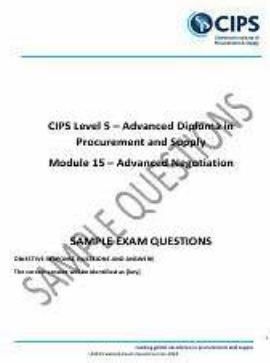


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CIPS Advanced Negotiation Sample Questions (Q34-Q39):

NEW QUESTION # 34

ABC Ltd is partnering with XYZ to create a new product. The Head of Technical Design who created the specification attends the meeting. What type of power does this person bring?

- A. Coercive
- **B. Expert**
- C. Legitimate
- D. Referent

Answer: B

Explanation:

Expert power derives from specialised knowledge, experience, or skill. The Technical Design Head, as the specification creator, holds expert authority influencing decisions through technical competence rather than hierarchy.

Reference: CIPS L5M15 - Sources and Application of Expert Power (Domain 3.1).

NEW QUESTION # 35

Party City Ltd is negotiating with Cuppa Inc. After two hours, the discussion reaches a deadlock. What should Party City Ltd do?

- A. Concede some issues to ensure conversations continue.
- **B. Suggest taking a break.**
- C. Start using hardball techniques.
- D. Walk away from the negotiation - it is clear they will not get what they want.

Answer: B

Explanation:

When negotiations stall, best practice (according to CIPS) is to pause the meeting rather than escalate tension or concede prematurely. Taking a break allows time to reflect, regroup, and explore creative solutions. Other remedies include summarising agreed points, involving a neutral mediator, or escalating strategically.

Reference: CIPS L5M15 - Managing Deadlock and Stalemate in Negotiations.

NEW QUESTION # 36

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

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

Answer: C

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 # 37

Which of the following stages in group development comes first?

- A. Norming
- **B. Storming**
- C. Mourning
- D. Performing

Answer: B

Explanation:

In Tuckman's team development model: Forming # Storming # Norming # Performing # Adjourning / Mourning. "Storming" is the first stage listed here and marks initial conflict as roles and norms form. Reference: CIPS L5M15 - Team Dynamics: Tuckman's Stages (Domain 3.1).

NEW QUESTION # 38

Oscar is joining a negotiation team. His brother is the CEO of the supplier. What behaviour is this an example of?

- A. Hidden agenda
- B. Favouritism
- C. False claim
- **D. Conflict of interest**

Answer: D

Explanation:

A conflict of interest arises when personal relationships or financial interests could influence—or appear to influence—professional judgement. It must be declared and managed to maintain ethical integrity.

Reference: CIPS L5M15 - Ethical Behaviour and Conflicts of Interest.

NEW QUESTION # 39

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