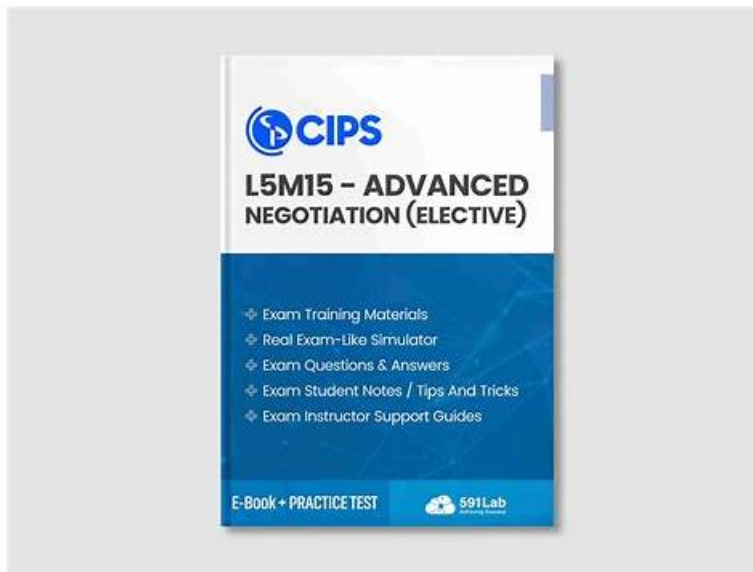


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CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> Understand the key stages which impact on the negotiation process and outcomes: This section of the exam measures skills of Procurement Managers and covers the major phases of negotiation, from preparation to conclusion. It includes understanding how pre-negotiation planning influences success, analyzing whether to negotiate individually or as a team, and preparing with clear objectives, strategies, and intelligence. It also explores structuring a negotiation agenda, applying effective negotiation tools and tactics, handling concessions, understanding opponent motivations, managing deadlocks, and ensuring successful conclusion and documentation of agreements. Post-negotiation focus is on implementing agreements, selling outcomes to stakeholders, and monitoring performance for continuous improvement.
Topic 2	<ul style="list-style-type: none"> Understand methods and behavioural factors which can influence others: This section of the exam measures skills of Category Managers and covers the influence of behavioural and interpersonal dynamics in negotiation and collaboration. It explores methods to influence individuals and groups by building trust, creating alliances, and managing conflict, ambiguity, and resistance effectively. Learners examine how attitudes, motivation, and organisational behaviour affect outcomes, including the influence of leadership style, empowerment, participation, and communication. The section emphasizes understanding how organisational structures and informal networks shape negotiation power and decision-making processes within procurement and supply environments.

Topic 3	<ul style="list-style-type: none"> • Understand negotiation relationships and ethics: This section of the exam measures skills of Supply Chain Professionals and covers the role of relationships, trust, and ethics within negotiations. It explains how honesty and long-term partnerships contribute to effective outcomes and examines how situational assessment affects negotiation tone and results. The section also introduces ethical considerations, including the differences between positional and principled negotiation, separating personal factors from issues, and pursuing win-win solutions. It highlights the importance of cultural sensitivity, transparency, and the avoidance of unethical practices such as bribery, corruption, or fraud within professional negotiations.
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CIPS Advanced Negotiation Sample Questions (Q35-Q40):

NEW QUESTION # 35

Which of the following is not a base of power?

- A. Informational
- **B. Financial**
- C. Legitimate
- D. Referent

Answer: B

Explanation:

The six recognised bases of power are informational, legitimate, referent, coercive, reward, and expert.

Financial power is not classified separately—it can fall under reward or resource power, but not as a formal category.

Reference: CIPS L5M15 - Power in Negotiation (French & Raven's Six Bases) (Domain 3.1).

NEW QUESTION # 36

Which of the following incentives encourages innovation?

- A. Bonus payments
- B. Service credits
- **C. Gainshare**
- D. Pain share

Answer: C

Explanation:

Gainshare mechanisms reward suppliers for achieving cost savings, process improvements, or innovation that benefits both parties.

By sharing the gains, suppliers are motivated to propose creative solutions.

Reference: CIPS L5M15 - Supplier Incentives and Relationship Development (Gain/Pain Share Models).

NEW QUESTION # 37

In preparing for a negotiation, an analysis of overall strategy can result in improved tactical planning and a better overall outcome. Is this statement TRUE?

- A. Yes - strategy flows from the tactics.
- B. No - tactics are achieved following the strategy.

- C. No - tactics are a high-level plan designed to achieve a long-term goal.
- **D. Yes - to develop a negotiation strategy you should consult with key stakeholders before deciding on tactics.**

Answer: D

Explanation:

Developing negotiation strategy requires stakeholder consultation to align the negotiation with organisational objectives. Strategy defines direction; tactics are the methods used to achieve it. Planning strategy first ensures tactics serve long-term goals effectively.
Reference:CIPS L5M15 -Negotiation Strategy and Tactics.

NEW QUESTION # 38

Which of the following stages in group development comes first?

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

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 # 39

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

- A. Demotivation factors
- **B. Motivation factors**
- **C. Hygiene factors**
- D. Fun factors

Answer: B,C

Explanation:

Herzberg identified motivators (e.g., achievement, recognition, responsibility) that increase satisfaction, and hygiene factors (e.g., pay, conditions) that prevent dissatisfaction. Both affect workplace motivation in different ways.
Reference:CIPS L5M15 -Motivation Theories in Negotiation Contexts (Domain 3.2).

NEW QUESTION # 40

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