

2026 L5M15–100% Free Original Questions | Accurate L5M15 Exam Study Guide



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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 (Q51-Q56):

NEW QUESTION # 51

A push style of negotiation uses logic, facts, and reasoning to make a case for change. Is this true?

- A. No - push tactics focus on listening and involving others.
- B. No - push tactics are good at winning hearts and minds.
- **C. Yes - push tactics can be effective in getting results but not commitment.**
- D. Yes - push tactics focus on collaborative approaches to problem-solving.

Answer: C

Explanation:

Push tactics emphasise advocacy: using facts, logic, and directive communication to move others. They can deliver short-term compliance and clarity but may limit ownership/commitment compared with pull tactics, which are more involving and collaborative.
Reference:CIPS Level 5, L5M15 - Topic: Push vs Pull Influencing Styles in Negotiation.

NEW QUESTION # 52

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 # 53

According to Maslow's hierarchy of needs, which is the most basic human need?

- **A. Physiological**
- B. Belonging
- C. Safety
- D. Emotional

Answer: A

Explanation:

Physiologicalneeds (air, water, food, rest) sit at the base of Maslow's pyramid. Higher-order needs (safety, belonging, esteem, self-actualisation) become salient once lower levels are reasonably satisfied.

Reference:CIPS L5M15 - Motivation theories applied to negotiation.

NEW QUESTION # 54

Which of the following are disadvantages of entering into a strategic alliance? Select TWO

- A. Economies of scale
- B. Disputes
- C. Access to resources
- D. Confidentiality

Answer: B,D

Explanation:

While alliances can deliver benefits (e.g., shared resources, economies of scale), they also pose risks, notably confidentiality issues (data sharing vulnerability) and potential disputes over governance, profit sharing, or objectives.

Reference: CIPS L5M15 - Strategic Alliances: Advantages & Disadvantages (Domain 3.1).

NEW QUESTION # 55

Which of the following could be considered a Pull-style influencing/negotiation tactic? Select TWO.

- A. Inspiring
- B. Rationalising
- C. Asserting
- D. Negotiating

Answer: A,D

Explanation:

Pull tactics engage, involve, and motivate others (e.g., inspiring with vision, inviting joint problem-solving, exploring interests). Push tactics rely on directing, arguing, or asserting with facts and logic. Thus "inspiring" and "negotiating" are pull; "rationalising" and "asserting" are push.

Reference: CIPS Level 5, L5M15 - Topic: Push vs Pull Influencing Styles.

NEW QUESTION # 56

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