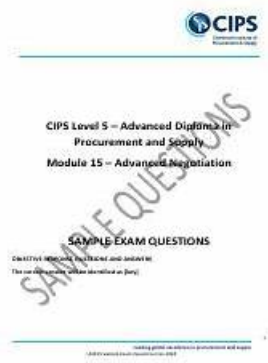


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CIPS L5M15 Exam Syllabus Topics:

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 (Q58-Q63):

NEW QUESTION # 58

Oscar is joining a negotiation team. His brother is the CEO of the supplier. What behaviour is this an example of?

- A. False claim
- B. Favouritism
- C. Hidden agenda
- D. Conflict of interest

Answer: D

Explanation:

A conflict of interest arises when personal relationships or financial interests could influence—or appear to influence—professional judgement. It must be declared and managed to maintain ethical integrity.

Reference: CIPS L5M15 - Ethical Behaviour and Conflicts of Interest.

NEW QUESTION # 59

In a negotiation that centres on Behavioural Negotiation tactics, which of the following is true?

- A. Parties should focus on achieving the best possible outcome.
- B. Parties should use constructive influencing behaviours.
- C. Parties should never disagree with each other.
- D. Parties should meet in a neutral location.

Answer: B

Explanation:

Behavioural negotiation emphasises constructive influencing behaviours—active listening, empathy, and fairness—to strengthen

relationships and achieve sustainable results, rather than adversarial or manipulative approaches.
Reference:CIPS L5M15 -Behavioural Approaches to Negotiation (Domain 2.1).

NEW QUESTION # 60

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 - the survey will produce secondary data.
- B. Yes - the survey will ensure Jonathan wins the negotiation.
- C. No - surveys do not provide suitable information.
- **D. Yes - the survey will provide primary data.**

Answer: D

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 # 61

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

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

Answer: C

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 # 62

Robert and Debbie want to formalise a business relationship and share resources to deliver a high-risk, high-value project. What type of relationship should they seek?

- A. Arm's-length relationship
- B. Preferred supplier
- C. Strategic alliance
- **D. Strategic partnership**

Answer: D

Explanation:

A strategic partnership is a formal, high-involvement relationship with shared resources and joint governance-appropriate where risk/value is high and close collaboration is essential. Strategic alliances can be looser and not always resource-sharing.
Reference:CIPS L5M15 - Relationship types and suitability (high risk/high value).

NEW QUESTION # 63

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