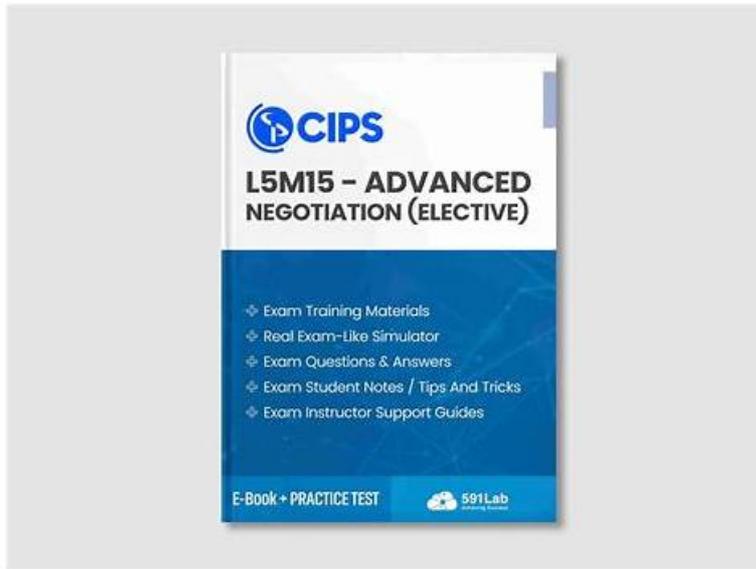


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## L5M15 PDF Cram Exam & L5M15 Reliable Exam Book

There is no doubt that in the future information society, knowledge and skills will be a major driver for economic growth and one of the major contributors to the sustainable development of the information industry. And getting the related Advanced Negotiation certification in your field will be the most powerful way for you to show your professional knowledge and skills. However, it is not easy for the majority of candidates to prepare for the exam in order to pass it, if you are one of the candidates who are worrying about the exam now, congratulations, there is a panacea for you--our L5M15 Study Tool.

### CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>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.</li></ul>

Topic 2	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

## CIPS Advanced Negotiation Sample Questions (Q38-Q43):

### NEW QUESTION # 38

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

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

**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 # 39

Which of the following behaviours can lead to a breakdown in trust because of the perceived lack of honesty?

Select TWO

- A. Favouritism
- B. Lack of a fixed agenda
- C. Exaggerated claims
- D. Using hardball negotiation techniques

**Answer: A,C**

Explanation:

Behaviours that undermine honesty (e.g., exaggerated claims and favouritism) erode credibility and trust in negotiations. Hardball techniques can be competitive but are not inherently dishonest; lack of a fixed agenda affects structure, not honesty.

Reference: CIPS L5M15 - Ethics, Trust & Relationship Risks (Domain 2.1).

### NEW QUESTION # 40

Which of the following models would you use for supplier preferencing?

- A. Five Forces
- B. SWOT
- C. Kraljic

- D. Relationship Spectrum

**Answer: C**

Explanation:

The Kraljic Matrix is used to assess procurement categories and supplier relationships based on value and risk, helping buyers tailor their negotiation and relationship management strategies.

Reference: CIPS L5M15 - Supplier Preferecing & Portfolio Models (Domain 1.2).

#### NEW QUESTION # 41

Peter is negotiating with a supplier and is not concerned about the outcome because he has a strong alternative. The line of legitimacy has been crossed and it is acceptable in his company that he wins "at any cost." He is willing to push the negotiation to extremes to achieve the desired result. Which of the following best describes Peter's tactic?

- **A. Brinkmanship**
- B. Ploys
- C. Gamesmanship
- D. Distributive bargaining

**Answer: A**

Explanation:

Brinkmanship is the tactic of deliberately pushing a negotiation toward the "brink," using extreme pressure and risk tolerance in pursuit of a decisive concession or outcome. A powerful BATNA can embolden this approach, though it heightens relational and reputational risk.

Reference: CIPS Level 5, L5M15 - Topic: Negotiation Tactics and Power (Brinkmanship).

#### NEW QUESTION # 42

Oscar is joining a negotiation team. His brother is the CEO of the supplier. What behaviour is this an example of?

- **A. Conflict of interest**
- B. Hidden agenda
- C. Favouritism
- D. False claim

**Answer: A**

Explanation:

A conflict of interest arises when personal relationships or financial interests could influence-or appear to influence-professional judgement. It must be declared and managed to maintain ethical integrity.

Reference: CIPS L5M15 - Ethical Behaviour and Conflicts of Interest.

#### NEW QUESTION # 43

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