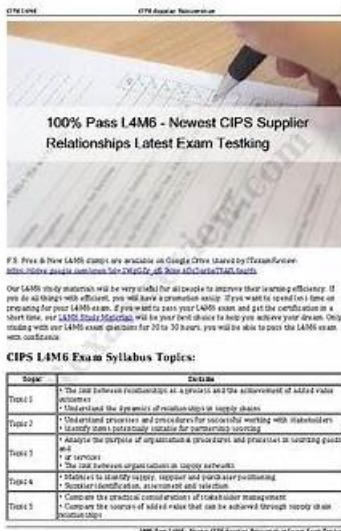


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## CIPS Commercial Negotiation Sample Questions (Q37-Q42):

### NEW QUESTION # 37

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. 1 and 2 only**
  - D. 3 and 4 only

**Answer: C**

Explanation:

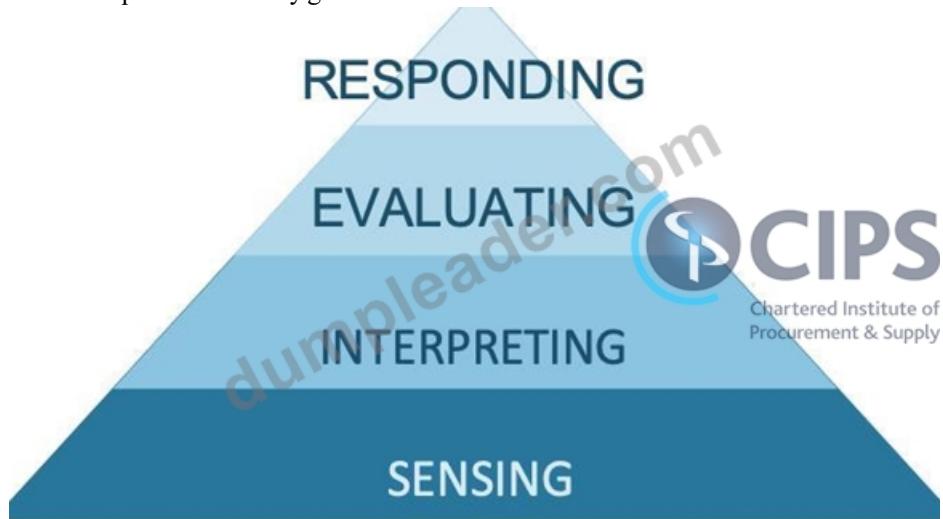
Listening is a hugely important skill in the world of work. It's a key part of effective communication [...].

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.

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### NEW QUESTION # 38

Commercial negotiation ends at the award of a contract. Is this statement true?

- A. No, because real commercial negotiation begins after the contract is awarded
- **B. No, because improvements can be achieved through post-award negotiation**
- C. Yes, because the supplier will comply with legally binding obligations
- D. Yes, because there are no rooms for negotiation after the contract is awarded

**Answer: B**

Explanation:

Negotiation doesn't end after the contract is awarded. The needs for negotiation can arise in any post-award stages. For example, at supplier development and relationship management stage, improvement in supplier capability, capacity, and product/service range can be negotiated. Negotiations with long-term strategic critical suppliers should be carried out in a partnering style, with a win-win starting point assumed.

In some sectors such as transport, utilities and infrastructure, tenderers may 'bid low' or even make a loss to win major contracts with a view to negotiating lucrative changes, variations and 'add-ons' over the life of the contract when the supplier is bedded in and the buyer is in the weaker position to push back or challenge.

Even in less complex contract, it is very likely that there will be a need to negotiate with that supplier again after the awarding of the contract.

LO 1, AC 1.1

**NEW QUESTION # 39**

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. Directive (push)
- **B. Persuasive reasoning (push)**
- C. Collaborative (pull)
- D. Visionary (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':

Table Description automatically generated

| 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"> <li>• The influencer is an expert while the followers are not</li> <li>• The people being influenced are new/inexperienced</li> <li>• The situation necessitates very speedy action</li> <li>• The situation involves a safety- or security-critical issue or a strict deadline.</li> </ul> <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"> <li>• The influencer needs commitment from the other parties</li> <li>• The influencer is actively seeking innovative ideas from others</li> <li>• There is no clear solution to the issue at hand</li> </ul> <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> <ul style="list-style-type: none"> <li>• The influencer has a great deal of knowledge about the issue and a high credibility with others</li> <li>• The situation demands that the influencer gets others to buy-in to an unpopular decision</li> <li>• Research has identified a 'best' answer</li> </ul> <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"> <li>• The organisation has just embarked on a complex change process</li> <li>• The influencer's goal is to attract others' attention and stimulate future debate</li> <li>• The current situation demands innovative thinking</li> </ul> <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 # 40

Buyers should have the ability to analyse the costs of their purchases not only for determining their impact to their organisation's cost but also for the purpose of reducing them during commercial negotiations to contribute to the profitability of their organisation. One way of analysing costs is to classify them into direct and indirect costs. Which ONE of the following is an explanation of 'direct costs'?

- A. Costs that are only related to manufacturing firms where raw materials are directly converted into specific product units
- **B. Costs of materials, labour, and other expenses that are directly identified with manufactured units of a product**
- C. Costs that are connected with materials and labour, excluding expenses used directly in manufacturing products
- D. Costs of labour and expenses incurred directly whether or not the production fluctuates owing to demand or downtime

**Answer: B**

#### NEW QUESTION # 41

During a negotiation, Jose Gomez, the salesperson for a strategic supplier, states that his sales director will not approve discounts against initial purchases. However, Jose offers a 5% discount on the aftercare package, which will provide the same monetary saving. Sally Pampas requires both the product and the aftercare package and has an objective to achieve a 5% discount off the purchase price. To achieve a win-win (integrative) negotiation, Sally should...

- **A. Accept the offer of a 5% discount against the aftercare package**
- B. Ask Jose to apply the 5% discount against the purchase price
- C. Ask Jose to apply a 15% discount against the purchase price
- D. Decline the offer and walk away from the negotiation

**Answer: A**

Explanation:

To achieve a win-win (integrative) negotiation, Sally should accept the 5% discount on the aftercare package (B), as it meets her objective for a total discount while respecting the supplier's limitations. This approach demonstrates flexibility and is in line with CIPS principles on integrative negotiations, where both parties achieve value in different forms.

## NEW QUESTION # 42

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