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# **CIPS L5M15**

## **Advanced Negotiation Certification Exam**



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## Question: 1

Why is it important to build rapport during a negotiation?

- A. It is a hard influencing technique that will help secure the desired outcome.
- B. It is the process of building a relationship of mutual trust and understanding.
- C. It allows you to deviate from the agenda.
- D. It demonstrates power and influence in the negotiation.

**Answer: B**

Explanation:

In negotiation, rapport is about creating a foundation of mutual trust, respect, and understanding so that information flows more freely, misinterpretations are reduced, and collaborative problem-solving becomes easier. Strong rapport supports effective communication and smoother movement toward agreement.

Reference: CIPS Level 5, Advanced Negotiation (L5M15) – Topic: Building Rapport (Communication and Interpersonal Skills).

## Question: 2

Bob is preparing for a negotiation with an important potential business partner. His approach is to devise options for mutual gain before deciding what to do. Which approach to negotiation is Bob taking?

- A. Positional
- B. Principled
- C. Playing hard to get
- D. Hardball

**Answer: B**

Explanation:

“Principled negotiation” (sometimes called the Harvard method) is built on four pillars: (1) separate people from the problem; (2) focus on interests, not positions; (3) generate options for mutual gain; and (4) use objective criteria. Bob’s focus on creating options for mutual gain signals the principled approach.

Reference: CIPS Level 5, L5M15 – Topic: Approaches to Negotiation (Principled/Interest-based Negotiation).

### Question: 3

Haggling and coercive behaviour can lead to a win-win outcome in a negotiation. Is this true?

- A. Yes – both parties achieve their objectives.
- B. Yes – this is the most effective way to ensure a win-win outcome.
- C. No – a win-win outcome requires both parties to achieve their objectives through a value-creating approach.
- D. No – haggling and coercive behaviour can only lead to a lose-lose outcome.

**Answer: C**

Explanation:

A true win-win outcome arises when negotiators expand value and align interests so both sides achieve key objectives. Coercion/hard haggling is typically distributive and value-claiming, which risks damaging trust and typically does not create the integrative trades needed for win-win agreements.

Reference: CIPS Level 5, L5M15 – Topic: Win-Win vs Win-Lose; Value Creation vs Value Claiming.

### Question: 4

An inexperienced negotiator may feel that resistance to their position is a personal attack. In this situation, which of the following components of principled negotiation should they refer to?

- A. Focus on interests, not positions
- B. Separate people from problems
- C. Devise options for mutual gain
- D. Insist results are based on objective criteria

**Answer: B**

Explanation:

Separating people from the problem means you treat the relationship and the substantive issues as distinct. Pushback on a proposal is not a personal attack; it's part of clarifying interests and criteria. Keeping relationship concerns separate helps maintain respect and reduces defensiveness.

Reference: CIPS Level 5, L5M15 – Topic: Principled Negotiation (People vs. Problem).

### Question: 5

The win-lose approach to negotiation is also sometimes known as what?

- A. Gamesmanship
- B. Positional negotiation

- C. Distributive bargaining
- D. Brinkmanship

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| <b>Answer: C</b> |
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Explanation:

Distributive bargaining treats the deal as a fixed pie: what one party gains, the other loses. It typically uses competitive tactics aimed at claiming value rather than creating it and is closely associated with win-lose outcomes.

Reference: CIPS Level 5, L5M15 – Topic: Distributive (Competitive) vs Integrative (Collaborative) Negotiation.

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