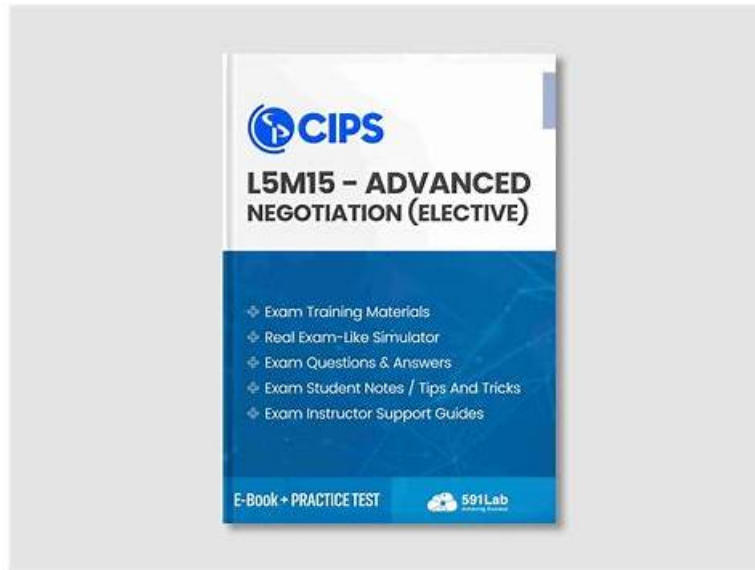


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CIPS Advanced Negotiation Sample Questions (Q13-Q18):

NEW QUESTION # 13

For a high-value or high-risk project, which of the following are key actions in negotiation? Select TWO.

- A. Prepare thoroughly before the negotiation.
- B. Host the meeting at your premises.
- C. Use ploys and tactics.
- D. Use a multi-disciplinary team.
- E. Have a win-lose approach to negotiation.

Answer: A,D

Explanation:

High-risk or high-value negotiations require thorough preparation-understanding goals, alternatives, and stakeholder expectations- and often benefit from a cross-functional team bringing varied expertise. This improves quality of analysis and decision-making. Reference:CIPS L5M15 -Negotiation Preparation and Planning for Complex Projects.

NEW QUESTION # 14

Which of the following tactics would be considered a hard tactic in negotiation?

- A. Collaboration tactic
- **B. Pressure tactic**
- C. Rational persuasion
- D. Inspirational appeal

Answer: B

Explanation:

Pressure tactics are categorised as "hard" negotiation behaviours. They apply coercion or authority to gain compliance. In contrast, tactics such as collaboration, inspirational appeal, and rational persuasion are "soft" and relationship-oriented.

Reference:CIPS L5M15 -Negotiation Tactics: Hard vs Soft Approaches (Domain 3.1).

NEW QUESTION # 15

What is meant by "marginal gains"?

- A. There should be a low margin for error when trying to improve.
- B. All improvements are of equal value.
- C. A supplier should seek to meet their KPIs but not excel.
- **D. Small incremental gains can lead to a larger improvement.**

Answer: D

Explanation:

The "marginal gains" philosophy is that making numerous small, continuous improvements across processes results in significant overall performance enhancement. This principle is often applied to supplier development and continuous improvement programmes.

Reference:CIPS L5M15 -Supplier Performance and Continuous Improvement(Marginal Gains Theory).

NEW QUESTION # 16

A combination of which two behaviours fails to establish effective buyer-supplier relationships and can lead to aggressive negotiation tactics?

- **A. Tough**
- B. Warm
- **C. Cold**
- D. Soft

Answer: A,C

Explanation:

A cold (detached) and tough (adversarial) style discourages collaboration and may escalate conflict. CIPS categorises influencing behaviour across two dimensions-warm vs cold and tough vs soft-with "cold and tough" seen as destructive.

Reference:CIPS L5M15 -Influencing Behaviour Grid (Warm/Cold vs Tough/Soft, Domain 1.2).

NEW QUESTION # 17

Under what circumstances would you use parallel working with two suppliers?

- **A. When changing supplier, to ensure a smooth transition.**
- B. When maintaining good relations with an old supplier.

- C. When the item is a bottleneck item, to reduce risk.
- D. When large orders exceed one supplier's capacity.

Answer: A

Explanation:

Parallel working (or parallel running) is used when switching suppliers to ensure continuity of supply. Both suppliers operate simultaneously for a transition period until the new supplier demonstrates stability and quality.

Reference: CIPS L5M15 - Supplier Transition and Continuity Planning (Domain 1.3).

NEW QUESTION # 18

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