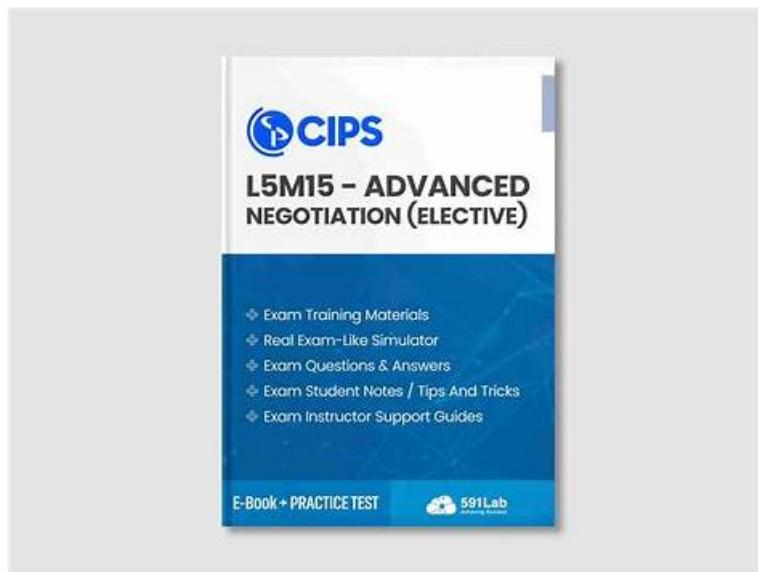


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CIPS L5M15 Exam Syllabus Topics:

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 (Q11-Q16):

NEW QUESTION # 11

Yi Ting is advised to use the Principled Approach. Which must she remember?Select TWO

- A. Separate people from problems
- B. She will be negotiating alone
- C. Focus on interests not positions
- D. Do not deviate from the agenda

Answer: A,C

Explanation:

Two core principles are toseparate people from the problem and tofocus on interests rather than positions . (The other two statements are not defining elements of the approach.) Reference:CIPS L5M15 - The Four Principles of Principled Negotiation (Domain 2.2).

NEW QUESTION # 12

A combination of which two behaviours fails to establish effective buyer-supplier relationships and can lead to aggressive negotiation tactics?

- A. Tough
- B. Cold
- C. Soft
- D. Warm

Answer: A,B

Explanation:

Acold(detached) andtough(adversarial) style discourages collaboration and may escalate conflict. CIPS categorises influencing behaviour across two dimensions-warm vs cold and tough vs soft-with "cold and tough" seen as destructive. Reference:CIPS L5M15 -Influencing Behaviour Grid (Warm/Cold vs Tough/Soft, Domain 1.2).

NEW QUESTION # 13

When you have awareness of a skill but are not yet proficient, which stage of competence applies?

- A. Conscious competence
- **B. Conscious incompetence**
- C. Unconscious incompetence
- D. Unconscious competence

Answer: B

Explanation:

Conscious incompetence means recognising a skill gap—you understand what's required but haven't yet mastered it. It's the second stage in the four-stage competence model: (1) Unconscious incompetence # (2) Conscious incompetence # (3) Conscious competence # (4) Unconscious competence.

Reference:CIPS L5M15 -Learning & Skills Development in Negotiation (Domain 3.2).

NEW QUESTION # 14

What is meant by "marginal gains"?

- **A. Small incremental gains can lead to a larger improvement.**
- B. All improvements are of equal value.
- C. A supplier should seek to meet their KPIs but not excel.
- D. There should be a low margin for error when trying to improve.

Answer: A

Explanation:

The "marginal gains" philosophy is that making numerous small, continuous improvements across processes results in significant overall performance enhancement. This principle is often applied to supplier development and continuous improvement programmes.

Reference:CIPS L5M15 -Supplier Performance and Continuous Improvement(Marginal Gains Theory).

NEW QUESTION # 15

DSA is expanding its procurement team and wants recruits with soft skills useful in procurement. Which of the following are soft skills?Select THREE.

- A. Knowledge of local markets
- **B. Influencing**
- **C. Communication**
- **D. Change management**
- E. Mathematical capability

Answer: B,C,D

Explanation:

Soft skills are interpersonal and behavioural capabilities that enable effective collaboration and impact, such as communication, influencing, and managing change. Technical/market knowledge and numerical skills are valuable but are classed as hard/technical skills rather than soft skills.

Reference:CIPS Level 5, L5M15 - Topic: Soft vs. Hard Skills in Negotiation.

NEW QUESTION # 16

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