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CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	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	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	• 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 (Q63-Q68):

NEW QUESTION # 63

What was the principal conclusion of the Hawthorne experiments?

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

Answer: B

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 # 64

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

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

Answer: C,D

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 # 65

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

Answer: A,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 # 66

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

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

Answer: B,D

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 # 67

When a discussion is being driven by a consideration that has not been openly disclosed, leaving one party disadvantaged, this is known as what?

- A. Favouritism
- B. Lack of confidentiality
- **C. Hidden agenda**
- D. Exaggerated claim

Answer: C

Explanation:

A hidden agenda involves unspoken motives or objectives influencing negotiation behaviour. Transparency and open communication help avoid mistrust and unfair advantage.

Reference:CIPS L5M15 -Unethical Behaviour in Negotiation: Hidden Agendas.

NEW QUESTION # 68

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