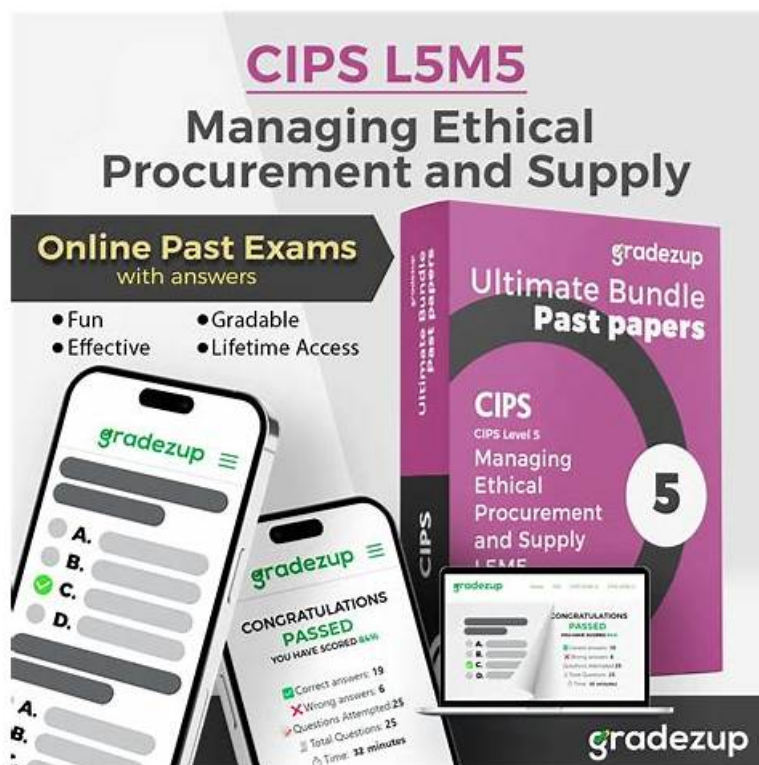


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CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	<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.
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 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.
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CIPS Advanced Negotiation Sample Questions (Q62-Q67):

NEW QUESTION # 62

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

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

Answer: D

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 # 63

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

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

Answer: D

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 # 64

Rationalising is the use of logic, facts, and reason in a negotiation. This is a pull style of influencing. Is this correct?

- A. Yes - rationalising influences outcomes by uniting others.
- B. No - rationalisation relies on personal confidence.
- **C. No - rationalising is a push technique which relies on persuasion and leverage.**
- D. Yes - rationalising is an inspirational technique.

Answer: C

Explanation:

Rationalising belongs to the push influencing style. It uses logic, facts, and evidence to convince others, leveraging authority or data. It contrasts with pull techniques such as inspiring and consulting, which engage others collaboratively.

Reference: CIPS L5M15 - Push vs Pull Influencing Techniques (Domain 3.1).

NEW QUESTION # 65

Party City Ltd is negotiating with Cuppa Inc. After two hours, the discussion reaches a deadlock. What should Party City Ltd do?

- A. Concede some issues to ensure conversations continue.
- **B. Suggest taking a break.**
- C. Walk away from the negotiation - it is clear they will not get what they want.
- D. Start using hardball techniques.

Answer: B

Explanation:

When negotiations stall, best practice (according to CIPS) is to pause the meeting rather than escalate tension or concede prematurely. Taking a break allows time to reflect, regroup, and explore creative solutions. Other remedies include summarising agreed points, involving a neutral mediator, or escalating strategically.

Reference: CIPS L5M15 - Managing Deadlock and Stalemate in Negotiations.

NEW QUESTION # 66

For a high-value or high-risk project, which of the following are key actions in negotiation? Select TWO.

- A. Host the meeting at your premises.
- B. Have a win-lose approach to negotiation.
- **C. Use a multi-disciplinary team.**
- D. Use ploys and tactics.
- **E. Prepare thoroughly before the negotiation.**

Answer: C,E

Explanation:

High-risk or high-value negotiations require thorough preparation - understanding goals, alternatives, and stakeholder expectations - and often benefit from a cross-functional team bringing varied expertise. This improves quality of analysis and decision-making.

Reference: CIPS L5M15 - Negotiation Preparation and Planning for Complex Projects.

NEW QUESTION # 67

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