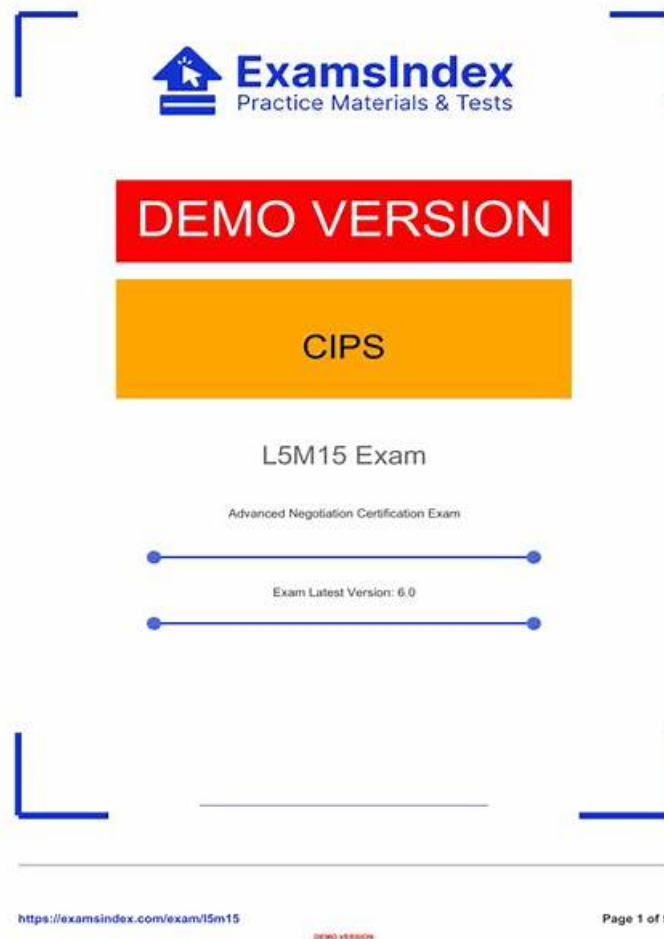


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## CIPS Advanced Negotiation Sample Questions (Q52-Q57):

### NEW QUESTION # 52

Peter is negotiating with a supplier and is not concerned about the outcome because he has a strong alternative. The line of legitimacy has been crossed and it is acceptable in his company that he wins "at any cost." He is willing to push the negotiation to extremes to achieve the desired result. Which of the following best describes Peter's tactic?

- A. Ploys
- B. Distributive bargaining
- C. Gamesmanship
- **D. Brinkmanship**

**Answer: D**

Explanation:

Brinkmanship is the tactic of deliberately pushing a negotiation toward the "brink," using extreme pressure and risk tolerance in pursuit of a decisive concession or outcome. A powerful BATNA can embolden this approach, though it heightens relational and reputational risk.

Reference:CIPS Level 5, L5M15 - Topic: Negotiation Tactics and Power (Brinkmanship).

### NEW QUESTION # 53

Which of the following best describes a "Skunkworks" department in an organisation?

- A. Wide-ranging and positional
- **B. Experimental and independent**
- C. Large and powerful
- D. Small and efficient

**Answer: B**

Explanation:

"Skunkworks" refers to a small, independent unit within an organisation that focuses on innovation and experimental projects. It operates with autonomy and minimal bureaucracy, often outside the main corporate structure, to accelerate development.

Reference:CIPS L5M15 - Innovation and Organisational Structure(Skunkworks concept).

### NEW QUESTION # 54

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

**Answer: A,D,E**

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 # 55

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. Yes - the survey will provide primary data.**

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

**Answer: A**

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 # 56**

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

**Answer: C**

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 # 57**

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