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## CIPS Advanced Negotiation Sample Questions (Q73-Q78):

### NEW QUESTION # 73

Which of the following is a disadvantage of a positional approach to negotiation? Select TWO.

- A. Individuals can become rigid and entrenched.
- B. It allows for little flexibility.
- C. It always leads to a win-lose outcome.
- D. It allows the other party to know what you wish to achieve.

**Answer: A,B**

Explanation:

Positional bargaining starts with fixed opening stances and trades concessions from those stances. This often reduces flexibility and can make participants defensive or entrenched, inhibiting creativity and joint problem-solving.

Reference: CIPS L5M15 - Approaches to negotiation: Positional vs Principled.

### NEW QUESTION # 74

When may the outcome of a negotiation be described as win: perceived win?

- A. When using positional bargaining
- B. When negotiations are rushed
- C. When there is a power imbalance between the two parties
- D. When one of the parties is less experienced

**Answer: C**

Explanation:

A win: perceived win occurs where a powerful party wins substantive outcomes while the weaker party believes it has also "won," often due to power asymmetry and framing.

Reference: CIPS L5M15 - Power, Perception and Outcome Typologies (Domain 2.2).

### NEW QUESTION # 75

A belief that someone is both highly competent and that they care is an example of which characteristic?

- A. Distrust
- B. Trust
- C. Affection
- D. Respect

**Answer: B**

Explanation:

Trust in negotiation is built when a counterpart is perceived as both capable (competence) and benevolent (care). Without either dimension, relationships may erode into mere respect or distrust.

Reference: CIPS L5M15 - Building Trust in Supplier Relationships.

### NEW QUESTION # 76

What is meant by "marginal gains"?

- A. There should be a low margin for error when trying to improve.
- B. All improvements are of equal value.
- C. Small incremental gains can lead to a larger improvement.
- D. A supplier should seek to meet their KPIs but not excel.

**Answer: C**

Explanation:

The "marginal gains" philosophy is that making numerous small, continuous improvements across processes results in significant overall performance enhancement. This principle is often applied to supplier development and continuous improvement programmes. Reference: CIPS L5M15 - Supplier Performance and Continuous Improvement (Marginal Gains Theory).

#### NEW QUESTION # 77

What is the main advantage for a supplier using a pain-share contract?

- A. The supplier will be penalised for not achieving a target cost.
- **B. There is a shared approach to risk.**
- C. It ensures cost certainty on the contract.
- D. It ensures a better relationship with the buyer.

**Answer: B**

Explanation:

Pain/gain share arrangements distribute both upside (gain) and downside (pain) between buyer and supplier, promoting fairness and shared accountability. This shared-risk structure encourages collaboration and continuous improvement.

Reference: CIPS L5M15 - Risk and Reward Sharing in Contracts.

#### NEW QUESTION # 78

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