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Advanced Negotiation

*[L5M15]
Elective
Study Guide*

Level 5
Advanced Diploma in
Procurement and Supply

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CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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 2	• 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 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 (Q80-Q85):

NEW QUESTION # 80

What was the principal conclusion of the Hawthorne experiments?

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

Answer: D

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 # 81

Under what circumstances would you use parallel working with two suppliers?

- A. When changing supplier, to ensure a smooth transition.
- B. When the item is a bottleneck item, to reduce risk.
- C. When maintaining good relations with an old supplier.
- D. When large orders exceed one supplier's capacity.

Answer: A

Explanation:

Parallel working (or parallel running) is used when switching suppliers to ensure continuity of supply. Both suppliers operate simultaneously for a transition period until the new supplier demonstrates stability and quality.

Reference:CIPS L5M15 -Supplier Transition and Continuity Planning (Domain 1.3).

NEW QUESTION # 82

Which of the following is not an example of an environmental KPI?

- A. Energy reduction
- **B. On-time delivery**
- C. Biodiversity
- D. Waste reduction

Answer: B

Explanation:

"On-time delivery" measures operational performance, not environmental sustainability. Environmental KPIs focus on resource usage, emissions, waste, and biodiversity-measuring environmental impact rather than service metrics.

Reference:CIPS L5M15 -Key Performance Indicators (Environmental vs Operational).

NEW QUESTION # 83

Why is it important to build rapport during a negotiation?

- A. It demonstrates power and influence in the negotiation.
- B. It is a hard influencing technique that will help secure the desired outcome.
- C. It allows you to deviate from the agenda.
- **D. It is the process of building a relationship of mutual trust and understanding.**

Answer: D

Explanation:

In negotiation, rapport is about creating a foundation of mutual trust, respect, and understanding so that information flows more freely, misinterpretations are reduced, and collaborative problem-solving becomes easier. Strong rapport supports effective communication and smoother movement toward agreement.

Reference:CIPS Level 5, Advanced Negotiation (L5M15) - Topic: Building Rapport (Communication and Interpersonal Skills).

NEW QUESTION # 84

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 # 85

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