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CIPS L5M15 ELECTIVE Advanced Negotiation QUESTION & ANSWERS

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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 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 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.

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L5M15 Exam Topics Pdf, L5M15 Exam Question

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CIPS Advanced Negotiation Sample Questions (Q78-Q83):

NEW QUESTION # 78

Clear negotiation objectives can be taken from a Business Needs Analysis. Which of the following areas would be included within a Business Needs Analysis? Select THREE

- A. Location
- B. Staff
- C. Timescales**
- D. Quality**
- E. Budget**

Answer: C,D,E

Explanation:

A Business Needs Analysis (BNA) identifies what the organisation requires from a contract or supplier before negotiation. Typical key criteria include budget (cost constraints), timescales (delivery or project duration), and quality (performance expectations). These factors form measurable negotiation objectives and KPIs.

Reference: CIPS L5M15 -Section: Business Needs Analysis in Negotiation Preparation (Domain 1.1).

NEW QUESTION # 79

Which of the following incentives encourages innovation?

- A. Service credits
- B. Bonus payments
- C. Gainshare**
- D. Pain share

Answer: C

Explanation:

Gainshare mechanisms reward suppliers for achieving cost savings, process improvements, or innovation that benefits both parties. By sharing the gains, suppliers are motivated to propose creative solutions.

Reference:CIPS L5M15 -Supplier Incentives and Relationship Development (Gain/Pain Share Models).

NEW QUESTION # 80

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

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

Answer: A

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 # 81

When may the outcome of a negotiation be described as win: perceived win?

- A. When one of the parties is less experienced
- B. When there is a power imbalance between the two parties
- C. When negotiations are rushed
- D. When using positional bargaining

Answer: B

Explanation:

A win: perceived win occurs where a powerful party wins substantive outcomes while the weaker party believes it has also "won," often due to power asymmetry and framing.

Reference:CIPS L5M15 - Power, Perception and Outcome Typologies (Domain 2.2).

NEW QUESTION # 82

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. As a key player, Khalid should seek their approval.
- D. Send key information but do not over-communicate.

Answer: D

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 # 83

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