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# Advanced Negotiation

## CIPS L5M15

**Version Demo**

**Total Demo Questions: 11**

**Total Premium Questions: 118**

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## Topic Break Down

| Topic | No. of Questions |
| --- | --- |
| Topic 1, Understand the key principles of negotiation | 46 |
| Topic 2, Understand how to achieve negotiated agreements with other parties | 11 |
| Topic 3, Understand how to prepare for negotiations | 24 |
| Topic 4, Understand how to conduct negotiations | 29 |
| Topic 5, Understand how to evaluate negotiations | 3 |
| Topic 6, Mix Questions | 5 |
| Total | 118 |

QUESTION NO: 1

Josh plans to use a Myers–Briggs assessment for junior candidates. What type of test is this?

**A.** Personality test

**B.** Competence test

**C.** Procurement test

**D.** Intelligence test

**ANSWER: A**

**Explanation:**

**Personality test** is correct. The Myers–Briggs Type Indicator (MBTI) is a self-report questionnaire designed to identify patterns in how an individual prefers to direct their attention, take in information, make decisions and approach the external world. Its reported outcomes group preferences into personality "types"; it is therefore used as a personality-preference instrument rather than a measure of job-specific knowledge, practical competence or general intellectual ability. In a recruitment or negotiation-team context, its potential value is in prompting discussion about communication styles, team interaction and individual preferences. However, responsible use requires employers to treat it as supplementary information, not as a stand-alone selection decision. Assessment methods should be relevant to the role, applied consistently and used fairly, with decisions grounded in evidence of candidates' capability against the stated job requirements. The Myers & Briggs Foundation describes the MBTI instrument and its preference framework at MBTI Basics. The UK Chartered Institute of Personnel and Development also provides guidance on choosing valid, reliable and fair selection methods at Recruitment: an overview.

**QUESTION NO: 2**

In**Herzberg's Two-Factor Theory**, which of the following factors affect motivation?**Select TWO**

**A.** Motivation factors

**B.** Demotivation factors

**C.** Hygiene factors

**D.** Fun factors

**ANSWER: A C**

**Explanation:**

Herzberg's Two-Factor Theory identifies two distinct categories that shape an employee's work experience: motivation factors and hygiene factors. Motivation factors, often called motivators, relate to the content of the work itself. They include such aspects as achievement, recognition, meaningful work, responsibility, advancement and personal growth. Their presence creates positive job satisfaction and encourages stronger commitment, performance and engagement. In a procurement or negotiation role, for example, giving an individual ownership of an important supplier relationship or recognising a successfully concluded agreement can act as a motivator.

Hygiene factors concern the context in which work is performed, including organisational policies, supervision, pay, working conditions, job security and relationships with colleagues. Herzberg's model holds that these factors are essential for preventing dissatisfaction. Although improving them does not necessarily create lasting satisfaction on its own, inadequate hygiene provision can substantially damage morale and willingness to contribute. Consequently, both motivation factors and hygiene factors affect workplace motivation, but through different mechanisms: one supports satisfaction, while the other avoids dissatisfaction. The CIPD discusses motivation and the importance of both job design and the work environment in its motivation factsheet; a concise overview of Herzberg's framework is also available from OpenStax Organizational Behavior.

**QUESTION NO: 3**

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 needs highly intelligent people.

**C.** A successful team requires different people to play different roles.

**D.** A successful team must have a clear leader.

**ANSWER: C**

**Explanation:**

Meredith Belbin's research identified that successful teams are distinguished by a balanced contribution of complementary team roles. Therefore, "A successful team requires different people to play different roles." is correct. Belbin's model is concerned with the patterns of behaviour people contribute within a team, rather than simply their technical expertise, seniority, or intelligence. These roles include, for example, generating ideas, coordinating activity, evaluating proposals objectively, implementing plans, maintaining team cohesion, and completing work carefully. A team performs more effectively where its members' different strengths are recognised and combined, while potential gaps or over-represented behaviours are managed. Importantly, the model does not require one person for every defined role: an individual may display more than one role, and the appropriate balance depends on the task and context. In a procurement negotiation, this insight supports deliberate role allocation: one participant may coordinate the discussion, another analyse evidence and risk, another develop options, and another monitor detail and agreed actions. This combination improves preparation, decision-making, communication, and execution of the negotiated outcome. Belbin explains the purpose of Team Role reports and the value of understanding behavioural contributions at Belbin Team Roles; further background on the research and application is available at Belbin history.

## QUESTION NO: 4

Which stage of team development is typically characterised by frustration and conflict?

**A.** Forming

**B. Storming**

**C.** Norming

**D.** Adjourning

**ANSWER: B**

**Explanation:**

**Storming** is the stage of Tuckman's team-development model most associated with frustration, disagreement, and conflict. After a team initially comes together, members begin to test boundaries, challenge priorities, express differing working styles, and compete or negotiate over roles, influence, and approaches to the task. In a procurement or negotiation setting, this may be visible when cross-functional team members disagree about objectives, authority, risk appetite, or the preferred negotiation strategy. This tension is a normal developmental process rather than necessarily a sign that the team is failing. Constructive leadership at this point involves keeping the team focused on its shared purpose, ensuring that roles and decision rights are understood, encouraging respectful challenge, and helping members resolve disagreements productively. Successfully managing this stage allows a team to establish clearer expectations and more effective ways of working together, supporting its progression towards norming and ultimately performing. Tuckman's original discussion of group development identifies the sequence of forming, storming, norming and performing: Tuckman, Developmental Sequence in Small Groups. CIPS also highlights the importance of effective teamworking and managing stakeholder relationships in procurement practice: CIPS Qualifications.

## QUESTION NO: 5

After the main terms appear to be agreed, the supplier asks the buyer to accept a small additional charge for monthly management reports. The reports were expected by the buyer but were not discussed earlier. What is the most appropriate response?

**A.** Accept the charge because the principal terms are already agreed.

**B.** Assess the request and seek a reciprocal concession if it is accepted.

**C.** Reject the request without considering its commercial importance.

**D.** Reopen every agreed term in the negotiation.

**ANSWER: B**

**Explanation:**

The buyer should assess the request against the total negotiated package and, if it has value for the supplier, seek an appropriate reciprocal concession. This is often described as a nibble tactic: a late request made after the other party believes that agreement has been reached. The request may be legitimate, but it should still be evaluated rather than accepted automatically.

Accepting the charge immediately rewards the late demand without protecting value. Rejecting it without discussion may be disproportionate if a mutually beneficial trade can be found. Reopening every agreed term would create unnecessary uncertainty and could damage progress.

## QUESTION NO: 6

Which of the following is **not** an example of an environmental KPI?

**A.** Waste reduction

**B.** On-time delivery

**C.** Biodiversity

**D.** Energy reduction

**ANSWER: B**

**Explanation:**

“On-time delivery” is the correct answer because it is a service, logistics, or operational-performance measure rather than a measure of environmental impact. It indicates whether goods or services arrive by the agreed date or time and is commonly used to assess supplier reliability, supply-chain responsiveness, and customer service. Although punctual delivery may indirectly support efficient operations, the metric itself does not quantify an environmental outcome. An environmental KPI should track a defined aspect of an organisation’s interaction with the natural environment, such as energy consumed, greenhouse-gas emissions, waste generated or diverted, water use, resource efficiency, or effects on ecosystems. In sustainable procurement and supplier-management activity, these measures allow a buying organisation to set environmental objectives, monitor supplier performance, identify improvement opportunities, and evidence progress against sustainability commitments. CIPS identifies environmental sustainability as a core consideration in procurement and supply, including the management of environmental impacts across supply chains. Similarly, the GRI environmental standards provide recognised reporting measures covering areas such as energy, emissions, waste, and biodiversity. Therefore, “On-time delivery” belongs in an operational scorecard, not an environmental KPI set. See CIPS: Sustainability and GRI Standards.

## QUESTION NO: 7

Alan needs to communicate the outcome of a negotiation to his internal stakeholders. His internal stakeholders have**high power**. Which communication methods would be best?**Select TWO**

**A.** Notice board

**B.** Article on the website

**C.** Team meeting

**D.** Email

**ANSWER: C D**

**Explanation:**

“Team meeting” and “Email” are the best communication methods for internal stakeholders with high power. Stakeholders with substantial power or influence need communication that is timely, clear, and sufficiently detailed to support oversight, decision-making, and any actions required following the negotiation. A team meeting provides a direct, two-way channel in which Alan can explain the negotiated outcome, address implications, answer questions, test understanding, and obtain immediate feedback from influential colleagues. This engagement is particularly valuable where stakeholders may need to approve, implement, sponsor, or manage risks arising from the agreement. Email complements the meeting by creating an accurate, auditable written record of the outcome, agreed actions, responsibilities, deadlines, and any follow-up decisions. It also enables stakeholders to refer back to the information and distribute it appropriately within their areas of responsibility. Used together, a meeting and a concise follow-up email provide both active engagement and formal documentation, aligning with good stakeholder-management practice. CIPS negotiation guidance emphasises identifying stakeholders’ relative power and interest, then tailoring the communication approach and level of engagement accordingly. See the CIPS stakeholder management overview and the CIPS L5M15 Advanced Negotiation qualification page.

## QUESTION NO: 8

Which of the following could be considered a**Pull-style**influencing/negotiation tactic?**Select TWO.**

**A.** Rationalising

**B.** Asserting

**C.** Inspiring

**D.** Negotiating

**ANSWER: C D**

**Explanation:**

“Inspiring” and “Negotiating” are pull-style influencing tactics because they seek voluntary engagement and commitment from the other party rather than compliance produced through forceful advocacy. Inspiring works by connecting a proposal to a compelling purpose, shared values, benefits, or a future outcome that the other party can support. In a negotiation, this may mean helping stakeholders see how a proposed agreement advances common objectives and creates value for both sides. Negotiating is also a pull approach when it involves dialogue, listening, exploring underlying interests, making trade-offs, and jointly developing an acceptable solution. These behaviours encourage participation and ownership of the eventual agreement, which can strengthen relationships and improve implementation after the discussion ends. This distinction is useful in procurement negotiations because outcomes often depend on continued supplier and stakeholder cooperation, not simply on obtaining an immediate concession. CIPS places advanced negotiation within its Advanced Diploma learning, reflecting the importance of selecting an influencing approach that fits the relationship, context, and desired long-term outcome. See the CIPS Advanced Diploma in Procurement and Supply and CIPS guidance on negotiation.

## QUESTION NO: 9

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

**A.** It allows for little flexibility.

**B.** It allows the other party to know what you wish to achieve.

**C.** It always leads to a win–lose outcome.

**D.** Individuals can become rigid and entrenched.

**ANSWER: A D**

**Explanation:**

“It allows for little flexibility.” is a disadvantage because positional negotiation begins with declared demands or positions and typically proceeds through concession-making. Once a party has publicly committed to an opening stance, changing it may be seen as weakness or inconsistency. This can restrict the ability to adapt constructively when new information, priorities, or possible trade-offs emerge during the discussion. “Individuals can become rigid and entrenched.” is also a disadvantage because negotiators may become personally invested in defending their stated position rather than examining the underlying interests that the position was intended to serve. That commitment can make concessions harder, increase defensiveness, and divert attention from collaborative problem-solving or the creation of mutually beneficial alternatives. CIPS learning on advanced negotiation distinguishes positional approaches from interest-based or principled approaches: the latter seeks to explore interests and options, whereas positional bargaining can narrow the conversation around competing demands. The Harvard Program on Negotiation similarly explains that positional bargaining can encourage parties to defend positions rather than focus on interests. See Harvard Program on Negotiation: Positional Bargaining vs. Interest-Based Negotiation and CIPS Level 5 qualifications.

## QUESTION NO: 10

Robert and Debbie want to formalise a business relationship and share resources to deliver a high-risk, high-value project. What type of relationship should they seek?

**A.** Strategic alliance

**B.** Strategic partnership

**C.** Preferred supplier

**D.** Arm’s-length relationship

**ANSWER: A**

**Explanation:**

**Strategic alliance** is the appropriate relationship because it is a formal collaborative arrangement in which independent organisations combine selected capabilities and resources to pursue a shared objective. It is particularly suited to a high-value, high-risk project where neither party can—or should—carry all of the required investment, expertise, delivery responsibility, or exposure alone. The parties can agree how resources will be contributed, how decisions will be governed, how risks and rewards will be allocated, and how intellectual property, confidentiality, performance measures, and exit arrangements will be managed. Crucially, the organisations remain separate legal entities while collaborating closely for the agreed purpose. This makes a strategic alliance a practical way to access complementary strengths and improve the likelihood of delivering a complex project successfully. CIPS’ supplier-relationship resources emphasise selecting the relationship model that matches the value, risk, dependency, and degree of collaboration involved; high-risk and strategically important requirements call for closer, more integrated arrangements. See CIPS: Supplier relationships and Investopedia: Strategic alliance.

## QUESTION NO: 11

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

**A.** Confidentiality

**B.** Disputes

**C.** Access to resources

**D.** Economies of scale

**ANSWER: A B**

**Explanation:**

“Confidentiality” and “Disputes” are disadvantages of a strategic alliance because the arrangement requires organisations to work closely while retaining separate ownership, priorities and commercial interests. To achieve the alliance’s objectives, parties commonly need to exchange commercially sensitive information, such as pricing, technical know-how, customer insight, operating methods or future plans. This creates a confidentiality risk: information that is necessary for collaboration may be misused, inadequately protected, or become available to a current or future competitor. Robust non-disclosure provisions, information-access controls and clear rules on intellectual-property ownership are therefore important features of an alliance agreement.

Disputes are also a material risk because alliance partners may interpret objectives, responsibilities, investment commitments, decision rights, performance measures and the sharing of costs or benefits differently. Changes in market conditions or each party’s strategic priorities can intensify these tensions. Effective governance arrangements—including agreed objectives, escalation routes, decision-making processes, review meetings and dispute-resolution mechanisms—help partners manage the relationship, but cannot eliminate the possibility of conflict. These risks are recognised in UK competition guidance on collaborative arrangements and in practical guidance on alliance contracting. See the CMA guidance on cooperation agreements and the UK Infrastructure and Projects Authority’s alliancing guidance.