# CIPS Level 4 Diploma — Module 5 (L4M5)

*Micro Session: Negotiating Team Roles — 20-Question Practice Paper*

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## Case 1 — Negotiating Team Roles

*During a high-stakes merger negotiation, Sarah is responsible for making the final call on whether to accept the proposed terms. She must weigh all team input but ultimately owns the decision and its consequences.*

**Q1. What role does Sarah hold in the negotiation team?**

A. Team leader
B. Chief negotiator
C. Commercial lead
D. Technical lead

## Case 2 — Negotiating Team Roles

*Throughout a week-long trade agreement negotiation, Kevin maintains meticulous records of all discussions, proposals, counterproposals, and tentative agreements. His documentation will form the basis for the final contract language.*

**Q2. Kevin's role is:**

A. Chief negotiator
B. Scribe
C. Observer
D. Team leader

## Case 3 — Negotiating Team Roles

*During a union negotiation, Priya notices that the union representative's tone shifts dramatically when discussing healthcare benefits versus pension plans. She discreetly alerts the chief negotiator to this pattern during a break.*

**Q3. What role is Priya performing?**

A. Scribe
B. Commercial lead
C. Observer
D. Technical lead

## Case 4 — Negotiating Team Roles

*Marcus chairs all negotiation meetings with the supplier, presenting the team's position and coordinating the discussion flow. However, before each session, he meets with his supervisor Elena to align on any strategic pivots.*

**Q4. What is Marcus's role in this negotiation?**

A. Team leader
B. Commercial lead
C. Technical lead
D. Chief negotiator

## Case 5 — Negotiating Team Roles

*In a complex construction contract negotiation, Fatima provides analysis on pricing structures, payment milestones, and cost escalation clauses. She channels her expertise through the team leader to shape the negotiation strategy.*

**Q5. Fatima is functioning as the:**

A. Commercial lead
B. Observer
C. Technical lead
D. Scribe

## Case 6 — Negotiating Team Roles

*During software licensing negotiations, Emma advises on API integration requirements and system compatibility issues. She reports her technical assessment to the team leader rather than engaging directly with the vendor on strategic matters.*

**Q6. Emma is serving as:**

A. Commercial lead
B. Technical lead
C. Team leader
D. Chief negotiator

## Case 7 — Negotiating Team Roles

*During a contentious labor negotiation, Rebecca sits quietly at the back of the room, watching how union representatives react when management proposes changes to overtime policies. She later shares her observations about their body language with the negotiation leads.*

**Q7. What role is Rebecca performing?**

A. Scribe
B. Team leader
C. Observer
D. Chief negotiator

## Case 8 — Negotiating Team Roles

*James has full accountability for whether his company proceeds with a major supplier contract. While he relies on his team's expertise, he alone will answer to the board for the decision.*

**Q8. James holds which position?**

A. Chief negotiator
B. Commercial lead
C. Observer
D. Team leader

## Case 9 — Negotiating Team Roles

*During supplier negotiations, Angela runs all the negotiation meetings and represents her company's position. Before making any significant changes to their approach, she must align with her manager who has final decision-making authority.*

**Q9. Angela's role is:**

A. Chief negotiator
B. Commercial lead
C. Team leader
D. Technical lead


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## Case 10 — Negotiating Team Roles

*In a complex software implementation negotiation, David documents every technical requirement discussed, tracks which specifications have been agreed upon, and creates meeting summaries for the project file.*

**Q10. David is performing which role?**

A. Technical lead
B. Scribe
C. Observer
D. Team leader

## Case 11 — Negotiating Team Roles

*During a real estate acquisition, Lisa analyzes the property valuation, financing options, and tax implications. She provides this financial intelligence to support the team leader's decision-making.*

**Q11. Lisa is functioning as the:**

A. Technical lead
B. Chief negotiator
C. Commercial lead
D. Observer

## Case 12 — Negotiating Team Roles

*In a joint venture negotiation, Michael watches the potential partner's CFO carefully when licensing fees are discussed. He notes the CFO's microexpressions and reports these non-verbal cues to the team during their private caucus.*

**Q12. Michael's role is:**

A. Scribe
B. Team leader
C. Technical lead
D. Observer

## Case 13 — Negotiating Team Roles

*Dr. Chen evaluates the feasibility of proposed drug development timelines and provides expertise on regulatory approval processes during a pharmaceutical partnership negotiation. She defers to the team leader on strategic decisions about deal structure.*

**Q13. Dr. Chen is serving as the:**

A. Technical lead
B. Chief negotiator
C. Commercial lead
D. Scribe

## Case 14 — Negotiating Team Roles

*Robert has sole accountability for the merger decision. His team provides expertise and recommendations, but he alone bears responsibility to the executive board for whether the deal proceeds and its terms.*

**Q14. Robert holds which role?**

A. Observer
B. Team leader
C. Chief negotiator
D. Commercial lead


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## Case 15 — Negotiating Team Roles

*Before each negotiation session with a potential acquisition target, Sophia meets with the CEO to discuss strategy. She then leads the actual negotiation meetings as the primary voice for her company at the table.*

**Q15. Sophia's role is best described as:**

A. Team leader
B. Observer
C. Chief negotiator
D. Technical lead

## Case 16 — Negotiating Team Roles

*Throughout a three-day vendor negotiation, Tom captures all commitments made, concerns raised, and action items identified. He compiles these into a comprehensive summary for the team's post-negotiation review.*

**Q16. Which role is Tom fulfilling?**

A. Commercial lead
B. Technical lead
C. Observer
D. Scribe

## Case 17 — Negotiating Team Roles

*In a manufacturing partnership negotiation, Sofia watches how the potential partner's team interacts when discussing quality control standards. She notes signs of discomfort and hesitation, which she shares with the chief negotiator after the session.*

**Q17. Sofia is performing the role of:**

A. Observer
B. Team leader
C. Scribe
D. Commercial lead

## Case 18 — Negotiating Team Roles

*During technology licensing negotiations, Ahmed evaluates the vendor's proposed cybersecurity protocols and advises the team leader on technical risks and compliance requirements. He does not negotiate directly with the vendor.*

**Q18. What negotiation team role is Ahmed fulfilling?**

A. Commercial lead
B. Technical lead
C. Observer
D. Chief negotiator

## Case 19 — Negotiating Team Roles

*Jennifer analyzes different royalty structures and payment terms during a licensing negotiation, providing detailed financial impact assessments. She channels her recommendations through the team leader rather than presenting them directly to the other party.*

**Q19. Which role best describes Jennifer's function?**

A. Technical lead
B. Scribe
C. Commercial lead
D. Observer



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## Case 20 — Negotiating Team Roles

*Maria presents her company's position during vendor negotiations and leads the back-and-forth discussions at the table. However, she cannot finalize the agreement without approval from her director, who bears ultimate responsibility for the outcome.*

**Q20. What is Maria's role?**

A. Scribe
B. Team leader
C. Observer
D. Chief negotiator



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# Answer Key

*With brief rationale for each.*

## Case 1 — Negotiating Team Roles

**Q1. Correct answer: A. Team leader**

Team leader (negotiation decision maker, responsible for outcomes).

## Case 2 — Negotiating Team Roles

**Q2. Correct answer: B. Scribe**

Scribe (records important comments and information for minutes and analysis).

## Case 3 — Negotiating Team Roles

**Q3. Correct answer: C. Observer**

Observer (observes the other party, checks body language and reactions).

## Case 4 — Negotiating Team Roles

**Q4. Correct answer: D. Chief negotiator**

Chief negotiator (spokesperson who leads meetings, agrees changes with leader).

## Case 5 — Negotiating Team Roles

**Q5. Correct answer: A. Commercial lead**

Commercial lead (provides commercial/financial expertise, feeds insights to leader).

## Case 6 — Negotiating Team Roles

**Q6. Correct answer: B. Technical lead**

Technical lead (provides specialist technical expertise, feeds insights to leader).

## Case 7 — Negotiating Team Roles

**Q7. Correct answer: C. Observer**

Observer (monitors body language and reactions, feeds insight to leaders).

## Case 8 — Negotiating Team Roles

**Q8. Correct answer: D. Team leader**

Team leader (has full accountability and responsibility for outcomes).

## Case 9 — Negotiating Team Roles

**Q9. Correct answer: A. Chief negotiator**

Chief negotiator (leads negotiation meetings but agrees changes with the leader).

## Case 10 — Negotiating Team Roles

**Q10. Correct answer: B. Scribe**

Scribe (documents and tracks all information from meetings).

## Case 11 — Negotiating Team Roles

**Q11. Correct answer: C. Commercial lead**

Commercial lead (provides commercial/financial subject matter expertise).

## Case 12 — Negotiating Team Roles

**Q12. Correct answer: D. Observer**

Observer (watches the other party's reactions and body language).



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## Case 13 — Negotiating Team Roles

**Q13. Correct answer: A. Technical lead**

Technical lead (provides specialized technical knowledge, advises leader).

## Case 14 — Negotiating Team Roles

**Q14. Correct answer: B. Team leader**

Team leader (sole decision maker, accountable for outcomes).

## Case 15 — Negotiating Team Roles

**Q15. Correct answer: C. Chief negotiator**

Chief negotiator (leads meetings as spokesperson, coordinates with leader on strategy).

## Case 16 — Negotiating Team Roles

**Q16. Correct answer: D. Scribe**

Scribe (maintains comprehensive records for minutes and analysis).

## Case 17 — Negotiating Team Roles

**Q17. Correct answer: A. Observer**

Observer (watches the other party's reactions and non-verbal communication).

## Case 18 — Negotiating Team Roles

**Q18. Correct answer: B. Technical lead**

Technical lead (provides specialist technical expertise, reports to team leader).

## Case 19 — Negotiating Team Roles

**Q19. Correct answer: C. Commercial lead**

Commercial lead (provides commercial/financial expertise through the leader).

## Case 20 — Negotiating Team Roles

**Q20. Correct answer: D. Chief negotiator**

Chief negotiator (leads negotiation meetings, aligns changes with manager/leader).



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