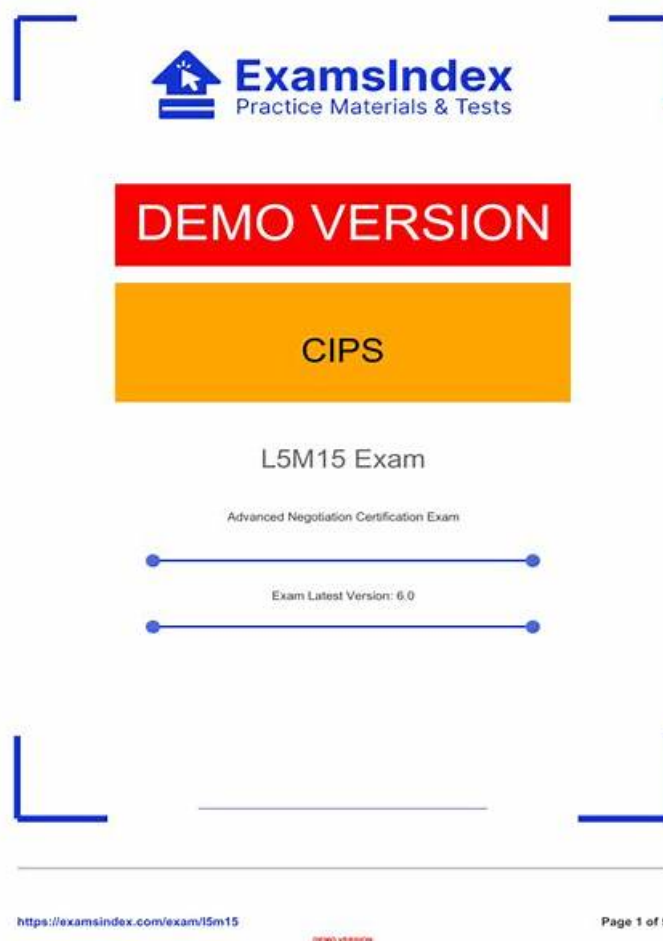


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CIPS L5M15 Exam Syllabus Topics:

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 (Q20-Q25):

NEW QUESTION # 20

What was the principal conclusion of the Hawthorne experiments?

- A. People work better when the lighting is better.
- B. People are motivated by money.
- 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 # 21

The negotiation tactic in which a person enters with preconceived ideas and attacks the opposition rather than working toward a wise agreement is known as:

- **A. Positional**
- B. Principled
- C. Win-win
- D. Lose-lose

Answer: A

Explanation:

Positional bargaining starts from fixed stances and tends toward adversarial exchanges and concession trading, often impeding creative, interest-based outcomes.

Reference: CIPS L5M15 - Approaches to Negotiation: Positional vs Principled (Domain 2.2).

NEW QUESTION # 22

Which of the following are disadvantages of entering into a strategic alliance? Select TWO

- A. Disputes
- B. Access to resources
- C. Economies of scale
- D. Confidentiality

Answer: A,D

Explanation:

While alliances can deliver benefits (e.g., shared resources, economies of scale), they also pose risks, notably confidentiality issues (data sharing vulnerability) and potential disputes over governance, profit sharing, or objectives.

Reference: CIPS L5M15 - Strategic Alliances: Advantages & Disadvantages (Domain 3.1).

NEW QUESTION # 23

In Herzberg's Two-Factor Theory, which of the following factors affect motivation? Select TWO

- A. Motivation factors
- B. Demotivation factors
- C. Fun factors
- D. Hygiene factors

Answer: A,D

Explanation:

Herzberg identified motivators (e.g., achievement, recognition, responsibility) that increase satisfaction, and hygiene factors (e.g., pay, conditions) that prevent dissatisfaction. Both affect workplace motivation in different ways.

Reference: CIPS L5M15 - Motivation Theories in Negotiation Contexts (Domain 3.2).

NEW QUESTION # 24

A push style of negotiation uses logic, facts, and reasoning to make a case for change. Is this true?

- A. No - push tactics focus on listening and involving others.
- B. Yes - push tactics can be effective in getting results but not commitment.
- C. Yes - push tactics focus on collaborative approaches to problem-solving.
- D. No - push tactics are good at winning hearts and minds.

Answer: B

Explanation:

Push tactics emphasise advocacy: using facts, logic, and directive communication to move others. They can deliver short-term compliance and clarity but may limit ownership/commitment compared with pull tactics, which are more involving and collaborative.

Reference: CIPS Level 5, L5M15 - Topic: Push vs Pull Influencing Styles in Negotiation.

NEW QUESTION # 25

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