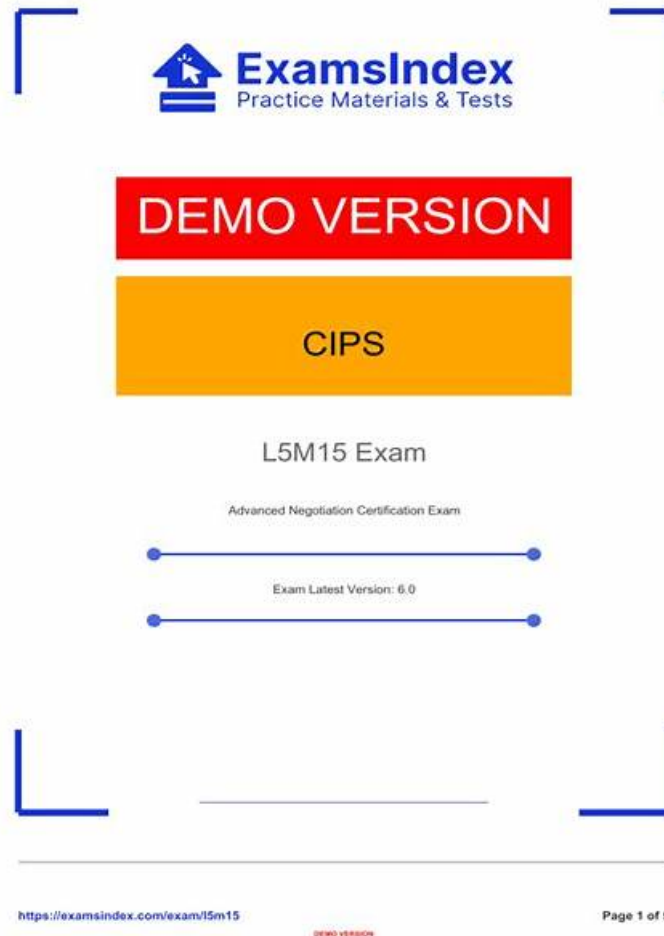


# L5M15 Test Study Guide | Exam L5M15 Guide



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The CIPS L5M15 certification exam is one of the valuable credentials designed to demonstrate a candidate's technical expertise in information technology. They can remain current and competitive in the highly competitive market with the L5M15 certificate. For novices as well as seasoned professionals, the Advanced Negotiation Questions provide an excellent opportunity to not only validate their skills but also advance their careers.

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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>

## CIPS Advanced Negotiation Sample Questions (Q79-Q84):

### NEW QUESTION # 79

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

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

**Answer: A,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 # 80

Robert and Debbie want to formalise a business relationship and share resources to deliver a high-risk, high-value project. What type of relationship should they seek?

- A. Strategic partnership
- B. Preferred supplier
- C. Arm's-length relationship
- D. Strategic alliance

**Answer: A**

Explanation:

A strategic partnership is a formal, high-involvement relationship with shared resources and joint governance-appropriate where risk/value is high and close collaboration is essential. Strategic alliances can be looser and not always resource-sharing.

Reference: CIPS L5M15 - Relationship types and suitability (high risk/high value).

#### NEW QUESTION # 81

The win-lose approach to negotiation is also sometimes known as what?

- A. Positional negotiation
- B. Brinkmanship
- C. Gamesmanship
- **D. Distributive bargaining**

**Answer: D**

Explanation:

Distributive bargaining treats the deal as a fixed pie: what one party gains, the other loses. It typically uses competitive tactics aimed at claiming value rather than creating it and is closely associated with win-lose outcomes.

Reference: CIPS Level 5, L5M15 - Topic: Distributive (Competitive) vs Integrative (Collaborative) Negotiation.

#### NEW QUESTION # 82

The "Pinocchio Effect" looks at which characteristic during a negotiation?

- A. Ploys and tactics
- **B. Honesty**
- C. Stability
- D. Childishness

**Answer: B**

Explanation:

The "Pinocchio Effect" refers to identifying deception cues during negotiation-named after the fictional character whose nose grew when he lied. It explores body language and behavioural indicators of dishonesty.

Reference: CIPS L5M15 - Non-Verbal Communication and Truthfulness in Negotiation.

#### NEW QUESTION # 83

Daniel is the lead negotiator for a deal with a potential supplier. He is quick-thinking, assertive, and has strong market knowledge. Which type of product is Daniel negotiating about?

- A. Low value, low risk
- **B. High value, low risk**
- C. Low value, high risk
- D. High value, high risk

**Answer: B**

Explanation:

Assertive, decisive negotiation styles align with high-value, low-risk situations, typically requiring competitive behaviour to maximise value without the complexity of shared risk.

Reference: CIPS L5M15 - Negotiation Styles and Specialist Tools Table (Domain 1.2).

#### NEW QUESTION # 84

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