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## CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	<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>
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 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>
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### CIPS Advanced Negotiation Sample Questions (Q48-Q53):

#### NEW QUESTION # 48

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

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

**Answer: B**

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 # 49

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

**Answer: C**

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 # 50

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

**Answer: B**

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 # 51

Different negotiation outcomes are required in different circumstances. In a "Yellow" circumstance (high risk, high value), which of the following is the best approach?

- A. Methodical, well-organised
- B. Cautious, well-planned
- **C. Collaborative style**
- D. Quick-thinking, assertive behaviour

**Answer: C**

Explanation:

High-risk/high-value scenarios (often coded "yellow" in CIPS frameworks) require a collaborative approach- building joint trust, sharing information, and developing win-win outcomes to manage complexity and mutual dependency.

Reference:CIPS L5M15 -Negotiation Contexts and Relationship Spectrum

#### NEW QUESTION # 52

When you have awareness of a skill but are not yet proficient, which stage of competence applies?

- A. Conscious competence
- B. Unconscious incompetence
- C. Unconscious competence
- **D. Conscious incompetence**

**Answer: D**

Explanation:

Conscious incompetence means recognising a skill gap-you understand what's required but haven't yet mastered it. It's the second stage in the four-stage competence model: (1) Unconscious incompetence # (2) Conscious incompetence # (3) Conscious competence # (4) Unconscious competence.

Reference:CIPS L5M15 -Learning & Skills Development in Negotiation (Domain 3.2).

#### NEW QUESTION # 53

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