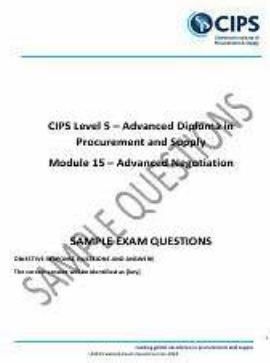


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CIPS L5M15 Exam Syllabus Topics:

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.

CIPS Advanced Negotiation Sample Questions (Q43-Q48):

NEW QUESTION # 43

Alan needs to communicate the outcome of a negotiation to his internal stakeholders. His internal stakeholders have high power. Which communication methods would be best? Select TWO

- A. Notice board
- B. Email
- C. Team meeting
- D. Article on the website

Answer: B,C

Explanation:

When stakeholders hold high power or influence, communication should be direct and engaging, ensuring clarity and accountability. Face-to-face team meetings allow discussion and immediate feedback, while emails provide documented communication. Noticeboards and website articles are better suited for lower-power or external audiences.

Reference: CIPS L5M15 - Stakeholder Communication and Engagement Strategies (Domain 1.3).

NEW QUESTION # 44

In which part of the relationship cycle is a supplier likely to be least motivated?

- A. Signing the contract
- B. Negotiation
- C. Mid-term contract
- D. Handover from previous supplier

Answer: C

Explanation:

Supplier motivation typically declines mid-contract, once initial enthusiasm fades and before renewal discussions begin. Motivation peaks during negotiation, contract signing, and early delivery when relationships are still being established.

Reference: CIPS L5M15 - Supplier Relationship Lifecycle and Motivation (Domain 1.3).

NEW QUESTION # 45

TYD is a furniture manufacturer with various customers. One of them is considered a "nuisance customer." What approach should TYD take with this customer?

- A. Develop relationship
- B. Partner
- C. Exploit
- D. Minimise input

Answer: D

Explanation:

"Nuisance" customers in the Supplier Preferecing Matrix are low-value and low-attractiveness accounts.

The recommended strategy is to minimise investment of time and resources-maintaining transactional efficiency but avoiding over-engagement.

Reference: CIPS L5M15 - Supplier Preferecing and Relationship Strategies.

NEW QUESTION # 46

The win-lose approach to negotiation is also sometimes known as what?

- A. Distributive bargaining
- B. Brinkmanship
- C. Gamesmanship
- D. Positional negotiation

Answer: A

Explanation:

Distributive bargaining treats the deal as a fixed pie: what one party gains, the other loses. It typically uses competitive tactics aimed at claiming value rather than creating it and is closely associated with win-lose outcomes.

Reference: CIPS Level 5, L5M15 - Topic: Distributive (Competitive) vs Integrative (Collaborative) Negotiation.

NEW QUESTION # 47

Which of the following are incentives to increase supplier performance? Select TWO

- A. Service credits
- B. Bonus payments
- C. Gain share
- D. Pain share

Answer: B,C

Explanation:

Gain share and bonus payments are positive incentives that encourage suppliers to perform beyond baseline requirements. Gain share rewards suppliers for creating mutual cost savings or innovation benefits, while bonus payments recognise exceeding service or delivery targets.

In contrast, pain share and service credits are deterrents for underperformance, not motivators.

Reference: CIPS L5M15 - Supplier Performance Incentives and Contractual Mechanisms (Domain 1.3).

NEW QUESTION # 48

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