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CIPS Advanced Negotiation Sample Questions (Q19-Q24):

NEW QUESTION # 19

Alan needs to communicate the outcome of a negotiation to his internal stakeholders. His internal stakeholders have high power. Which communication methods would be best? Select TWO

- A. Team meeting
- B. Notice board
- C. Article on the website
- D. Email

Answer: A,D

Explanation:

When stakeholders hold high power or influence, communication should be direct and engaging, ensuring clarity and accountability. Face-to-face team meetings allow discussion and immediate feedback, while emails provide documented communication. Noticeboards and website articles are better suited for lower-power or external audiences.

Reference: CIPS L5M15 - Stakeholder Communication and Engagement Strategies (Domain 1.3).

NEW QUESTION # 20

When you have awareness of a skill but are not yet proficient, which stage of competence applies?

- A. Conscious competence
- **B. Conscious incompetence**
- C. Unconscious competence
- D. Unconscious incompetence

Answer: B

Explanation:

Conscious incompetence means recognising a skill gap—you understand what's required but haven't yet mastered it. It's the second stage in the four-stage competence model: (1) Unconscious incompetence # (2) Conscious incompetence # (3) Conscious competence # (4) Unconscious competence.

Reference: CIPS L5M15 - Learning & Skills Development in Negotiation (Domain 3.2).

NEW QUESTION # 21

An inexperienced negotiator may feel that resistance to their position is a personal attack. In this situation, which of the following components of principled negotiation should they refer to?

- A. Devise options for mutual gain
- **B. Separate people from problems**
- C. Focus on interests, not positions
- D. Insist results are based on objective criteria

Answer: B

Explanation:

Separating people from the problem means you treat the relationship and the substantive issues as distinct.

Pushback on a proposal is not a personal attack; it's part of clarifying interests and criteria. Keeping relationship concerns separate helps maintain respect and reduces defensiveness.

Reference: CIPS Level 5, L5M15 - Topic: Principled Negotiation (People vs. Problem).

NEW QUESTION # 22

Which of the following is a soft skill that is important in procurement and supply?

- A. Knowledge
- B. Financial acumen
- **C. Influencing skills**
- D. Computer skills

Answer: C

Explanation:

Soft skills are interpersonal attributes that enable effective collaboration and impact. In the L5M15 context, influencing skills are highlighted as critical to negotiation and stakeholder engagement, whereas financial acumen, computer skills, and domain knowledge are typically classified as technical/hard skills.

Reference: CIPS L5M15 - Communication & Interpersonal Skills / Soft vs Hard Skills (Domain 3.1).

NEW QUESTION # 23

The extent to which hierarchy and subordinate relationships are accepted is which of Hofstede's cultural dimensions?

- A. Uncertainty avoidance
- B. Long-term orientation
- C. Individualism vs collectivism
- **D. Power distance**

Answer: D

Explanation:

Power distance gauges how cultures accept unequal power distribution and hierarchy-key to planning authority lines, escalation, and decision-making in cross-cultural negotiations.

Reference: CIPS L5M15 - Cross-Cultural Negotiation (Hofstede's Dimensions) (Domain 2.2).

NEW QUESTION # 24

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