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CIPS Commercial Negotiation Sample Questions (Q64-Q69):

NEW QUESTION # 64

Which of the following are examples of variable costs?

- Building and site rent
- Annual insurance premium
- Raw materials expenditure

Delivery costs for materials

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

Answer: B

Explanation:

Variable costs are expenses that change in proportion to business activity or production volume. Raw materials and delivery costs directly increase as more products are produced. In contrast, rent and insurance are fixed costs that remain constant regardless of output levels.

"Variable costs are directly linked to production output. Raw materials and logistics (e.g., delivery) scale with order volume, impacting supplier pricing and buyer negotiations." (L4M5 Commercial Negotiation, 2nd edition, Section 2.1 - Direct and Variable Cost Classifications)

NEW QUESTION # 65

In a commercial negotiation, a procurement professional negotiates on his company's behalf. The power of buying organisation is the only factor that influences the behaviours of the other party. Is this assumption true?

- A. Yes, because buyer's brand, reputation and purchasing spend largely determine the outcomes
- B. No, because power of supplier is the only factor that influences the other party
- C. Yes, because the outcomes of negotiation are attributable to the buying organisation
- **D. No, because personal power of negotiators also attributes to the outcomes**

Answer: D

Explanation:

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The assumption is false, because when a procurement professional negotiates on behalf of his employer, he brings the power of his organisation (its brand, reputation and purchasing spend) as well his own personal power (that which is embedded within him) to the negotiation.

From a negotiation perspective, both organisational and personal power have the ability to influence the behaviours of other or the cause of event. This power is clearly core to negotiation, and of enormous important in seeking to achieve the objectives.

NEW QUESTION # 66

Listening is a key activity in negotiation. Which of the following are characteristics of effective listeners?

- * Showing empathy
- * Persuading
- * Paraphrasing
- * Offering immediate solutions

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

Answer: B

Explanation:

Effective listeners demonstrate empathy and use paraphrasing to confirm understanding. These skills help build rapport, validate the speaker, and ensure accurate interpretation. Persuading and immediate solutions are active interventions, not listening behaviours. CIPS emphasises active listening as central to persuasion and relationship building in negotiation, enabling buyers to uncover underlying interests and respond appropriately.

Reference: CIPS L4M5 (2nd ed.), LO 3.2 - Listening and questioning as persuasive communication tools.

NEW QUESTION # 67

Active listening in negotiation includes which of the following activities?

1. Hearing
 2. Interpreting
 3. Rapport
 4. Influence
- A. 1 and 3 only
 - B. 2 and 3 only
 - C. 3 and 4 only
 - **D. 1 and 2 only**

Answer: D

Explanation:

Listening is a hugely important skill in the world of work. It's a key part of effective communication [...].

Regarding active listening, there is a model called 'The SIER Hierarchy of Active Listening'. It details four key stages required for effective listening. As with all models associated with active listening, its purpose is to help the listener be a better, more effective listener who really hears what is being said, connects with the individual with whom they are communicating and builds effective relationships.

The model is a hierarchical model meaning that each stage builds on the stage before it. While the model is sometimes used for training in the sales arena, it is helpful in all walks of life. The stages of the model are:

Sensing (including hearing and watching body language), Interpreting, Evaluating and Responding.

NEW QUESTION # 68

The stages of commercial negotiation involve which of the following characteristics?

- **A. Preparing, opening, bargaining, agreement, closure**
- B. Opening, debating, promising, testing, disagreeing, closing
- C. Preparation, proposal, bargain, leave
- D. Open, testing, bargaining, closing, revisiting

Answer: A

Explanation:

The typical stages of commercial negotiation are Preparing, opening, bargaining, agreement, and closure. This sequence facilitates a structured approach where negotiators prepare strategies, initiate discussions, engage in bargaining, reach agreements, and formally close the negotiation. This structure is emphasized in CIPS materials as essential for achieving a balanced negotiation process.

NEW QUESTION # 69

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