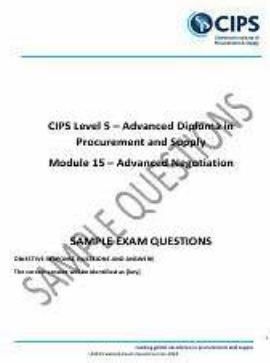


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CIPS L5M15 Exam Syllabus Topics:

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 (Q16-Q21):

NEW QUESTION # 16

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

Answer: B

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 # 17

The negotiation tactic in which a person enters with preconceived ideas and attacks the opposition rather than working toward a wise agreement is known as:

- A. Lose-lose
- B. Principled
- C. Win-win
- D. Positional

Answer: D

Explanation:

Positional bargaining starts from fixed stances and tends toward adversarial exchanges and concession trading, often impeding creative, interest-based outcomes.

Reference: CIPS L5M15 - Approaches to Negotiation: Positional vs Principled (Domain 2.2).

NEW QUESTION # 18

In preparing for a negotiation, an in-house procurement analyst has completed research and will present this to the team before negotiations begin. Which of the following tools could they use to organise the data? Select TWO.

- A. STEEPLE Analysis
- B. Data Cube
- C. Relationship Spectrum
- D. SWAP Analysis

Answer: A,B

Explanation:

The Data Cube is a multi-dimensional framework for presenting data clearly, while STEEPLE analysis (Social, Technological, Economic, Environmental, Political, Legal, Ethical) helps analyse the external environment. These tools aid structured preparation for negotiation.

Reference: CIPS L5M15 - Analytical Tools for Negotiation Preparation.

NEW QUESTION # 19

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

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

Answer: C

Explanation:

Physiological needs (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 # 20

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

Answer: C

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 # 21

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