

IT-Tests L5M15 Test Study Guide, Answer CIPS L5M15 Practice Exam Questions

CIPS L4M1 - Question & Answer Past exam questions

Q1. Outline FIVE differences between purchasing goods and purchasing services. - correct 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. - correct 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. - correct 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). - correct 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

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CIPS Advanced Negotiation Sample Questions (Q69-Q74):

NEW QUESTION # 69

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

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

Answer: A,B

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 # 70

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

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

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 # 71

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

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

Answer: C,D

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 # 72

Which of the following is a negative body-language signal?

- A. Smiling
- B. Mirroring the other person's body language
- C. Crossed arms
- D. Eye contact

Answer: C

Explanation:

Crossed arms are commonly read as closed/defensive, which can hinder rapport. In contrast, natural smiling, appropriate eye contact, and subtle mirroring generally support openness and trust.

Reference:CIPS L5M15 - Communication and rapport: non-verbal behaviours.

NEW QUESTION # 73

In preparing for a negotiation, an analysis of overall strategy can result in improved tactical planning and a better overall outcome. Is this statement TRUE?

- A. Yes - strategy flows from the tactics.
- B. No - tactics are a high-level plan designed to achieve a long-term goal.
- C. No - tactics are achieved following the strategy.
- **D. Yes - to develop a negotiation strategy you should consult with key stakeholders before deciding on tactics.**

Answer: D

Explanation:

Developing negotiation strategy requires stakeholder consultation to align the negotiation with organisational objectives. Strategy defines direction; tactics are the methods used to achieve it. Planning strategy first ensures tactics serve long-term goals effectively.

Reference:CIPS L5M15 -Negotiation Strategy and Tactics.

NEW QUESTION # 74

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