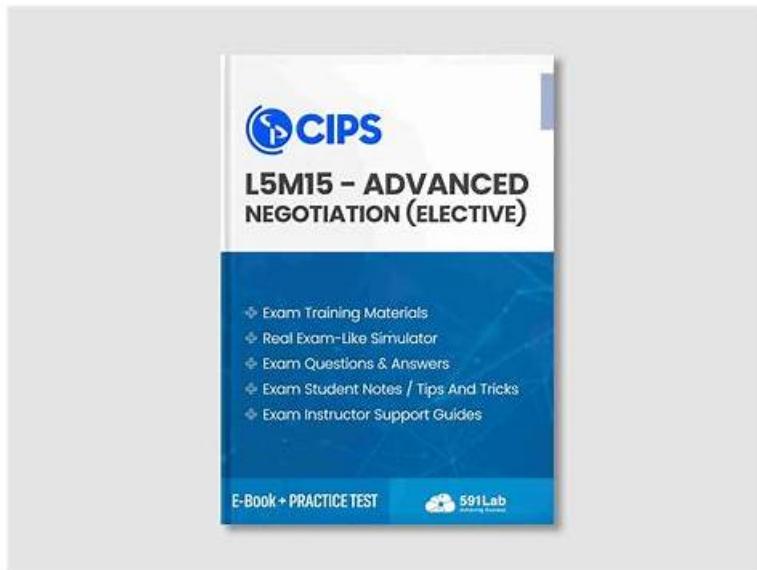


# Pass Guaranteed Perfect L5M15 - Advanced Negotiation Guide



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## CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 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 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 (Q28-Q33):

#### NEW QUESTION # 28

What is meant by "marginal gains"?

- A. Small incremental gains can lead to a larger improvement.
- B. A supplier should seek to meet their KPIs but not excel.
- C. All improvements are of equal value.
- D. There should be a low margin for error when trying to improve.

**Answer: A**

Explanation:

The "marginal gains" philosophy is that making numerous small, continuous improvements across processes results in significant overall performance enhancement. This principle is often applied to supplier development and continuous improvement programmes. Reference:CIPS L5M15 -Supplier Performance and Continuous Improvement(Marginal Gains Theory).

#### NEW QUESTION # 29

Which of the following is a disadvantage of apositionalapproach to negotiation?Select TWO.

- A. It allows the other party to know what you wish to achieve.
- B. It allows for little flexibility.
- C. Individuals can become rigid and entrenched.
- D. It always leads to a win-lose outcome.

**Answer: B,C**

Explanation:

Positional bargaining starts with fixed opening stances and trades concessions from those stances. This often reduces flexibility and can make participants defensive or entrenched, inhibiting creativity and joint problem-solving.

Reference:CIPS L5M15 - Approaches to negotiation: Positional vs Principled.

#### NEW QUESTION # 30

Which of the following areadvantagesof 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. Participants can share screens.
- E. You can fully analyse the body language of the other party.

**Answer: A,C,D**

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 # 31

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

**Answer: A**

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 # 32

TYD is a furniture manufacturer with various customers. One of them is considered a "nuisance customer." What approach should TYD take with this customer?

- A. Exploit
- B. Minimise input
- C. Partner
- D. Develop relationship

**Answer: B**

Explanation:

"Nuisance" customers in the Supplier Preferencing Matrix are low-value and low-attractiveness accounts.

The recommended strategy is to minimise investment of time and resources-maintaining transactional efficiency but avoiding over-engagement.

Reference:CIPS L5M15 -Supplier Preferencing and Relationship Strategies.

### NEW QUESTION # 33

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