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CIPS Advanced Negotiation Sample Questions (Q40-Q45):

NEW QUESTION # 40

Holding a meeting is the best way to communicate outcomes of negotiation with key stakeholders. Is this correct?

- A. No - you should not over-communicate with key players.
- B. Yes - key players need to receive regular communication.
- C. Yes - this is a good way to engage their active support.
- D. No - key players have a lot of power and won't have time for meetings.

Answer: C

Explanation:

Key players in Mendelow's Stakeholder Matrix (high power, high interest) must be actively engaged and involved in important decisions. Meetings are an effective way to build commitment, gain input, and secure their ongoing support.

Reference:CIPS L5M15 -Stakeholder Mapping and Communication Methods (Domain 1.3).

NEW QUESTION # 41

Research by Meredith Belbin into team roles and predicting success showed that the most successful teams had which of the following characteristics?

- A. A successful team must have a clear leader.
- **B. A successful team requires different people to play different roles.**
- C. A successful team needs highly intelligent people.
- D. A successful team should have nine people.

Answer: B

Explanation:

Meredith Belbin's research found that high-performing teams have a balanced mix of complementary roles rather than simply highly skilled individuals. The nine Belbin roles (e.g., Plant, Coordinator, Implementer, Completer Finisher) reflect diverse strengths that, when combined, improve overall team performance.

Reference:CIPS L5M15 -Team Roles and Effectiveness(Belbin's Team Role Theory).

NEW QUESTION # 42

Which of the following are examples of reciprocated concessions?Select TWO

- **A. Party A offers a discount for better payment terms.**
- B. Party A agrees a 2% discount and Party B accepts.
- **C. Party A offers a larger delivery, and Party B agrees to pay 50% upfront while Party A waives the delivery charge.**
- D. Party A walks away, and Party B offers a concession to continue talks.

Answer: A,C

Explanation:

Reciprocated concessions occur when both sides trade something of value-such as exchanging discounts for improved terms. This supports balanced negotiation progress and fosters trust.

Reference:CIPS L5M15 -Concession Management and Reciprocity in Negotiation (Domain 1.2).

NEW QUESTION # 43

Which of the following are incentives to increase supplier performance?Select TWO

- A. Service credits
- B. Pain share
- **C. Gain share**
- **D. Bonus payments**

Answer: C,D

Explanation:

Gain share and bonus payments are positive incentives that encourage suppliers to perform beyond baseline requirements. Gain share rewards suppliers for creating mutual cost savings or innovation benefits, while bonus payments recognise exceeding service or delivery targets.

In contrast, pain share and service credits are deterrents for underperformance, not motivators.

Reference:CIPS L5M15 -Supplier Performance Incentives and Contractual Mechanisms (Domain 1.3).

NEW QUESTION # 44

In an exploitative authoritative form of management, which of the following is true?

- A. Leadership involves trust and teamwork.
- B. Motivation is based on rewards and communication is limited.
- **C. Motivation is based on threats and decisions are imposed on subordinates.**
- D. Responsibility is shared throughout the hierarchy.

Answer: C

Explanation:

Under exploitative authoritative management (Rensis Likert model), leaders rely on fear and punishment to control subordinates.

Communication is top-down and trust is minimal contrasting with participative or consultative styles.

Reference: CIPS L5M15 - Leadership Models and Motivation (Domain 3.2).

NEW QUESTION # 45

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