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CIPS L5M15 Exam Syllabus Topics:

| Topic | Details |
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| 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 (Q42-Q47):

NEW QUESTION # 42

Rationalising is the use of logic, facts, and reason in a negotiation. This is a pull style of influencing. Is this correct?

- A. Yes - rationalising influences outcomes by uniting others.
- B. No - rationalising is a push technique which relies on persuasion and leverage.
- C. Yes - rationalising is an inspirational technique.
- D. No - rationalisation relies on personal confidence.

Answer: B

Explanation:

Rationalising belongs to the push influencing style. It uses logic, facts, and evidence to convince others, leveraging authority or data. It contrasts with pull techniques such as inspiring and consulting, which engage others collaboratively.

Reference: CIPS L5M15 - Push vs Pull Influencing Techniques (Domain 3.1).

NEW QUESTION # 43

Holding a meeting is the best way to communicate outcomes of negotiation with Key Player stakeholders. Is this correct?

- A. No - you should not over-communicate with key players.
- B. Yes - key players need to receive regular communication.
- C. Yes - this is a good way to engage their active support.
- D. No - key players have a lot of power and won't have time for meetings.

Answer: C

Explanation:

Key players in Mendelow's Stakeholder Matrix (high power, high interest) must be actively engaged and involved in important decisions. Meetings are an effective way to build commitment, gain input, and secure their ongoing support.

Reference: CIPS L5M15 - Stakeholder Mapping and Communication Methods (Domain 1.3).

NEW QUESTION # 44

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. No - haggling and coercive behaviour can only lead to a lose-lose outcome.
- **C. No - a win-win outcome requires both parties to achieve their objectives through a value-creating approach.**
- D. Yes - both parties achieve their objectives.

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 # 45

ABC Ltd is partnering with XYZ to create a new product. The Head of Technical Design who created the specification attends the meeting. What type of power does this person bring?

- A. Legitimate
- **B. Expert**
- C. Referent
- D. Coercive

Answer: B

Explanation:

Expert power derives from specialised knowledge, experience, or skill. The Technical Design Head, as the specification creator, holds expert authority influencing decisions through technical competence rather than hierarchy.

Reference: CIPS L5M15 - Sources and Application of Expert Power (Domain 3.1).

NEW QUESTION # 46

For a high-value or high-risk project, which of the following are key actions in negotiation? Select TWO.

- **A. Use a multi-disciplinary team.**
- B. Have a win-lose approach to negotiation.
- **C. Prepare thoroughly before the negotiation.**
- D. Host the meeting at your premises.
- E. Use ploys and tactics.

Answer: A,C

Explanation:

High-risk or high-value negotiations require thorough preparation-understanding goals, alternatives, and stakeholder expectations-and often benefit from a cross-functional team bringing varied expertise. This improves quality of analysis and decision-making.

Reference: CIPS L5M15 - Negotiation Preparation and Planning for Complex Projects.

NEW QUESTION # 47

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