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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 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 3	<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.

CIPS Advanced Negotiation Sample Questions (Q44-Q49):

NEW QUESTION # 44

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

Answer: D

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 # 45

Bob is preparing for a negotiation with an important potential business partner. His approach is to devise options for mutual gain before deciding what to do. Which approach to negotiation is Bob taking?

- A. Playing hard to get
- B. Principled**
- C. Hardball
- D. Positional

Answer: B

Explanation:

"Principled negotiation" (sometimes called the Harvard method) is built on four pillars: (1) separate people from the problem; (2) focus on interests, not positions; (3) generate options for mutual gain; and (4) use objective criteria. Bob's focus on creating options for mutual gain signals the principled approach.

Reference:CIPS Level 5, L5M15 - Topic: Approaches to Negotiation (Principled/Interest-based Negotiation).

NEW QUESTION # 46

In preparing for a negotiation, an analysis of overall strategy can result in improved tactical planning and a better overall outcome. Is this statement TRUE?

- A. No - tactics are a high-level plan designed to achieve a long-term goal.
- B. No - tactics are achieved following the strategy.
- **C. Yes - to develop a negotiation strategy you should consult with key stakeholders before deciding on tactics.**
- D. Yes - strategy flows from the tactics.

Answer: C

Explanation:

Developing negotiation strategy requires stakeholder consultation to align the negotiation with organisational objectives. Strategy defines direction; tactics are the methods used to achieve it. Planning strategy first ensures tactics serve long-term goals effectively.

Reference:CIPS L5M15 -Negotiation Strategy and Tactics.

NEW QUESTION # 47

Which of the following stages in group development comes first?

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

Answer: A

Explanation:

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).

NEW QUESTION # 48

Which of the following is a soft skill that is important in procurement and supply?

- A. Computer skills
- **B. Influencing skills**
- C. Financial acumen
- D. Knowledge

Answer: B

Explanation:

Soft skills are interpersonal attributes that enable effective collaboration and impact. In the L5M15 context, influencing skills are highlighted as critical to negotiation and stakeholder engagement, whereas financial acumen, computer skills, and domain knowledge are typically classified as technical/hard skills.

Reference:CIPS L5M15 - Communication & Interpersonal Skills / Soft vs Hard Skills (Domain 3.1).

NEW QUESTION # 49

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