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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.

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## CIPS Commercial Negotiation Sample Questions (Q333-Q338):

### NEW QUESTION # 333

Effective listening is important in integrative negotiations. Is this statement correct?

- A. Yes, as it allows issues to be shared and understood between all parties
- B. Yes, as it means the supplier's attempts at negotiation can be stopped quickly with reasoning
- C. No, as effective listening is important only in a distributive negotiation
- D. No, as what the other party has to say is not important

**Answer: A**

Explanation:

Effective listening is crucial in integrative negotiations as it fosters mutual understanding and helps identify shared interests, leading to collaborative solutions. It enables negotiators to comprehend the other party's needs and concerns fully.

Reference: L4M5 Commercial Negotiation 2nd edition (CORE), Section 3.3 - Communication Skills in Negotiation

### NEW QUESTION # 334

Which of the following is the most appropriate approach to investors or shareholders who have high level of influence but low interest in the running of business?

- A. Engage and keep them satisfied
- B. Keep these people inform through general communication media
- C. Manage them closely
- D. Engage and consult with them regularly

**Answer: A**

Explanation:

Explanation

Investors or shareholders who have high level of influence but low interest belong to 'Keep satisfied' quadrant of Mendelow's Stakeholder Matrix.

You may read 2 versions from L4M1 and L4M5 here:

Table Description automatically generated

LO 1, AC 1.1

### NEW QUESTION # 335

Power is used only in adversarial negotiation situations to secure a 'win' outcome against the other side. Is this statement correct?

- A. No, the use of power can be necessary in integrative negotiations to help overcome time-wasting issues
- B. Yes, it only in adversarial negotiation that the use of power is necessary, because of the win-lose outcome
- C. No, the use of power is not important in commercial negotiations as each side only looks for areas of agreement
- D. Yes, all negotiations entail a commercial contest which is always adversarial, as the powerful side gains

**Answer: A**

Explanation:

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

### NEW QUESTION # 336

'What specific tests do you carry out to ensure quality is achieved?' This is an example of which type of negotiation question?

- A. Reflective
- B. Leading
- C. Probing
- D. Closed

**Answer: C**

Explanation:

## Explanation

The question requires more detailed answer, it is an example of probing question.

Probing questions are typically follow-up questions, and aim to elicit more detailed information on the back of the answer elicited from the open questions. Probing questions are also useful to check that the supplier fully understand their offering, as well as your needs, can also be used to communicate to the suppliers that you know this category well.

LO 3, AC 3.3

## NEW QUESTION # 337

Which of the following is a source of information on microeconomic factors?

- A. Published economic indices such as the Retail Price Index (RPI)
- B. Data published by the financial markets and commodity markets and exchanges
- C. Analysis published in the mainstream and financial media
- D. **The marketing and corporate communications of suppliers**

## Answer: D

Explanation:

The marketing and corporate communications of suppliers are direct sources of microeconomic information, particularly about individual companies and industry conditions. Other options (RPI, financial market data, etc.) are more aligned with macroeconomic data, focusing on broader economic trends, as outlined in CIPS definitions of micro vs. macroeconomic data sources.

## NEW QUESTION # 338

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