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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 (Q27-Q32):

NEW QUESTION # 27

Every negotiation requires a rehearsal. Is this statement TRUE?

- A. Yes - every negotiation should be rehearsed.
- B. No - routine negotiations do not require rehearsals.
- C. Yes - you are more likely to fail if not rehearsed.
- D. No - only high-risk negotiations require rehearsals.

Answer: B

Explanation:

Not all negotiations need formal rehearsals. For routine or low-value supplier interactions, preparation may be minimal. Rehearsals are best suited for strategic or high-stakes negotiations involving teams or complex outcomes.

Reference: CIPS L5M15 - Negotiation Planning and Rehearsal (Domain 1.1).

NEW QUESTION # 28

A manager identifies an issue and discusses it with the team, taking on board their input. Which leadership strategy is this?

- A. Selling
- B. Consulting
- C. Telling
- D. Joining

Answer: B

Explanation:

Consulting leadership involves engaging team members in decision-making, valuing their input before implementing actions. It

encourages ownership, trust, and collaboration-sitting between directive and participative styles.
Reference:CIPS L5M15 -Leadership Styles in Team Negotiation (Domain 3.2).

NEW QUESTION # 29

When assessing risks of a potential negotiation, you should mitigate all risks found. Is this the correct approach?

- A. No - all risks should be monitored but not mitigated.
- B. Yes - there should be no risks in a negotiation.
- C. Yes - all risks should be removed before negotiation.
- **D. No - some risks should be tracked and accepted.**

Answer: D

Explanation:

CIPS emphasises proportionate risk management. Low-impact/low-probability risks should be monitored or accepted, while high-impact or high-probability risks should be mitigated or eliminated. Attempting to remove all risks wastes resources.

Reference:CIPS L5M15 -Risk Assessment and Mitigation Matrices (Domain 2.1).

NEW QUESTION # 30

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

- A. SWOT
- **B. Kraljic**
- C. Relationship Spectrum
- D. Five Forces

Answer: B

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 Preferencing & Portfolio Models (Domain 1.2).

NEW QUESTION # 31

Khalid has finished a negotiation and needs to communicate the outcome to his stakeholders. One stakeholder has high importance but low interest. What approach should he take?

- A. Keep the stakeholder regularly updated with detailed information.
- B. Do not communicate the outcome with the stakeholder as they are not interested.
- **C. Send key information but do not over-communicate.**
- D. As a key player, Khalid should seek their approval.

Answer: C

Explanation:

According to Mendelow's Stakeholder Matrix, stakeholders with high power (importance) but low interest should be "kept satisfied." They need concise, high-level updates to stay informed without excessive detail.

Over-communication risks disengagement.

Reference:CIPS L5M15 -Stakeholder Analysis and Communication Strategy (Mendelow Matrix).

NEW QUESTION # 32

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