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CHARTERED INSTITUTE OF PROCUREMENT AND SUPPLY

LEVEL 5 ADVANCED DIPLOMA L5M15

ADVANCED NEGOTIATION REVISION QUESTIONS

Q1. Effective training is required for inexperienced negotiators and non-commercial team members to avoid which of the following situations?

1. Team members behaving ethically to get the best value from the negotiation
2. Team members discussing confidential elements of the project before an agreement is reached
3. Team members requesting suppliers' cost structures which may jeopardise the final agreement
4. Team members being too close to the supplier and end up compromising the final outcome

- a. 1 and 2
- b. 2 and 3
- c. 1 and 4
- d. 2 and 4

Q2. Providing training and preparation in the pre-negotiation phase is an important step to achieving a positive negotiation outcome. Training and preparation should encompass which of the following elements? Select THREE that apply.

- a. Formulating an effective company strategy and stakeholder requirements
- b. **Understanding the role of team members as well as their expected contribution**
- c. Researching about the supplier's negotiation tactics
- d. **Providing a brief to the team about the objective of the negotiation**
- e. **Providing insight on the tactics to be used by the team**
- f. Checking the supplier's negotiation history and track record

Q3. Newcastle Motors is looking to reach an agreement with the supplier of maintenance, repair and operating materials (MRO). They are generally of lower cost and do not any significant profit to the organisation. Morgan who works as a procurement assistant for Newcastle Motors has been appointed as a lead negotiator. Morgan Yussuf has selected just three members of the procurement function to help him in the negotiation process. Morgan Yussuf tells them that the nature of the negotiation does not allow them to hold an intensive rehearsal.

- a. True because procurement members are fully experience hence do not require any form of rehearsal

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CIPS Advanced Negotiation Sample Questions (Q85-Q90):

NEW QUESTION # 85

When might crowdsourcing be useful in a negotiation?

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

Answer: C

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 # 86

Which of the following could be considered a Pull-style influencing/negotiation tactic? Select TWO.

- A. Asserting
- **B. Inspiring**
- **C. Negotiating**
- D. Rationalising

Answer: B,C

Explanation:

Pull tactics engage, involve, and motivate others (e.g., inspiring with vision, inviting joint problem-solving, exploring interests). Push tactics rely on directing, arguing, or asserting with facts and logic. Thus "inspiring" and "negotiating" are pull; "rationalising" and "asserting" are push.

Reference: CIPS Level 5, L5M15 - Topic: Push vs Pull Influencing Styles.

NEW QUESTION # 87

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

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

Answer: B,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 # 88

Which stage of team development is typically characterised by frustration and conflict?

- A. Forming
- B. Norming
- C. Adjourning

- **D. Storming**

Answer: D

Explanation:

In Tuckman's model, storming follows forming and features challenge, tension, and testing of roles. Effective leadership and clarity of purpose help teams move into norming and performing.

Reference: CIPS L5M15 - Teams in negotiation: Tuckman stages.

NEW QUESTION # 89

Which of the following incentives encourages innovation?

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

Answer: D

Explanation:

Gainshare mechanisms reward suppliers for achieving cost savings, process improvements, or innovation that benefits both parties. By sharing the gains, suppliers are motivated to propose creative solutions.

Reference: CIPS L5M15 - Supplier Incentives and Relationship Development (Gain/Pain Share Models).

NEW QUESTION # 90

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