

Cost-Effective CIPS L5M15 Exam [2025]

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 (Q46-Q51):

NEW QUESTION # 46

Which of the following are disadvantages of entering into a strategic alliance? Select TWO

- A. Access to resources
- **B. Confidentiality**
- **C. Disputes**
- D. Economies of scale

Answer: B,C

Explanation:

While alliances can deliver benefits (e.g., shared resources, economies of scale), they also pose risks, notably confidentiality issues (data sharing vulnerability) and potential disputes over governance, profit sharing, or objectives.

Reference: CIPS L5M15 - Strategic Alliances: Advantages & Disadvantages (Domain 3.1).

NEW QUESTION # 47

When a discussion is being driven by a consideration that has not been openly disclosed, leaving one party disadvantaged, this is known as what?

- A. Lack of confidentiality
- B. Favouritism
- **C. Hidden agenda**
- D. Exaggerated claim

Answer: C

Explanation:

A hidden agenda involves unspoken motives or objectives influencing negotiation behaviour. Transparency and open communication help avoid mistrust and unfair advantage.

Reference: CIPS L5M15 - Unethical Behaviour in Negotiation: Hidden Agendas.

NEW QUESTION # 48

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

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

Answer: D

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 # 49

Honesty and integrity are core elements of business ethical codes of practice. Demonstrating these behaviours can help avoid which of the following?

- A. Loss of staff
- B. Loss of contracts
- **C. Reputational damage**
- D. Physical damage

Answer: C

Explanation:

Acting with honesty and integrity safeguards an organisation's reputation, ensuring public trust and compliance with professional standards. Ethical misconduct, by contrast, risks serious reputational harm and stakeholder distrust.
Reference:CIPS L5M15 -Ethics and Reputation Management in Procurement and Negotiation.

NEW QUESTION # 50

Dominic has reached a deadlock. He shifts focus to what happens if both parties cannot agree. What tactic is Dominic using?

- A. BATNA
- **B. Framing the agenda**
- C. Take it or leave it
- D. The nibble

Answer: B

Explanation:

Framing involves guiding attention toward specific consequences or perspectives. By emphasising the outcome of no agreement, Dominic reframes the discussion around the implications of failure, potentially prompting reconsideration.

Reference:CIPS L5M15 -Framing Agendas and Issue Management (Domain 1.2).

NEW QUESTION # 51

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