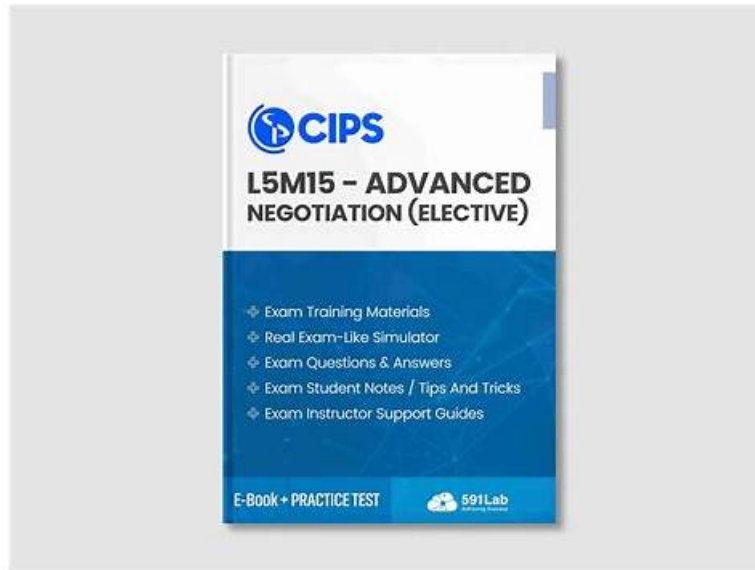


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CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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 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 (Q65-Q70):

NEW QUESTION # 65

Party City Ltd is negotiating with Cuppa Inc. After two hours, the discussion reaches a deadlock. What should Party City Ltd do?

- A. Concede some issues to ensure conversations continue.
- B. Walk away from the negotiation - it is clear they will not get what they want.
- C. Suggest taking a break.
- D. Start using hardball techniques.

Answer: C

Explanation:

When negotiations stall, best practice (according to CIPS) is to pause the meeting rather than escalate tension or concede prematurely. Taking a break allows time to reflect, regroup, and explore creative solutions. Other remedies include summarising agreed points, involving a neutral mediator, or escalating strategically.

Reference: CIPS L5M15 - Managing Deadlock and Stalemate in Negotiations.

NEW QUESTION # 66

What is meant by "marginal gains"?

- A. A supplier should seek to meet their KPIs but not excel.
- B. All improvements are of equal value.
- C. There should be a low margin for error when trying to improve.
- D. Small incremental gains can lead to a larger improvement.

Answer: D

Explanation:

The "marginal gains" philosophy is that making numerous small, continuous improvements across processes results in significant overall performance enhancement. This principle is often applied to supplier development and continuous improvement programmes.

Reference: CIPS L5M15 - Supplier Performance and Continuous Improvement (Marginal Gains Theory).

NEW QUESTION # 67

Jonathan is a procurement manager who has been asked to gather primary data for an upcoming negotiation. He sends out a survey. Was this correct?

- A. No - surveys do not provide suitable information.
- B. No - the survey will produce secondary data.

- C. Yes - the survey will provide primary data.
- D. Yes - the survey will ensure Jonathan wins the negotiation.

Answer: C

Explanation:

Primary data is original information gathered firsthand for a specific purpose—such as surveys, interviews, or focus groups. By contrast, secondary data comes from existing sources. A survey, therefore, is an appropriate primary data-gathering tool.

Reference: CIPS L5M15 - Intelligence Gathering for Negotiation (Domain 1.1).

NEW QUESTION # 68

Which of the following are incentives to increase supplier performance? Select TWO

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

Answer: B,D

Explanation:

Gain share and bonus payments are positive incentives that encourage suppliers to perform beyond baseline requirements. Gain share rewards suppliers for creating mutual cost savings or innovation benefits, while bonus payments recognise exceeding service or delivery targets.

In contrast, pain share and service credits are deterrents for underperformance, not motivators.

Reference: CIPS L5M15 - Supplier Performance Incentives and Contractual Mechanisms (Domain 1.3).

NEW QUESTION # 69

Which of the following are incentives to increase supplier performance? Select TWO

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

Answer: B,D

Explanation:

Gain share and bonus payments are positive incentives that encourage suppliers to perform beyond baseline requirements. Gain share rewards suppliers for creating mutual cost savings or innovation benefits, while bonus payments recognise exceeding service or delivery targets.

In contrast, pain share and service credits are deterrents for underperformance, not motivators.

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NEW QUESTION # 70

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