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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

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.

LO 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 (Q77-Q82):

NEW QUESTION # 77

When implementing value analysis or value engineering, which of the following acronyms reminds both buyer and supplier of ideas on removal, substitution and design-out of cost elements?

- A. OWN-IT
- **B. STOPS WASTE**
- C. SAMOA
- D. SMART

Answer: B

Explanation:

Ray Carter coined the mnemonic STOPS WASTE to remind buyers of 10 cost-reduction ideas they can ask for themselves and their suppliers in any situation when considering a key purchase input. Stop Waste by:

Standardisation - is there a standard specification?

Transportation - is the inbound transport classification appropriate

Over-engineered - is the specification too tight?

Packaging - can packaging be reduced or eliminated?

Substitutes - is there a cheaper substitute material

Weight - is there opportunity to reduce weight of the product?

Any unnecessary processing - is there any unnecessary design or feature?

Supplier's input - are suppliers able to assist with the cost reduction To make - is it more economical to make or buy?

Eliminate - if no one uses the feature, can it be eliminated?

SAMOA is a useful acronym for checking and testing the information gathered from the Internet:

Source

Audience

Methodology

Objectivity

Accuracy

OWN-IT is acronym for 5 steps in the process of collecting and analysing the data and information needed in any field:

Outline

Wide search

Narrow search

Increase your stockpile of information

Transform your stockpile into new knowledge

A SMART goal is used to help guide goal setting. SMART is an acronym that stands for Specific, Measurable, Achievable, Realistic, and Time-bound.

NEW QUESTION # 78

An organisation is developing the specification for a capital purchase project. An important stakeholder has doubt on the draft specification. The buyer invites him to the product function meetings. In these meeting the attendees can raise their concerns, the specification development team takes in all the concerns and adjusts the specification accordingly. What kind of technique is the specification development team using?

- A. Visionary

- B. Coalition
- C. Directive
- D. Persuasive reasoning

Answer: B

Explanation:

In the scenario, anyone who has concerns can join a meeting to raise their thoughts. The project team takes the stakeholders' ideas into account. This is known as coalition: A group of people or organisations come together and work collaboratively to achieve some goals. Specifically in this scenario, the goal is creating a high-quality and unified specification for an important project.

NEW QUESTION # 79

According to French and Raven's base model, which of the following are sources of personal power that can be used in commercial negotiation? Select THREE that apply.

- A. Coercive power
- B. Competitive power
- C. Expert power
- D. Trademark power
- E. Purchasing spend power
- F. Legitimate power

Answer: A,C,F

Explanation:

:

A useful model of personal power that has survived the test of time and provide a simple way to analyse negotiation in French and Raven's Power Base Model, which describes six bases of power:

Diagram Description automatically generated

NEW QUESTION # 80

Which of the following is an advantage of consultation as an influencing tactic?

- A. Suits values-based cultures and addresses motivating factors
- B. Encourages commitment and enhances low-position power
- C. Secures swift compliance and wears down resistance
- D. Enhances decision-making and encourages communication

Answer: B

Explanation:

Consultation involves actively involving stakeholders or counterparties in decision-making. By seeking input, it fosters a sense of ownership, increasing commitment to negotiated outcomes. It is particularly effective when the negotiator has low positional power, as it shifts dynamics from authority to collaboration. Unlike coercion or compliance tactics, consultation builds engagement and long-term trust, which is critical in complex procurement where buy-in is essential for contract success. CIPS stresses its role in building influence where direct authority is limited.

Reference: CIPS L4M5 (2nd ed.), LO 3.2 - Persuasion through consultation, collaboration, and influence.

NEW QUESTION # 81

Which of the following are sources of power in organisational relationships?

- * Coercive power
- * Intruded power
- * Referent power
- * Tactical power

- A. 1 and 2 only
- B. 1 and 3 only
- C. 2 and 4 only

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