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CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	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.
Topic 2	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	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.
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CIPS Advanced Negotiation Sample Questions (Q15-Q20):

NEW QUESTION # 15

Which stage of team development is typically characterised by frustration and conflict?

- A. Adjourning
- **B. Storming**
- C. Forming
- D. Norming

Answer: B

Explanation:

In Tuckman's model, storming follows forming and features challenge, tension, and testing of roles. Effective leadership and clarity of purpose help teams move into norming and performing.

Reference: CIPS L5M15 - Teams in negotiation: Tuckman stages.

NEW QUESTION # 16

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

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

Answer: B,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 # 17

Which of the following models would you use for supplier preferencing?

- A. Five Forces
- **B. Relationship Spectrum**

- C. Kraljic
- D. SWOT

Answer: C

Explanation:

The Kraljic Matrix is used to assess procurement categories and supplier relationships based on value and risk, helping buyers tailor their negotiation and relationship management strategies.

Reference: CIPS L5M15 - Supplier Preferecing & Portfolio Models (Domain 1.2).

NEW QUESTION # 18

Explaining the benefit of an option is a soft tactic often used in negotiations. What is this commonly known as?

- A. Consultation
- B. Inspirational appeal
- C. Apprising
- D. Ingratiation

Answer: C

Explanation:

"Apprising" means spelling out how a proposal benefits the other party (e.g., efficiencies, cost savings, risk reduction). It's a classic soft, pull-style tactic that aims to increase willingness by linking options to the counterpart's interests.

Reference: CIPS L5M15 - Negotiation tactics: soft/pull tactics (Apprising).

NEW QUESTION # 19

In an exploitative authoritative form of management, which of the following is true?

- A. Leadership involves trust and teamwork.
- B. Responsibility is shared throughout the hierarchy.
- C. Motivation is based on threats and decisions are imposed on subordinates.
- D. Motivation is based on rewards and communication is limited.

Answer: C

Explanation:

Under exploitative authoritative management (Rensis Likert model), leaders rely on fear and punishment to control subordinates. Communication is top-down and trust is minimal-contrasting with participative or consultative styles.

Reference: CIPS L5M15 - Leadership Models and Motivation (Domain 3.2).

NEW QUESTION # 20

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