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CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 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 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.
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CIPS Advanced Negotiation Sample Questions (Q11-Q16):

NEW QUESTION # 11

Why is it important to build rapport during a negotiation?

- A. It is a hard influencing technique that will help secure the desired outcome.
- B. It allows you to deviate from the agenda.
- C. It demonstrates power and influence in the negotiation.
- D. It is the process of building a relationship of mutual trust and understanding.**

Answer: D

Explanation:

In negotiation, rapport is about creating a foundation of mutual trust, respect, and understanding so that information flows more freely, misinterpretations are reduced, and collaborative problem-solving becomes easier. Strong rapport supports effective communication and smoother movement toward agreement.

Reference:CIPS Level 5, Advanced Negotiation (L5M15) - Topic: Building Rapport (Communication and Interpersonal Skills).

NEW QUESTION # 12

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

Answer: B

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 # 13

Using praise or flattery in a negotiation is the use of which of the following tactics?

- A. Exchange
- B. Personal appeal
- C. **Ingratiation**
- D. Collaboration

Answer: C

Explanation:

Ingratiation involves using flattery, praise, or friendliness to increase likability and influence. It's a soft tactic often used to build rapport and reduce resistance before discussing substantive issues.

Reference:CIPS L5M15 -Soft Tactics and Relationship Building (Domain 3.1).

NEW QUESTION # 14

Which of the following is not a base of power?

- A. Referent
- B. Informational
- C. Legitimate
- D. **Financial**

Answer: D

Explanation:

The six recognised bases of power are informational, legitimate, referent, coercive, reward, and expert.

Financial power is not classified separately-it can fall under reward or resource power, but not as a formal category.

Reference:CIPS L5M15 -Power in Negotiation (French & Raven's Six Bases) (Domain 3.1).

NEW QUESTION # 15

Sarah is a procurement manager who used a win-lose stance and deceptive techniques to reach her goals.

Which consequences may follow?Select TWO

- A. **The approach may damage the long-term relationship**
- B. The supplier will have more respect for Sarah
- C. Sarah achieved all of her objectives
- D. **The contract may be rendered void**

Answer: A,D

Explanation:

Deceptive conduct can damage relationships and may expose the agreement to rescission for misrepresentation (fraudulent/neglectful untrue statements of fact), potentially rendering the contract voidable. We cannot infer she achieved all objectives or gained respect.

Reference:CIPS L5M15 - Integrity, Misrepresentation & Consequences in Negotiation (Domain 2.1).

NEW QUESTION # 16

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