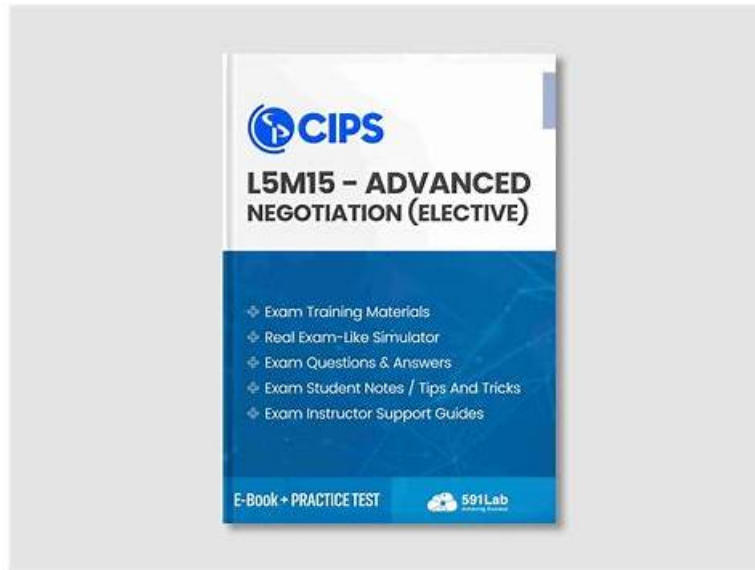


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CIPS L5M15 Exam Syllabus Topics:

| Topic | Details |
|---------|--|
| Topic 1 | <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. |
| Topic 2 | <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 3 | <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. |

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CIPS Advanced Negotiation Sample Questions (Q72-Q77):

NEW QUESTION # 72

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

- A. SWOT
- B. Kraljic
- C. Five Forces
- D. Relationship Spectrum

Answer: B

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 Preferencing & Portfolio Models (Domain 1.2).

NEW QUESTION # 73

In preparing for a negotiation, an in-house procurement analyst has completed research and will present this to the team before negotiations begin. Which of the following tools could they use to organise the data? Select TWO.

- A. SWAP Analysis
- B. Relationship Spectrum
- C. Data Cube
- D. STEEPLE Analysis

Answer: C,D

Explanation:

The Data Cube is a multi-dimensional framework for presenting data clearly, while STEEPLE analysis (Social, Technological, Economic, Environmental, Political, Legal, Ethical) helps analyse the external environment. These tools aid structured preparation for negotiation.

Reference: CIPS L5M15 - Analytical Tools for Negotiation Preparation.

NEW QUESTION # 74

Bob is preparing for a negotiation with an important potential business partner. His approach is to devise options for mutual gain before deciding what to do. Which approach to negotiation is Bob taking?

- A. Hardball
- B. Positional
- C. Principled
- D. Playing hard to get

Answer: C

Explanation:

"Principled negotiation" (sometimes called the Harvard method) is built on four pillars: (1) separate people from the problem; (2)

focus on interests, not positions; (3) generate options for mutual gain; and (4) use objective criteria. Bob's focus on creating options for mutual gain signals the principled approach.

Reference:CIPS Level 5, L5M15 - Topic: Approaches to Negotiation (Principled/Interest-based Negotiation).

NEW QUESTION # 75

Which of the following are advantages of videoconferencing? Select THREE

- A. It is convenient and quick.
- B. It results in better outcomes than face-to-face meetings.
- C. Negotiators can watch facial expressions of the other party.
- D. You can fully analyse the body language of the other party.
- E. Participants can share screens.

Answer: A,C,E

Explanation:

Videoconferencing offers benefits such as screen sharing, speed and convenience, and the ability to observe facial expressions. However, it limits full body-language assessment and may reduce personal connection compared to face-to-face interactions.

Reference:CIPS L5M15 - Modern Communication Channels in Negotiation (Domain 2.1).

NEW QUESTION # 76

What is the primary purpose of a negotiation?

- A. To win.
- B. To reach an agreement.
- C. To beat the other team.
- D. To get a better price.

Answer: B

Explanation:

Negotiation is defined by CIPS as a structured process between two or more parties aiming to reach a mutually acceptable agreement. While improving value or terms is often a goal, the essence of negotiation is achieving agreement, not victory over the other side.

Reference:CIPS L5M15 - Definition and Purpose of Negotiation (Introduction, p.2).

NEW QUESTION # 77

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