

CIPS L4M5 (Commercial Negotiation) certification exam is a professional qualification that is designed to test the knowledge and skills of individuals in the field of commercial negotiation. Commercial Negotiation certification exam is offered by the Chartered Institute of Procurement and Supply (CIPS), which is a global organization that provides training and development opportunities for procurement and supply chain professionals.

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CIPS Commercial Negotiation Sample Questions (Q346-Q351):

NEW QUESTION # 346

Rose is a senior buyer from a skiing equipment retailer. Rose is concerned about the current ski boot shortage and the number of invoicing problems from a key supplier. She has decided to have a video conference with Victor, CEO of the supplier. Initially, she intends to threaten Victor with contract termination unless he can improve the situation. However, she is a little wary of doing this as the switching costs are high. Eventually, she decides to seek solutions by encouraging the other party to offer their views and ideas. Rose also prepares some ideas to discuss with Victor. Which of the following is the persuasion method that Rose intends to use in the forthcoming conference?

- A. Persuasive reasoning (push)
- B. Visionary (pull)
- C. Directive (push)
- D. Collaborative (pull)

Answer: D

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':

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In the scenario, Rose intends to let both parties exchange their views and ideas so that solutions to current problems can be found. This is the typical characteristic of collaborative (pull) method.

NEW QUESTION # 347

In which of the following scenarios could you adopt a distributive-based negotiation approach?

- A. When procuring a widely available commodity item which is not strategic to your organisation
- B. When your organisation is dependent on a supplier for delivery of a large contract in the future
- C. When asking for changes to the provision of a strategic service provided by a monopoly supplier
- D. When determining costs to incorporate a unique product into your design with the patent holder

Answer: A

NEW QUESTION # 348

A procurement manager has decided to bring in a junior member of their team to a negotiation meeting. Which of the following would be suitable roles for this junior member of the team?

- A. 1 and 2 (Note taker and Expert)

- B. 2 and 3 (Expert and Observer)
- C. 3 and 4 (Observer and an unspecified fourth option - assumed error)
- **D. 1 and 3 (Note taker and Observer)**

Answer: D

NEW QUESTION # 349

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

Answer: A

Explanation:

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

LO 1, AC 1.4

NEW QUESTION # 350

Which type of power is considered the opposite of coercive power?

- A. Expert power
- **B. Reward power**
- C. Referent power
- D. Informational power

Answer: B

Explanation:

Explanation

The coercive power comes from the belief that a person can punish others for non-compliance. It can be considered as opposite to reward power, which results from one person's ability to compensate or reward another for compliance.

LO 1, AC 1.3

NEW QUESTION # 351

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