

L5M15 トレーニング資料、L5M15 トレーニング学習

CHARTERED INSTITUTE OF PROCUREMENT AND SUPPLY

LEVEL 5 ADVANCED DIPLOMA L5M15

ADVANCED NEGOTIATION REVISION QUESTIONS

Q1. Effective training is required for inexperienced negotiators and non-commercial team members to avoid which of the following situations?

1. Team members behaving ethically to get the best value from the negotiation
2. Team members discussing confidential elements of the project before an agreement is reached
3. Team members requesting suppliers' cost structures which may jeopardise the final agreement
4. Team members being too close to the supplier and end up compromising the final outcome

- a. 1 and 2
- b. 2 and 3
- c. 1 and 4
- d. 2 and 4

Q2. Providing training and preparation in the pre-negotiation phase is an important step to achieving a positive negotiation outcome. Training and preparation should encompass which of the following elements? Select THREE that apply.

- a. Formulating an effective company strategy and stakeholder requirements
- b. **Understanding the role of team members as well as their expected contribution**
- c. Researching about the supplier's negotiation tactics
- d. **Providing a brief to the team about the objective of the negotiation**
- e. **Providing insight on the tactics to be used by the team**
- f. Checking the supplier's negotiation history and track record

Q3. Newcastle Motors is looking to reach an agreement with the supplier of maintenance, repair and operating materials (MRO). They are generally of lower cost and do not any significant profit to the organisation. Morgan who works as a procurement assistant for Newcastle Motors has been appointed as a lead negotiator. Morgan Yussuf has selected just three members of the procurement function to help him in the negotiation process. Morgan Yussuf tells them that the nature of the negotiation does not allow them to hold an intensive rehearsal.

- a. True because procurement members are fully experience hence do not require any form of rehearsal

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>> L5M15 トレーニング資料 <<

L5M15 トレーニング学習 & L5M15 対応資料

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CIPS L5M15 認定試験の出題範囲:

トピック	出題範囲
トピック 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.
トピック 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.
トピック 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 認定 L5M15 試験問題 (Q36-Q41):

質問 # 36

Georgia is entering into a negotiation with a supplier she knows well. Her manager asks that she "frame the agenda" at the beginning of the meeting. What does this mean?

- A. Shift the focus of the meeting in a certain direction.
- B. State the agenda first and do not deviate from it.
- C. Use a persuasive style of negotiation.
- D. Explain the purpose of the meeting at the beginning.

正解: A

解説:

"Framing" means shaping how issues and proposals are perceived and interpreted. In negotiation, framing the agenda involves influencing focus and direction early in the discussion, ensuring that key topics are viewed from a preferred perspective. It helps establish a positive or strategic tone for dialogue.

Reference:CIPS L5M15 -Section: Framing Agendas and Perception Management.

質問 # 37

Holding a meeting is the best way to communicate outcomes of negotiation with Key Player stakeholders. Is this correct?

- A. Yes - this is a good way to engage their active support.
- B. No - key players have a lot of power and won't have time for meetings.
- C. No - you should not over-communicate with key players.
- D. Yes - key players need to receive regular communication.

正解: A

解説:

Key players in Mendelow's Stakeholder Matrix (high power, high interest) must be actively engaged and involved in important decisions. Meetings are an effective way to build commitment, gain input, and secure their ongoing support.
Reference: CIPS L5M15 - Stakeholder Mapping and Communication Methods (Domain 1.3).

質問 # 38

Which of the following is not an example of an environmental KPI?

- A. Biodiversity
- B. Energy reduction
- C. On-time delivery
- D. Waste reduction

正解: C

解説:

"On-time delivery" measures operational performance, not environmental sustainability. Environmental KPIs focus on resource usage, emissions, waste, and biodiversity—measuring environmental impact rather than service metrics.
Reference: CIPS L5M15 - Key Performance Indicators (Environmental vs Operational).

質問 # 39

Which of the following stages in group development comes first?

- A. Storming
- B. Mourning
- C. Performing
- D. Norming

正解: A

解説:

In Tuckman's team development model: Forming # Storming # Norming # Performing # Adjourning / Mourning. "Storming" is the first stage listed here and marks initial conflict as roles and norms form.
Reference: CIPS L5M15 - Team Dynamics: Tuckman's Stages (Domain 3.1).

質問 # 40

Yi Ting is advised to use the Principled Approach. Which must she remember? Select TWO

- A. Separate people from problems
- B. She will be negotiating alone
- C. Focus on interests not positions
- D. Do not deviate from the agenda

正解: A、C

解説:

Two core principles are to separate people from the problem and to focus on interests rather than positions. (The other two statements are not defining elements of the approach.) Reference: CIPS L5M15 - The Four Principles of Principled Negotiation (Domain 2.2).

質問 # 41

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