

# L4M5 Actual Tests & L4M5 Actualtest

Exam-Standard Questions and Solutions | CHAPTER 12  
L4M5 Solutions

1	C	Accommodation (A) is accepting the other side's case without requiring it to make concessions. Coercion (B) is insisting that the other side meets your demands, with an element of threat if they do not. Problem-solving (D) is working together to remove the divergence in goals or interests (seeking a win-win solution), so that there is no need to negotiate.
2	C	Resource conflict arises where groups compete for resources such as space and equipment. Option A arises when separate institutions, such as trade unions and management, are in conflict. Option B arises between operational functions such as production or sales and support functions such as HR or finance. Option D arises where 'interest groups exercise whatever power they can amass to influence the goals, criteria or processes used in organisational decision-making to advance their own interests'. (Miles)
3	C	According to Mendelow's stakeholder mapping matrix, when a stakeholder currently has little interest in the matter in hand but wields a great deal of power, the key is to keep them satisfied so they do not develop a greater interest and therefore become a key player.
4	D	A win-win outcome is likely to be achieved by means of an integrative, collaborative negotiation where 'the pie' of benefits is enlarged by the joint efforts of both parties. Options A, B and C are all ways of describing the negotiating style that tends to result in a win-lose outcome where one party gets more of 'the pie' which is not thereby enlarged.
5	A	An accommodating negotiator is co-operative about satisfying others' concerns but unassertive about their own concerns: they concede the issue without a fight, to preserve harmony. This is effectively a lose-win outcome. In B, an avoiding negotiator is both unco-operative and unassertive. In C, a compromising negotiator treads the middle ground in relation to both co-operation/assertiveness and the other party's/their own concerns. In D, a collaborating negotiator is both assertive and co-operative, seeking a valuable win-win deal.
6	B	Integrative, collaborative negotiation is the most constructive and sustainable approach if the key objective is to maintain ongoing positive working relations between the parties after the negotiation. In A, if one party has high bargaining power then it is usually that party's duty to stakeholders to ensure that this advantage is not thrown away. In C, if the item is everyday and can easily be procured from a range of suppliers then the relationship is not important and a distributive style is appropriate. In D, if an outcome such as health and safety in manufacturing is not up for negotiation then a distributive approach to at least that aspect is appropriate.

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## CIPS Commercial Negotiation Sample Questions (Q177-Q182):

### NEW QUESTION # 177

Which of the following are macroeconomic factors that may have influence to the commercial negotiation?

Select TWO that apply

- A. Equilibrium price
- B. Unemployment rate
- C. Rising import tariffs
- D. Supply curve
- E. Bargaining power of supplier

**Answer: B,C**

Explanation:

Explanation

There are many macro economic factors that could influence procurement in general and commercial negotiation in particular. Below are six factors that are agreed to be fairly significant:

- \* Economy growth rate
- \* Inflation rates
- \* Interest rates
- \* Currency exchange rate
- \* Unemployment rate
- \* Protectionism

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### NEW QUESTION # 178

Which of the following is categorised as fixed cost?

- A. Raw materials for next year production
- B. Governments taxes
- C. Additional pallet hires due to higher demand in year-end season
- D. Land rental paid in advance

**Answer: D**

Explanation:

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An organisation's expense can be categorised into three groups:

Fixed Costs - costs that do not change with output.

Variable Costs - costs that vary in direct proportion to output.

Semi-variable costs - costs that are a combination of the above, with both a fixed and variable element.

Among the four options:

"Land rental paid in advance": This is fixed cost. The rental won't increase when the production increases.

"Additional pallet hires due to higher demand in year-end season": This can be identified as semi-variable cost (or step cost).

"Governments taxes": The taxes are often levied by a percentage of income or revenue. Therefore, it is variable

"Raw materials for next year production": This is obviously variable cost.

### NEW QUESTION # 179

Using emotion as a technique of persuasion is ethical. Is this a true statement?

- A. No, because it's not the best route to enhance relationships
- B. Yes, because it may appeal to the supplier's goodwill
- C. Yes, because use of emotion will always lead to agreement
- D. No, because emotions should not be involved in business agreements

**Answer: D**

### NEW QUESTION # 180

In a commercial negotiation, a procurement professional believe that the larger the order quantity from buyer, the lower the supplier's average costs. Is this assumption true?

- A. No, because the supplier may need to invest in new facility to meet buyer's demand
- B. Yes, because larger order quantity will always enable the supplier to reach its economy of scale
- C. No, because supplier's average costs will rise as the buyer's demand increases
- D. Yes, because larger order quantity will bring a considerable profit to supplier

**Answer: A**

Explanation:

In some markets, suppliers experience peaks and troughs in demand and so buyers can increase their leverage through developing an understanding of how busy their vendor are at particular time during the year or business cycle and targetting at quieter period. Similarly, if a buyer can develop an understanding of supplier capacity and to what extent have they covered their fixed cost, they may be able to target suppliers when their average costs are likely to be lowest. Vendor's average costs will be higher at low and high capacity utilisation.

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### NEW QUESTION # 181

Which of the following occur within the planning and preparation stage in a negotiation process? Select THREE that apply.

- A. Using questions to elicit information
- B. Analyse the bargaining power
- C. Making as few concessions as possible
- D. Defining the constituents
- E. Understanding the other party
- F. Narrowing the range of solutions

**Answer: B,D,E**

Explanation:

In the planning and preparation stage of negotiation, it is essential to build a strong foundation by understanding various factors that influence the negotiation outcome. According to CIPS resources, critical aspects of preparation include:

Understanding the other party (A): This helps in anticipating their needs, objectives, and potential negotiation styles, leading to more strategic discussions.

Defining the constituents (B): This involves identifying all stakeholders or parties impacted by the negotiation, ensuring their interests are considered when planning the negotiation strategy.

Analyzing the bargaining power (F): Understanding the relative power each party brings to the negotiation helps in setting realistic goals and predicting possible negotiation dynamics.

These elements are foundational in ensuring a well-rounded approach and enabling both parties to enter negotiations with clarity and strategy, enhancing the potential for a positive outcome.

### NEW QUESTION # 182

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