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## CIPS L5M15 Exam Syllabus Topics:

Topic	Details

Topic 1	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Topic 2	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

## CIPS Advanced Negotiation Sample Questions (Q74-Q79):

### NEW QUESTION # 74

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

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

**Answer: D**

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 # 75

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. Social, time, environment
- D. Legitimate, ethical, economic

**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 # 76**

In Herzberg's Two-Factor Theory, which of the following factors affect motivation? Select TWO

- A. Demotivation factors
- B. Fun factors
- C. Hygiene factors
- D. Motivation factors

**Answer: C,D**

Explanation:

Herzberg identified motivators (e.g., achievement, recognition, responsibility) that increase satisfaction, and hygiene factors (e.g., pay, conditions) that prevent dissatisfaction. Both affect workplace motivation in different ways.

Reference:CIPS L5M15 -Motivation Theories in Negotiation Contexts (Domain 3.2).

**NEW QUESTION # 77**

Which of the following tactics would be considered a hard tactic in negotiation?

- A. Collaboration tactic
- B. Inspirational appeal
- C. Rational persuasion
- D. Pressure tactic

**Answer: D**

Explanation:

Pressure tactics are categorised as "hard" negotiation behaviours. They apply coercion or authority to gain compliance. In contrast, tactics such as collaboration, inspirational appeal, and rational persuasion are "soft" and relationship-oriented.

Reference:CIPS L5M15 -Negotiation Tactics: Hard vs Soft Approaches (Domain 3.1).

**NEW QUESTION # 78**

In what circumstances would it be acceptable to use gamesmanship and brinkmanship tactics?

- A. For high-risk products
- B. For long-term contracts
- C. In international negotiations
- D. Where the relationship is not important

**Answer: D**

Explanation:

Gamesmanship/brinkmanship are aggressive, high-pressure tactics that can harm relationships. They are generally reserved for one-off or transactional situations where ongoing relationship quality is not a priority.

Reference:CIPS L5M15 - Competitive Tactics: Gamesmanship & Brinkmanship (Domain 2.2).

**NEW QUESTION # 79**

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