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CIPS Advanced Negotiation Sample Questions (Q20-Q25):

NEW QUESTION # 20

Clear negotiation objectives can be taken from a Business Needs Analysis. Which of the following areas would be included within a Business Needs Analysis? Select THREE

- **A. Timescales**

- B. Budget
- C. Staff
- D. Quality
- E. Location

Answer: A,B,D

Explanation:

A Business Needs Analysis (BNA) identifies what the organisation requires from a contract or supplier before negotiation. Typical key criteria include budget (cost constraints), timescales (delivery or project duration), and quality (performance expectations). These factors form measurable negotiation objectives and KPIs.

Reference: CIPS L5M15 - Section: Business Needs Analysis in Negotiation Preparation (Domain 1.1).

NEW QUESTION # 21

When might crowdsourcing be useful in a negotiation?

- A. Researching a supplier
- B. During the negotiation, to gain better insight
- C. Assessing the other party's BATNA
- D. Deciding on final prices

Answer: A

Explanation:

In CIPS terms, crowdsourcing means collecting information or opinions from a large group via digital platforms. It can be useful for researching suppliers, validating performance, and benchmarking reputations before negotiations.

Reference: CIPS L5M15 - Information Gathering & External Intelligence Tools (Domain 2.1).

NEW QUESTION # 22

What is meant by "marginal gains"?

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

Answer: A

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 # 23

In which circumstances may a buyer suggest that a negotiation meeting be held at the supplier's premises?

- A. To ensure negotiations run smoothly
- B. To allow the buyer to find out more about the supplier
- C. To ensure the buyer has the advantage
- D. To ensure the supplier has the advantage

Answer: B

Explanation:

Holding a meeting at the supplier's site allows the buyer to gain insights into the supplier's capacity, infrastructure, culture, and quality systems. This firsthand observation strengthens understanding and informs negotiation strategy.

Reference: CIPS L5M15 - Negotiation Preparation and Venue Selection (Domain 1.1).

NEW QUESTION # 24

Jonathan is a procurement manager who has been asked to gather primary data for an upcoming negotiation. He sends out a survey. Was this correct?

- A. No - the survey will produce secondary data.
- B. No - surveys do not provide suitable information.
- C. Yes - the survey will provide primary data.
- D. Yes - the survey will ensure Jonathan wins the negotiation.

Answer: C

Explanation:

Primary data is original information gathered firsthand for a specific purpose—such as surveys, interviews, or focus groups. By contrast, secondary data comes from existing sources. A survey, therefore, is an appropriate primary data-gathering tool.

Reference: CIPS L5M15 - Intelligence Gathering for Negotiation (Domain 1.1).

NEW QUESTION # 25

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