

# Best Way To Ensure Success With CIPS L5M15 Exam Questions

## CIPS L4M1 - Question & Answer Past exam questions latest 2023/2023

Q1. Outline FIVE differences between purchasing goods and purchasing services.

Answer - 1. Goods are tangible, services are intangible;  
2. Services cannot be separated from their supplier;  
3. Heterogeneity: goods are usually uniform in nature while services are unique at each delivery  
4. Services 'perish' immediately on delivery whereas goods can be stored until required  
5. Products are easier to specify, being tangible

Q2. Explain THREE circumstances in which a competitive tendering exercise might not be the best approach to making a purchase. Answer - 1. Urgency

2. Commercial confidentiality or national security (e.g. military organisations);  
3. Value of the purchase;  
4. Production costs cannot be measured accurately;  
5. Price is not the only criterion for supplier selection and contract award  
6. Intellectual Property Rights and monopoly

Q2. Describe TWO e-sourcing tools and their use in procurement and supply.

Answer - 1. E-Catalogues  
2. E-Tendering  
3. E. Auction  
4. Reverse Auctions  
5. Online supplier evaluation data

Q3. Explain the role of a shared services unit (SSU). Answer - SSUs reflect a desire to centralise and share services

The shared service provider becomes a dedicated provider of services such as; finance, HR, IT and procurement which continue to be provided internally. An SSU manages costs and quality SLAs to demonstrate value for money. An SSU's benefits may be summarised as:

- cost effective internal service;
- liaison with its customers;
- anticipating future demand;
- employing resources and providing higher levels of service more cost effectively than if they were provided by a department or an external provider.

Q3. A manufacturer of electrically powered tools for the engineering industry consists of four separate business units, each of which undertakes its own purchasing activities.

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## CIPS Advanced Negotiation Sample Questions (Q78-Q83):

### NEW QUESTION # 78

When may the outcome of a negotiation be described as win: perceived win?

- A. When negotiations are rushed
- **B. When there is a power imbalance between the two parties**
- C. When one of the parties is less experienced
- D. When using positional bargaining

**Answer: B**

Explanation:

Awin : perceived win occurs where a powerful party wins substantive outcomes while the weaker party believes it has also "won," often due to power asymmetry and framing.

Reference: CIPS L5M15 - Power, Perception and Outcome Typologies (Domain 2.2).

### NEW QUESTION # 79

Yi Ting is advised to use the Principled Approach. Which must she remember? Select TWO

- **A. Focus on interests not positions**
- B. Do not deviate from the agenda
- **C. Separate people from problems**
- D. She will be negotiating alone

**Answer: A,C**

Explanation:

Two core principles are to separate people from the problem and to focus on interests rather than positions

. (The other two statements are not defining elements of the approach.) Reference: CIPS L5M15 - The Four Principles of Principled Negotiation (Domain 2.2).

### NEW QUESTION # 80

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

**Answer: A**

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 # 81

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

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

**Answer: D**

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 # 82

Which of the following is not a base of power?

- A. Legitimate
- B. Informational
- C. Referent
- D. Financial

**Answer: D**

Explanation:

The six recognised bases of power are informational, legitimate, referent, coercive, reward, and expert.

Financial power is not classified separately—it can fall under reward or resource power, but not as a formal category.

Reference: CIPS L5M15 - Power in Negotiation (French & Raven's Six Bases) (Domain 3.1).

### NEW QUESTION # 83

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