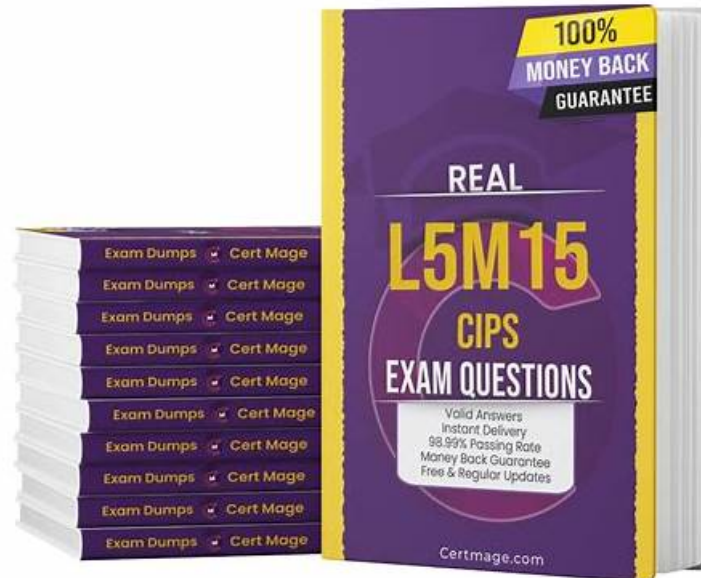


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CIPS L5M15 Exam Syllabus Topics:

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.
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CIPS Advanced Negotiation Sample Questions (Q36-Q41):

NEW QUESTION # 36

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

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

Answer: A

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 # 37

Procurement or contract risk can come in many forms. A STEEPLE analysis can provide awareness of potential risk factors. Which of the following factors are included within a STEEPLE analysis?

- A. Ergonomic, technological, political
- B. Legal, ethical, political
- C. Social, time, environment
- D. Legitimate, ethical, economic

Answer: B

Explanation:

STEEPLE analysis (Social, Technological, Economic, Environmental, Political, Legal, Ethical) helps identify external factors that could create risks or opportunities in procurement. It broadens situational awareness beyond immediate operational issues.

Reference: CIPS L5M15 - Environmental Scanning and Risk Awareness: STEEPLE Model (Domain 2.1).

NEW QUESTION # 38

Which of the following are disadvantages of entering into a strategic alliance? Select TWO

- A. Access to resources
- **B. Confidentiality**
- C. Economies of scale
- **D. Disputes**

Answer: B,D

Explanation:

While alliances can deliver benefits (e.g., shared resources, economies of scale), they also pose risks, notably confidentiality issues (data sharing vulnerability) and potential disputes over governance, profit sharing, or objectives.

Reference: CIPS L5M15 - Strategic Alliances: Advantages & Disadvantages (Domain 3.1).

NEW QUESTION # 39

When might crowdsourcing be useful in a negotiation?

- A. Assessing the other party's BATNA
- **B. Researching a supplier**
- C. During the negotiation, to gain better insight
- D. Deciding on final prices

Answer: B

Explanation:

In CIPS terms, crowdsourcing means collecting information or opinions from a large group via digital platforms. It can be useful for researching suppliers, validating performance, and benchmarking reputations before negotiations.

Reference: CIPS L5M15 - Information Gathering & External Intelligence Tools (Domain 2.1).

NEW QUESTION # 40

In which circumstances may a buyer suggest that a negotiation meeting be held at the supplier's premises?

- **A. To allow the buyer to find out more about the supplier**
- B. To ensure the buyer has the advantage
- C. To ensure negotiations run smoothly
- D. To ensure the supplier has the advantage

Answer: A

Explanation:

Holding a meeting at the supplier's site allows the buyer to gain insights into the supplier's capacity, infrastructure, culture, and quality systems. This firsthand observation strengthens understanding and informs negotiation strategy.

Reference: CIPS L5M15 - Negotiation Preparation and Venue Selection (Domain 1.1).

NEW QUESTION # 41

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