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## 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>
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### CIPS Advanced Negotiation Sample Questions (Q44-Q49):

#### NEW QUESTION # 44

Which of the following is a soft skill that is important in procurement and supply?

- A. Financial acumen
- B. Influencing skills
- C. Knowledge
- D. Computer skills

**Answer: B**

Explanation:

Soft skills are interpersonal attributes that enable effective collaboration and impact. In the L5M15 context, influencing skills are highlighted as critical to negotiation and stakeholder engagement, whereas financial acumen, computer skills, and domain knowledge are typically classified as technical/hard skills.

Reference: CIPS L5M15 - Communication & Interpersonal Skills / Soft vs Hard Skills (Domain 3.1).

#### NEW QUESTION # 45

Mohammed is a Procurement Manager who believes push influencing techniques are the most effective for securing low prices. Is this correct?

- A. Yes - you should always use a push technique when discussing price.
- B. Yes - push techniques show power whereas pull techniques show weakness.
- C. No - Mohammed should always use pull techniques instead of push.
- D. No - Mohammed can also use pull techniques, which may help build trust.

**Answer: D**

Explanation:

Effective negotiators adapt between push and pull styles depending on context. While push techniques (assertion, logic) can help when cost pressure is key, pull techniques (consulting, inspiring) strengthen relationships and trust - vital for long-term supplier collaboration.

Reference: CIPS L5M15 - Adaptive Influencing Styles in Negotiation (Domain 3.1).

#### NEW QUESTION # 46

Which of the following incentives encourages innovation?

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

**Answer: B**

Explanation:

Gainshare mechanisms reward suppliers for achieving cost savings, process improvements, or innovation that benefits both parties. By sharing the gains, suppliers are motivated to propose creative solutions.

Reference: CIPS L5M15 - Supplier Incentives and Relationship Development (Gain/Pain Share Models).

#### NEW QUESTION # 47

Jonathan is a procurement manager who has been asked to gather primary data for an upcoming negotiation. He sends out a survey. Was this correct?

- **A. Yes - the survey will provide primary data.**
- B. No - the survey will produce secondary data.
- C. Yes - the survey will ensure Jonathan wins the negotiation.
- D. No - surveys do not provide suitable information.

**Answer: A**

Explanation:

Primary data is original information gathered firsthand for a specific purpose—such as surveys, interviews, or focus groups. By contrast, secondary data comes from existing sources. A survey, therefore, is an appropriate primary data-gathering tool.

Reference: CIPS L5M15 - Intelligence Gathering for Negotiation (Domain 1.1).

#### NEW QUESTION # 48

In an exploitative authoritative form of management, which of the following is true?

- A. Responsibility is shared throughout the hierarchy.
- **B. Motivation is based on threats and decisions are imposed on subordinates.**
- C. Motivation is based on rewards and communication is limited.
- D. Leadership involves trust and teamwork.

**Answer: B**

Explanation:

Under exploitative authoritative management (Rensis Likert model), leaders rely on fear and punishment to control subordinates. Communication is top-down and trust is minimal—contrasting with participative or consultative styles.

Reference: CIPS L5M15 - Leadership Models and Motivation (Domain 3.2).

#### NEW QUESTION # 49

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