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CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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 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 (Q59-Q64):

NEW QUESTION # 59

Haggling and coercive behaviour can lead to a win-win outcome in a negotiation. Is this true?

- A. No - haggling and coercive behaviour can only lead to a lose-lose outcome.
- B. Yes - both parties achieve their objectives.
- **C. No - a win-win outcome requires both parties to achieve their objectives through a value-creating approach.**
- D. Yes - this is the most effective way to ensure a win-win outcome.

Answer: C

Explanation:

A true win-win outcome arises when negotiators expand value and align interests so both sides achieve key objectives.

Coercion/hard haggling is typically distributive and value-claiming, which risks damaging trust and typically does not create the integrative trades needed for win-win agreements.

Reference: CIPS Level 5, L5M15 - Topic: Win-Win vs Win-Lose; Value Creation vs Value Claiming.

NEW QUESTION # 60

In what circumstances would it be acceptable to use gamesmanship and brinkmanship tactics?

- A. For high-risk products
- B. In international negotiations
- **C. Where the relationship is not important**

- D. For long-term contracts

Answer: C

Explanation:

Gamesmanship/brinkmanship are aggressive, high-pressure tactics that can harm relationships. They are generally reserved for one-off or transactional situations where ongoing relationship quality is not a priority.

Reference: CIPS L5M15 - Competitive Tactics: Gamesmanship & Brinkmanship (Domain 2.2).

NEW QUESTION # 61

In which circumstances may a buyer suggest that a negotiation meeting be held at the supplier's premises?

- A. To ensure the supplier has the advantage
- B. To ensure negotiations run smoothly
- C. To allow the buyer to find out more about the supplier
- D. To ensure the buyer has the advantage

Answer: C

Explanation:

Holding a meeting at the supplier's site allows the buyer to gain insights into the supplier's capacity, infrastructure, culture, and quality systems. This firsthand observation strengthens understanding and informs negotiation strategy.

Reference: CIPS L5M15 - Negotiation Preparation and Venue Selection (Domain 1.1).

NEW QUESTION # 62

To achieve a positive outcome for both parties in a negotiation you should be both honest and open. Is this statement true?

- A. Yes - being both honest and open ensures success.
- B. Yes - these are the two most important characteristics for a win-win negotiation.
- C. No - you should not be open with the other party.
- D. No - you should not be honest with the other party.

Answer: C

Explanation:

CIPS distinguishes between honesty and openness. Negotiators must always act honestly (ethical integrity), but openness - disclosing all information - can weaken your position. The key is to balance transparency with confidentiality and strategic discretion.

Reference: CIPS L5M15 - Ethical Negotiation and Information Disclosure (Domain 2.1).

NEW QUESTION # 63

Which of the following is not a cross-cultural factor of negotiation?

- A. Legal system
- B. Religion/belief/culture
- C. Financial and fiscal system
- D. Environment

Answer: D

Explanation:

Cross-cultural negotiation factors include social/ethical norms, legal and political systems, business systems, infrastructure, and financial/fiscal systems. "Environment" in the ecological sense is not typically classified by CIPS as a cross-cultural negotiation factor.

Reference: CIPS Level 5, L5M15 - Topic: Cross-Cultural Considerations in Negotiation.

NEW QUESTION # 64

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