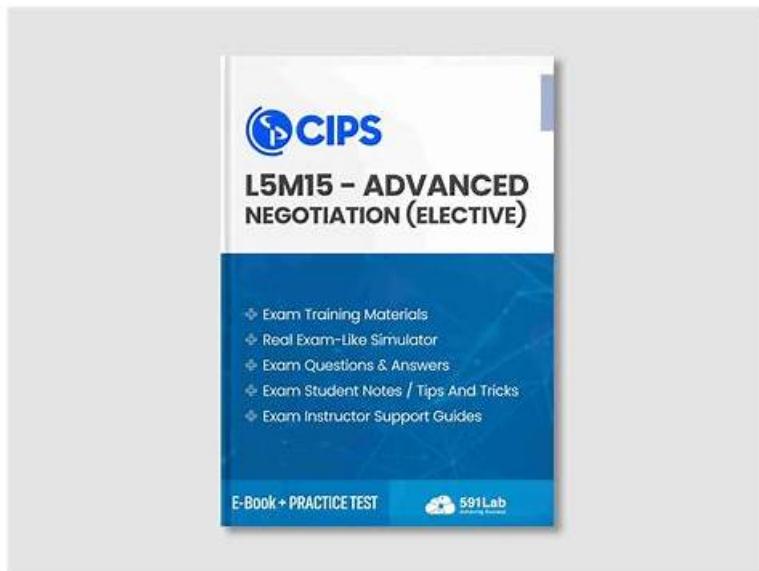


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CIPS L5M15 Exam Syllabus Topics:

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 (Q11-Q16):

NEW QUESTION # 11

Dominic has reached a deadlock. He shifts focus to what happens if both parties cannot agree. What tactic is Dominic using?

- A. Take it or leave it
- B. **Framing the agenda**
- C. The nibble
- D. BATNA

Answer: B

Explanation:

Framing involves guiding attention toward specific consequences or perspectives. By emphasising the outcome of no agreement, Dominic reframes the discussion around the implications of failure, potentially prompting reconsideration.

Reference:CIPS L5M15 -Framing Agendas and Issue Management (Domain 1.2).

NEW QUESTION # 12

Which of the following are incentives to increase supplier performance?Select TWO

- A. Pain share
- B. **Gain share**
- C. **Bonus payments**
- D. Service credits

Answer: B,C

Explanation:

Gain share and bonus payments are positive incentives that encourage suppliers to perform beyond baseline requirements. Gain share rewards suppliers for creating mutual cost savings or innovation benefits, while bonus payments recognise exceeding service or delivery targets.

In contrast, pain share and service credits are deterrents for underperformance, not motivators.

Reference:CIPS L5M15 -Supplier Performance Incentives and Contractual Mechanisms (Domain 1.3).

NEW QUESTION # 13

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

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

Answer: A

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 # 14

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

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

Answer: D

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 # 15

Which of the following models would you use for supplier preferencing?

- A. Kraljic
- B. Five Forces
- C. SWOT
- D. Relationship Spectrum

Answer: A

Explanation:

The Kraljic Matrix is used to assess procurement categories and supplier relationships based on value and risk, helping buyers tailor their negotiation and relationship management strategies.

Reference:CIPS L5M15 - Supplier Preferencing & Portfolio Models (Domain 1.2).

NEW QUESTION # 16

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