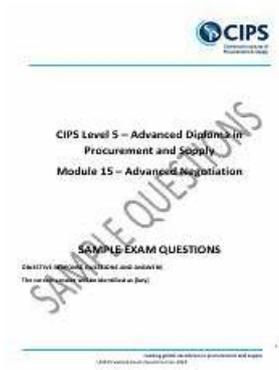


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CIPS L5M15 Exam Syllabus Topics:

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.

CIPS Advanced Negotiation Sample Questions (Q20-Q25):

NEW QUESTION # 20

What is the primary purpose of a negotiation?

- A. To reach an agreement.
- B. To get a better price.
- C. To win.
- D. To beat the other team.

Answer: A

Explanation:

Negotiation is defined by CIPS as a structured process between two or more parties aiming to reach a mutually acceptable agreement. While improving value or terms is often a goal, the essence of negotiation is achieving agreement, not victory over the other side.

Reference:CIPS L5M15 -Definition and Purpose of Negotiation (Introduction, p.2).

NEW QUESTION # 21

Procurement or contract risk can come in many forms. A STEEPLE analysis can provide awareness of potential risk factors. Which of the following factors are included within a STEEPLE analysis?

- A. Ergonomic, technological, political
- B. Legal, ethical, political
- C. Legitimate, ethical, economic
- D. Social, time, environment

Answer: B

Explanation:

STEEPLE analysis(Social, Technological, Economic, Environmental, Political, Legal, Ethical) helps identify external factors that could create risks or opportunities in procurement. It broadens situational awareness beyond immediate operational issues.

Reference:CIPS L5M15 -Environmental Scanning and Risk Awareness: STEEPLE Model (Domain 2.1).

NEW QUESTION # 22

Haggling and coercive behaviour can lead to a win-win outcome in a negotiation. Is this true?

- A. Yes - this is the most effective way to ensure a win-win outcome.
- B. Yes - both parties achieve their objectives.
- C. No - a win-win outcome requires both parties to achieve their objectives through a value-creating approach.
- D. No - haggling and coercive behaviour can only lead to a lose-lose outcome.

Answer: C

Explanation:

A true win-win outcome arises when negotiators expand value and align interests so both sides achieve key objectives.

Coercion/hard haggling is typically distributive and value-claiming, which risks damaging trust and typically does not create the integrative trades needed for win-win agreements.

Reference:CIPS Level 5, L5M15 - Topic: Win-Win vs Win-Lose; Value Creation vs Value Claiming.

NEW QUESTION # 23

An inexperienced negotiator may feel that resistance to their position is a personal attack. In this situation, which of the following components of principled negotiation should they refer to?

- A. Separate people from problems
- B. Focus on interests, not positions
- C. Devise options for mutual gain
- D. Insist results are based on objective criteria

Answer: A

Explanation:

Separating people from the problem means you treat the relationship and the substantive issues as distinct.

Pushback on a proposal is not a personal attack; it's part of clarifying interests and criteria. Keeping relationship concerns separate helps maintain respect and reduces defensiveness.

Reference:CIPS Level 5, L5M15 - Topic: Principled Negotiation (People vs. Problem).

NEW QUESTION # 24

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

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

Answer: D

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 # 25

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