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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.

CIPS Advanced Negotiation Sample Questions (Q10-Q15):

NEW QUESTION # 10

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

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

Answer: A

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 # 11

What was the principal conclusion of the Hawthorne experiments?

- A. People are inherently lazy.
- B. People work harder when they're being observed.
- C. People work better when the lighting is better.
- D. People are motivated by money.

Answer: B

Explanation:

The "Hawthorne effect" suggests performance can improve simply because people know they are being studied/observed-attention and interest from management can boost engagement.

Reference: CIPS L5M15 - Motivation and behaviour: Hawthorne/Elton Mayo.

NEW QUESTION # 12

Which influencing styles are most suitable for a high-risk, high-value project aiming to form a partnership?

- A. Inspiring, collaborating, consulting
- B. Asserting, pressuring
- C. Bridging, integration, coalition
- D. Rationalising, appraising

Answer: A

Explanation:

In high-value, high-risk partnerships, success depends on collaboration, trust, and shared goals. Hence, inspiring, consulting, and collaborating styles promote open communication and joint problem-solving.

Reference: CIPS L5M15 - Supply Position Model and Influencing Styles (Domain 3.2).

NEW QUESTION # 13

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

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

Answer: A,C

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 # 14

To achieve a positive outcome for both parties in a negotiation you should be both honest and open. Is this statement true?

- A. No - you should not be honest with the other party.
- B. Yes - being both honest and open ensures success.
- C. No - you should not be open with the other party.
- D. Yes - these are the two most important characteristics for a win-win negotiation.

Answer: C

Explanation:

CIPS distinguishes between honesty and openness. Negotiators must always act honestly (ethical integrity), but openness - disclosing all information - can weaken your position. The key is to balance transparency with confidentiality and strategic discretion.

Reference: CIPS L5M15 - Ethical Negotiation and Information Disclosure (Domain 2.1).

NEW QUESTION # 15

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