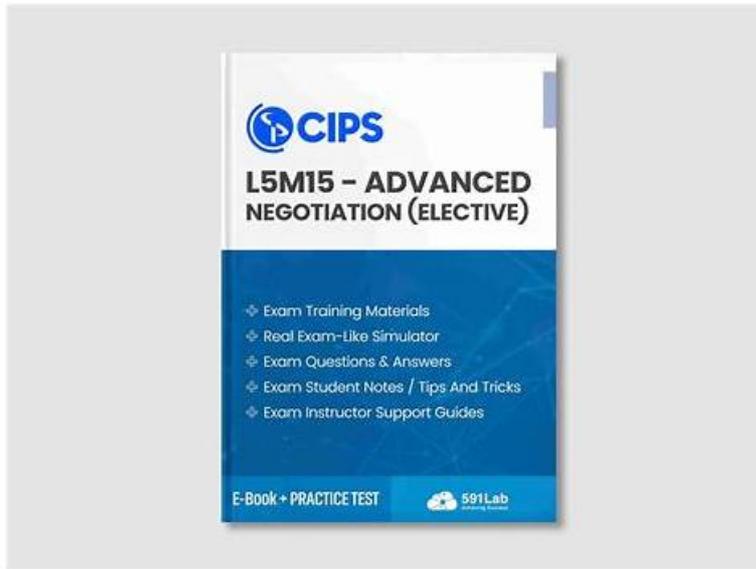


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CIPS L5M15 Exam Syllabus Topics:

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 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 3	<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.

CIPS Advanced Negotiation Sample Questions (Q90-Q95):

NEW QUESTION # 90

Which of the following behaviours can lead to a breakdown in trust because of the perceived lack of honesty?
Select TWO

- A. Using hardball negotiation techniques
- B. Lack of a fixed agenda
- C. Exaggerated claims
- D. Favouritism

Answer: C,D

Explanation:

Behaviours that undermine honesty (e.g., exaggerated claims and favouritism) erode credibility and trust in negotiations. Hardball techniques can be competitive but are not inherently dishonest; lack of a fixed agenda affects structure, not honesty.
Reference: CIPS L5M15 - Ethics, Trust & Relationship Risks (Domain 2.1).

NEW QUESTION # 91

Kelly is a lead negotiator preparing for a meeting with a supplier. Her approach is to appear "warm and tough." Which of the following behaviours should Kelly exhibit?

- A. Disinterested
- B. Overly friendly
- C. Dominating and aggressive
- D. Confident and assertive

Answer: D

Explanation:

"Warm and tough" means balancing firmness on issues with respect and empathy in style. Confidence and assertiveness maintain authority while preserving positive tone-ideal for collaborative negotiation.
Reference: CIPS L5M15 - Influencing Behaviours in Negotiation: Warm vs Tough Styles.

NEW QUESTION # 92

A belief that someone is both highly competent and that they care is an example of which characteristic?

- A. Affection
- B. Distrust

- C. Respect
- **D. Trust**

Answer: D

Explanation:

Trust in negotiation is built when a counterpart is perceived as both capable (competence) and benevolent (care). Without either dimension, relationships may erode into mere respect or distrust.

Reference: CIPS L5M15 - Building Trust in Supplier Relationships.

NEW QUESTION # 93

Which influencing styles are most suitable for a high-risk, high-value project aiming to form a partnership?

- A. Asserting, pressuring
- **B. Inspiring, collaborating, consulting**
- C. Rationalising, appraising
- D. Bridging, integration, coalition

Answer: B

Explanation:

In high-value, high-risk partnerships, success depends on collaboration, trust, and shared goals. Hence, inspiring, consulting, and collaborating styles promote open communication and joint problem-solving.

Reference: CIPS L5M15 - Supply Position Model and Influencing Styles (Domain 3.2).

NEW QUESTION # 94

Khalid has finished a negotiation and needs to communicate the outcome to his stakeholders. One stakeholder has high importance but low interest. What approach should he take?

- **A. Send key information but do not over-communicate.**
- B. Keep the stakeholder regularly updated with detailed information.
- C. As a key player, Khalid should seek their approval.
- D. Do not communicate the outcome with the stakeholder as they are not interested.

Answer: A

Explanation:

According to Mendelow's Stakeholder Matrix, stakeholders with high power (importance) but low interest should be "kept satisfied." They need concise, high-level updates to stay informed without excessive detail.

Over-communication risks disengagement.

Reference: CIPS L5M15 - Stakeholder Analysis and Communication Strategy (Mendelow Matrix).

NEW QUESTION # 95

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