

L4M5 Übungsmaterialien & L4M5 Lernführung: Commercial Negotiation & L4M5 Lernguide

Exam-Standard Questions and Solutions | CHAPTER 12

L4M5 Solutions

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.

187

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CIPS Commercial Negotiation L4M5 Prüfungsfragen mit Lösungen (Q348-Q353):

348. Frage

A procurement professional is preparing for a negotiation of purchasing non-critical commodity products. He knows that the product can be easily replaced by other substitutes in the market. The negotiation for these products is typified by which of the following?

- A. The buyer should focus on wider costs and risk elements
- B. The approach must be collaborative
- C. There will be regular structured negotiations
- D. There will be only limited negotiation

Antwort: D

Begründung:

With non-critical commodity products, the relationship will be transactional. Buyer should not spend too much time and effort into the negotiation.

Table Description automatically generated

LO 1, AC 1.4

349. Frage

In which of the following costing methods, overhead costs are applied in proportion to production volume?

- A. Marginal costing
- B. Absorption costing
- C. Mark-up costing
- D. Activity-based costing

Antwort: B

Begründung:

There are 3 major costing methods:

Marginal costing

* Uses marginal cost of producing addition units

* Uses variable cost to derived a unit cost (does not include fixed cost)

* Fixed cost treated as a 'period cost' and deducted, as a total amount, from total contribution to profit for the period, in the firm's profit and loss account

Absorption costing

* Calculates total cost of producing product

* In addition to variable cost, a fair proportion of fixed cost is allocated to (absorbed) each unit of output, as a fixed cost per unit

Activity based costing

* Similar to absorption costing but with fixed cost allocated to products on the basis of the cost of activities used in producing them

LO 2, AC 2.1

350. Frage

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 against 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. Ask Jose to apply the 5% discount against the purchase price
- B. Decline the offer and walk away from the negotiation

- C. Ask Jose to apply a discount against the price
- **D. Accept the offer of a discount against the aftercare package**

Antwort: D

Begründung:

Reference: CIPS L4M5 Study Guide, Section 1.2 - Approaches to Negotiation

351. Frage

If the price of a good is above the equilibrium price, which of the following will happen?

- A. There is a surplus (i.e. an excess supply) and the price will rise
- **B. There is a surplus (i.e. an excess supply) and the price will fall**
- C. There is a shortage (i.e. an excess demand) and the price will fall
- D. The quantity demanded is equal to the quantity supplied and the price remains unchanged

Antwort: B

Begründung:

In microeconomics, equilibrium price is determined when the quantity demanded is equal to the quantity supplied at equilibrium price in a market, there will be no shortages and no surpluses. If we combine our supply and demand curves on one graph, the point at which they converge determines the equilibrium price. If the price is set above this price and you read across the graph you will see the supply excess demand and there will be a surplus. In order to reduce this surplus, the price will need to fall. The scenario is illustrated in the graph below:

Chart, line chart Description automatically generated

352. Frage

Which of the following situations would increase a buyer's bargaining power?

- A. The buyer's requirement is urgent and cannot be postponed
- **B. Their spend is a high proportion of a supplier's revenue**
- C. There are few substitute products or services to the requirement
- D. There are many buyers in the market for the same goods or services

Antwort: B

Begründung:

When a buyer's purchase represents a significant portion of a supplier's revenue, it increases the buyer's leverage. The supplier has a vested interest in maintaining the relationship and is more likely to make concessions to preserve the account.

"Buyer power increases when the buyer represents a large portion of the supplier's total sales. This dependency increases the buyer's ability to influence terms." (L4M5 Commercial Negotiation, 2nd edition, Section 2.3 - Bargaining Power Analysis)

353. Frage

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