cause
5. When preserving harmony and avoiding disruption are especially important
6. To aid in the managerial development of subordinates by allowing them to experiment and learn from their own mistakes LO 1, AC 1.1

NEW QUESTION # 176

What are the potential sources of conflict between buyer and supplier? Select TWO.

- A. Persistent late payment of the supplier's invoices
- B. Scheduling agreed supplier delivery dates
- C. Requesting early supplier involvement
- D. Planning scheduled visits to the supplier site
- E. Unequal sharing of gains, risks and costs with the supplier

Answer: A,E

Explanation:

Conflicts arise in procurement when risks, costs, or gains are not fairly shared, creating perceptions of exploitation. Another frequent source is late payment of supplier invoices, which damages trust and supplier cash flow. Scheduling or early involvement, by contrast, usually supports collaboration unless poorly managed. Conflict is natural in negotiations due to divergent interests, but recognising sources allows proactive management. Skilled negotiators use integrative approaches to turn potential conflict into opportunity, aligning incentives and ensuring fairness.

Reference: CIPS L4M5 (2nd ed.), LO 1.1 - Sources of conflict and approaches to resolution in commercial negotiations.

NEW QUESTION # 177

In which of the following persuasion methods, the influencer uses logics and objective reasons to persuade the others to buy into influencer's ideas?

- A. Visionary (pull)
- B. Persuasive reasoning (push)
- C. Directive (push)
- D. Collaborative (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">• 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. <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">• 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 <p>If this persuasion style is not used effectively or is overused, the influencer risks developing a reputation for being indecisive and weak.</p>

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Persuasive reasoning (push)	Visionary (pull)
<p>An issue-driven persuasion style in which the person seeking to influence another gets other parties to buy into the influence's ideas by presenting them in an impartial, objective, logical, and rational way. This style is particularly effective in the following situations:</p> <p>Chartered Institute of Procurement & Supply</p> <ul style="list-style-type: none"> • The influencer has a great deal of knowledge about the issue and a high credibility with others • The situation demands that the influencer gets others to buy-in to an unpopular decision • Research has identified a 'best' answer <p>If this persuasion style is not used appropriately or is overused, the influencer risks developing a reputation for being inflexible and stubborn.</p>	<p>A persuasion style in which the person seeking to influence another does so by understanding the other party's emotions, and stimulating that party's imagination to visualise the desired future goal of the influencer. This style is particularly effective in the following situations:</p> <ul style="list-style-type: none"> • The organisation has just embarked on a complex change process • The influencer's goal is to attract others' attention and stimulate future debate • The current situation demands innovative thinking <p>If this persuasion style is not used effectively or is overused, the influencer risks developing a reputation for being idealistic or egotistical.</p>

Using logical and objective reasons is one of the typical characteristics of persuasion reasoning method.

NEW QUESTION # 178

Which of the following is a disadvantage of absorption costing method?

- A. Limited understanding of true costs incurred
- B. Using marginal cost of producing addition units
- C. Fixed cost allocated to products on the basis of the cost of activities used in producing them
- D. Variable costs are not taken into product final costs

Answer: A

Explanation:

Absorption costing is an approach to allocating overheads in which indirect costs are loaded or absorbed into direct costs related to specific jobs, processes or outputs, using an estimated basis of allocation.

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NEW QUESTION # 179

The National Schools Purchasing Forum (NSPF) is a procurement organisation that purchases goods and services on behalf of schools on a national scale. NSPF is close to concluding negotiations in a meeting with Hygienes For All (HFA) for the supply of consumables to school washrooms. Both parties have reached an agreeable position and NSPF feels it is important that they conclude the negotiation at this point. What type of questions should NSPF ask HFA to achieve this?

- A. Closed questions
- B. Hypothetical questions
- C. Probing questions
- D. Open questions

Answer: A

NEW QUESTION # 180

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