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## CIPS Commercial Negotiation Sample Questions (Q111-Q116):

### NEW QUESTION # 111

Which of the following is a true statement regarding macroeconomic factors and their potential impact on negotiations?

- A. Expectations on macroeconomic prospect are always correct
- B. Macroeconomic factors cannot be influenced by anyone's expectation or sentiment
- C. Changes in macroeconomic factors may affect businesses and individuals differently
- D. Macroeconomic factors always directly influence the negotiations

**Answer: C**

Explanation:

Explanation

'Macroeconomic factors always directly influence the negotiations': This statement is false. For any given negotiation it is not the macroeconomic factor itself that necessarily influences the negotiation but the change or rate of change that factor.

'Changes in macroeconomic factors may affect businesses and individuals differently': This statement is true.

Macroeconomic factors are factors that have general effects on the economy and many businesses may be completely unaffected or affected more or less than others in the same industry by a change in a factor.

'Macroeconomic factors cannot be influenced by anyone's expectation or sentiment': This statement is false.

When it comes to macroeconomic factors another key consideration is expectation regarding what might happen to these factors, or specifically the measures, metrics or percentage rates associated with these factors in the future.

'Expectations on macroeconomic prospect are always correct': This statement is false. Expectations are not always correct.

LO 2, AC 2.2

### NEW QUESTION # 112

According to Fiona Dent and Mike Brent, which of the following are characteristics of Push approach? Select TWO that apply.

- A. Inspirational
- B. Collaborative
- C. Directive
- D. Persuasion
- E. Seeking commitment

**Answer: C,D**

Explanation:

According to the book 'Influencing: Skills and techniques for business success' by Fiona Dent and Mike Brent, there are two major influencing styles. Push tends to be directive. It tells, and is clear and resolute, but needs to be employed in situations where firmness is required because of difficulties that exist or weakness is evident.

Pull is more participatory and collaborative. It seeks to incorporate everyone's perspective. It can appear wishy-washy if not skilfully employed. That approach should be followed which is most likely to secure commitment and not mere compliance.

The two divisions can be further divided into four style categories: directive; persuasive reasoning; collaborative - team oriented, people oriented to inspire them with a vision. The directive style relies on your expertise and reputation being respected by others, and where there really does seem to be one answer. It is "I" driven whereas persuasive reasoning is more "we" and issue driven.

Directive styles can make the user appear as "a bull in a china shop"; persuasive reasoning can be portrayed as tough guy.

Collaborative influencing takes the "we" element further and seeks to mobilise everyone's ideas in a journey of discovery. It may have the flavour of "I'm your best friend", which may not go down too well. Visioning style is concerned to stir people's emotions in support of achieving an objective. This last one has been used by demagogues to stir people's hearts and minds for evil purposes as well as good.

A useful table offers the benefits, problems, words and body language associated with each style along with advice on when to use and when to avoid each. Cases and exercises illustrate these styles.

Empathy comes in for extended treatment with the definition of "standing in the other's shoes". This does not necessarily happen just intuitively, and therefore before a specific influencing effort there should be intense effort to think about the other person or persons and to sense what it might feel like to be them - their hopes, fears, concerns, what turns them on, what turns them off, where are they coming from.

### NEW QUESTION # 113

Champion Toys (CT) is negotiating a large order of luxury toys with its supplier. CT has identified that lead times, order quantities, and delivery locations are tradeables that could be used in this negotiation. At which negotiation stage should CT introduce these tradeables?

- A. Proposing
- B. Closure
- C. Opening
- **D. Bargaining**

**Answer: D**

Explanation:

Tradeables-alternative offers or concessions-are typically introduced during the bargaining stage of the negotiation. This is when both parties discuss and exchange proposals to reach a mutually acceptable agreement.

Reference: L4M5 Commercial Negotiation 2nd edition (CORE), Section 3.2 - Use of Tradeables in Negotiation Stages

### NEW QUESTION # 114

After studying Thomas-Kilmann conflict resolution model and considering different approaches carefully, the procurement team of XYZ Ltd. decides to adopt an avoiding approach to the upcoming negotiation with one of their suppliers. Which of the following will be the objective of XYZ procurement team in this negotiation?

- A. Yielding the supplier's point of view
- B. Confronting and trying to find a creative solution immediately
- C. Seeking a quick middle-ground position
- **D. Postponing the issue**

**Answer: D**

Explanation:

Explanation

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.

LO 1, AC 1.1

### NEW QUESTION # 115

Maria has adopted an adversarial style relationship with her stationery supplier. This relationship style can be characterised by which of the following? Select the TWO that apply.

- A. Degree of mutual commitment
- **B. Minimal sharing of information**
- **C. Use of power to seek the best possible deal**
- D. Requirement to exceed expectations
- E. Requirement to secure quality of supply

**Answer: B,C**

Explanation:

An adversarial relationship is characterized by a competitive, often zero-sum approach where:

Minimal sharing of information (A): In adversarial settings, there is limited transparency as each party prioritizes its interests.

Use of power to seek the best possible deal (D): Power dynamics are leveraged to gain favorable terms, often at the expense of the other party.

This style typically lacks collaboration and mutual commitment, focusing instead on short-term gains rather than building a partnership, as described in CIPS resources on adversarial relationships.

### NEW QUESTION # 116

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