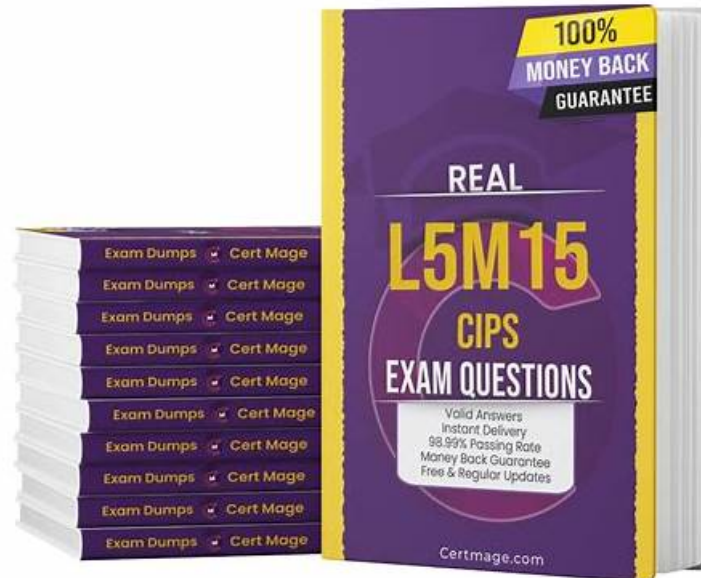


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### CIPS L5M15 Exam Syllabus Topics:

Topic	Details

Topic 1	<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 2	<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 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 (Q49-Q54):

### NEW QUESTION # 49

Yi Ting is advised to use the Principled Approach. Which must she remember? Select TWO

- A. Focus on interests not positions
- B. Do not deviate from the agenda
- C. Separate people from problems
- D. She will be negotiating alone

**Answer: A,C**

Explanation:

Two core principles are to separate people from the problem and to focus on interests rather than positions

. (The other two statements are not defining elements of the approach.) Reference: CIPS L5M15 - The Four Principles of Principled Negotiation (Domain 2.2).

### NEW QUESTION # 50

The quality of being honest and having strong moral principles is known as what?

- A. Truthful
- B. Integrity
- C. Transparent
- D. Direct

**Answer: B**

Explanation:

Integrity refers to ethical consistency-acting honestly, fairly, and in accordance with moral principles, even under pressure. It underpins trust and credibility in procurement and negotiation.

Reference: CIPS L5M15 - Ethics and Professional Standards (Integrity).

### NEW QUESTION # 51

What was the principal conclusion of the Hawthorne experiments?

- A. People work harder when they're being observed.
- B. People work better when the lighting is better.
- C. People are motivated by money.
- D. People are inherently lazy.

**Answer: A**

Explanation:

The "Hawthorne effect" suggests performance can improve simply because people know they are being studied/observed-attention and interest from management can boost engagement.

Reference:CIPS L5M15 - Motivation and behaviour: Hawthorne/Elton Mayo.

### NEW QUESTION # 52

Which influencing styles are most suitable for a high-risk, high-value project aiming to form a partnership?

- A. Bridging, integration, coalition
- B. Rationalising, appraising
- C. Asserting, pressuring
- D. Inspiring, collaborating, consulting

**Answer: D**

Explanation:

In high-value, high-risk partnerships, success depends on collaboration, trust, and shared goals. Hence, inspiring, consulting, and collaborating styles promote open communication and joint problem-solving.

Reference:CIPS L5M15 - Supply Position Model and Influencing Styles (Domain 3.2).

### NEW QUESTION # 53

Haggling and coercive behaviour can lead to a win-win outcome in a negotiation. Is this true?

- A. Yes - this is the most effective way to ensure a win-win outcome.
- B. Yes - both parties achieve their objectives.
- C. No - haggling and coercive behaviour can only lead to a lose-lose outcome.
- D. No - a win-win outcome requires both parties to achieve their objectives through a value-creating approach.

**Answer: D**

Explanation:

A true win-win outcome arises when negotiators expand value and align interests so both sides achieve key objectives.

Coercion/hard haggling is typically distributive and value-claiming, which risks damaging trust and typically does not create the integrative trades needed for win-win agreements.

Reference:CIPS Level 5, L5M15 - Topic: Win-Win vs Win-Lose; Value Creation vs Value Claiming.

### NEW QUESTION # 54

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