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CIPS Commercial Negotiation Sample Questions (Q354-Q359):

NEW QUESTION # 354

Which of the following roles would support negotiations with an external supplier when planning a negotiation for a low-value, routine purchase? Select TWO that apply.

- A. An internal business user
- B. The procurement manager
- C. The Human Resource (HR) manager

- D. The Chief Executive Officer (CEO)
- E. A legal advisor

Answer: A,B

Explanation:

For low-value, routine purchases, the involvement of The procurement manager (C) and An internal business user (E) is appropriate. The procurement manager brings expertise in supplier engagement, while the internal business user provides insights on specific needs for the product or service. Involving high-level roles, like the CEO or a legal advisor, is unnecessary for routine purchases, as per CIPS guidance on resource alignment in procurement.

NEW QUESTION # 355

Which of the following is considered a strength of a 'logical' style negotiator?

- A. Methodical
- B. Assertive
- C. Interrelate issues easily and make quick decisions
- D. Friendly and accessible

Answer: A

Explanation:

:

A useful and simple shorthand for preferred negotiation styles is summarised by four simple descriptor:

'warm', 'tough', 'logical' and 'dealer', which can be applied to describe individuals' dominant preferred style in most circumstances.

Warm - a people person

Tough - a hard-nosed negotiator

Logic - a numbers person

Dealer - a trader who loves bargaining

Strengths, weaknesses of logical style are described below:

Table Description automatically generated

NEW QUESTION # 356

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

Answer: B

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 # 357

Which type of question style is a negotiator using if they ask the other party

"Can you deliver our items by Friday 17th?"

- A. Multiple
- B. Closed
- C. Leading
- D. Probing

Answer: B

Explanation:

This is a closed question because it requires a definite, factual response such as "yes" or "no". Closed questions are particularly useful in negotiations for confirming specific commitments, including delivery dates, prices, quantities, or contractual terms. They reduce ambiguity and are commonly used during the later stages of negotiation to confirm agreement and progress toward closure. Probing questions seek deeper explanation, leading questions influence the answer, and multiple questions combine several issues at once. CIPS highlights the importance of choosing question styles appropriately depending on the negotiation objective and stage.

Reference: CIPS L4M5 Commercial Negotiation (CORE), 2nd edition - LO 3.2: Questioning techniques and effective communication.

NEW QUESTION # 358

Which of the following is NOT a barrier to entry in a monopolized market?

- A. The government gives a single firm the exclusive right to produce some good
- **B. A single firm is very large**
- C. The costs of production make a single producer more efficient than a large number of producers
- D. A key resource is owned by a single firm

Answer: B

Explanation:

Monopolies exist in many markets in real life for very different reasons:

Ownership of a Key Resource: When one company exerts sole control over a resource that is necessary for the production of a specific product, the market may become a monopoly. For example, the only medication deemed acceptable to treat a disease comes from a particular ingredient X, and knowledge of this ingredient X is owned by a single family owned company. The company can, therefore, be said to have a monopoly over ingredient X that is needed to cure the disease because it is the only company that can produce a product deemed acceptable.

Government Franchise: In certain instances, a monopoly may be explicitly created by the government if it grants a single company, whether private or government-owned, the right to conduct business in a particular market. For example, when a national railways transportation service is created by the government, in most cases they are granted a monopoly on the operation of passenger trains in the country. As a result, other firms are only able to offer passenger train services with the cooperation and/or permission of the government- owned provider.

Intellectual Property Protection: Extending intellectual property protection to a company in the form of patents and copyrights is yet another way in which monopolies are created. When a government does this, it is in fact giving a single company an exclusive right to provide a particular product / service to the market.

Patents and copyrights work in providing owners of intellectual property with the right to act as an exclusive provider of a new product for a specific length of time. This creates a temporary monopoly in the market with regards to new products and services.

Natural Monopoly: A market may also become a monopoly simply because it may be more cost-effective for one company to serve the whole market than to have several smaller firms in competition with one another. A company with virtually unlimited economies of scale is referred to as a natural monopoly. Such firms become monopolies due to their position and size, which makes it impossible for new entrants in the market to compete price-wise. Natural monopolies are common in industries with high fixed costs and low marginal costs of operation such as providers of television, telephone, and internet services.

In this question, 'A single firm is very large' is not enough to tell whether this market is monopolistic.

NEW QUESTION # 359

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