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Question 1: Correct
Distributive approach in negotiation is typified by which of the following?

- Both parties share 50:50 of the 'pie'
- Distributive approaches are inherently inferior to integrative approaches in commercial negotiation
- Each party attempts to maximise the value obtained at other's expense
- Both parties understand each other's goals

(Correct):

Explanation
Distributive approach to negotiation used when the interested parties are attempting to divide something up or distribute something of value, also known as zero-sum approach or win-lose. Commercial situations often demand a distributive bargaining approach, if the 'pie' is inherently of a fixed size. In this case, any conflicts must be resolved by sharing it.

In win-lose approach, a negotiator wants to maximise the value obtained in a single deal, the relationship with the other party is not important. Therefore, a strong party may win more than 50% of the metaphorical 'pie'.

It should not be assumed that win-win can be applied to all commercial negotiations, or that win-lose approaches are inherently inferior.

LD 1, AC 1.2

Question 2: Correct
Which of the following is the first step in the development of negotiation strategies?

- Developing scenarios around possible options
- Determining your BATNA
- Recognising TOP's needs and wants
- Defining overarching objectives

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CIPS Commercial Negotiation Sample Questions (Q292-Q297):

NEW QUESTION # 292

Neville is a senior procurement specialist in a automaker. He has good relationship with his team mates and other departments because of his amazing purchasing skills and kindness. Which of the following sources of power is Neville likely to possess?

- A. Reward
- B. Legitimate
- C. Referent
- D. Coercive

Answer: C

Explanation:

:

In 1959, French and Raven described five bases of power:

1. Legitimate - This comes from the belief that a person has the formal right to make demands, and to expect others to be compliant and obedient.
2. Reward - This results from one person's ability to compensate another for compliance.
3. Expert - This is based on a person's high levels of skill and knowledge.
4. Referent - This is the result of a person's perceived attractiveness, worthiness and right to others' respect.
5. Coercive - This comes from the belief that a person can punish others for noncompliance.

Six years later, Raven added an extra power base:

6. Informational - This results from a person's ability to control the information that others need to accomplish something.

In the scenario, Neville attracts and keeps good relationship with his colleagues not because of neither position nor reward nor coercion. He has good skills and kindness, which increase his charisma. His source of power is referent power.

NEW QUESTION # 293

"A negotiation ends once the meeting finishes." Is this statement true?

- A. No, terms should continue after the meeting until signed by the supplier only
- B. Yes, because both parties have the emotional intelligence to proceed
- C. Yes, provided the meeting results in a win-win outcome
- D. No, best practice includes reflection after the meeting as part of the process

Answer: D

Explanation:

Negotiations do not end at the meeting; they continue through reflection, documentation, and post-negotiation review. Best practice involves assessing whether objectives were met, capturing lessons learned, and ensuring written confirmation of terms. Without this, misunderstandings or missed improvements can occur. Reflection allows organisations to continuously strengthen negotiation strategies and build learning cycles.

Reference: CIPS L4M5 (2nd ed.), LO 2.2 - Post-negotiation review and reflection as part of the negotiation process.

NEW QUESTION # 294

An experienced procurement professional is developing strategies for forthcoming negotiations with her key supplier. To avoid negotiation deadlocks, she identifies the reasons why negotiations could fail. Which of the following are most likely to be reasons for negotiation failures? Select TWO that apply.

- A. Both parties focus on common interests
- B. Unachievable objectives were set up
- C. Underlying interests of TOP are overlooked
- D. Buyer helps to create a co-operative atmosphere
- E. MIL objectives are well established

Answer: B,C

Explanation:

It has been said that most negotiations are won (or lost) at the preparation stage. Success in a negotiation cannot be claimed unless you can refer back to your objectives and show how you have achieved them. In broad terms, negotiation plans/strategies involve 4 key activities:

1. Developing and prioritising your objectives and limits
2. Seeking to understand TOP's objectives
3. Developing concession plans
4. Planning the resources and logistics required and agreeing team roles.

Questions to gain an understanding of why a negotiation failed

Did we collect and make effective use of all information available when preparing for the negotiation?

Did we set objectives for the negotiation that were stretching and achievable and established MIL objectives?

Did we determine a strategy for the negotiation?

Did the other party understand our needs correctly?

Were we aware of the underlying interests of the other party?

Were our proposals convincing enough for acceptance by the other party?

Did we explore different variables in the negotiation?

Did we fully understand all proposals?

Did we give any unplanned concessions and did we check the importance of these?

Did we focus on common interests?

Did we ask a range of questions?

Did we get answers to all our questions?

Could we answer all the questions addressed to us in a proper and positive way?

Did we summarise effectively?

Did we use different methods of persuasion in the negotiations?

Which tactics did we use and what effect did they have?

Did our negotiating team work well as a team?

Did we help to create a co-operative atmosphere

NEW QUESTION # 295

Macroeconomics can have an impact on commercial negotiations. Is this statement correct?

- A. No, because these considerations only affect the buyer
- B. Yes, because sales volumes are a key factor in the discussions
- **C. Yes, because factors such as inflation might influence pricing decisions**
- D. No, because these macroeconomics can be discussed and addressed with a WIN/WIN (integrative) strategy

Answer: C

Explanation:

Macroeconomic factors like inflation, interest rates, and currency fluctuations can significantly affect pricing and contractual terms.

Buyers and suppliers must account for these factors during negotiations, particularly in long-term or high-value contracts.

Reference: LAM5 Commercial Negotiation 2nd edition (CORE), Section 2.2 - Economic Environment in Commercial Negotiation

NEW QUESTION # 296

Leitax is a consumer electronics firm with headquarters in the US and with a global sales presence. The company maintains seven to nine models in its product portfolio, each of which has multiple SKUs. Product life ranges from fifteen to nine months and is getting shorter. The demand planning and master planning processes at the company were ill-defined. Data relevant to forecasting were usually inaccurate, incomplete, or unavailable and the lack of objectives and monitoring mechanisms for the demand planning process meant that process improvement could not be managed. Support for supply management was equally ill-defined, as master production schedules were sporadic and unreliable and suppliers had learned to mistrust them. Leitax's newly appointed Supply chain director, Jessica realises that the "buy-in" of different functional groups was critical to the improvement of demand planning. She invites relevant stakeholders to a meeting so that they can express their opinions openly. What tactic is Jessica using?

- A. Pressure
- **B. Coalition**
- C. Consultation
- D. Persuasion

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