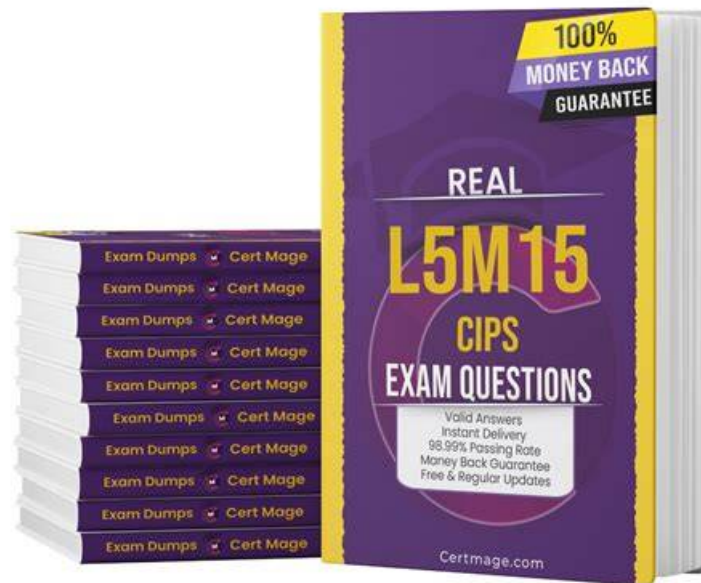


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CIPS L5M15 Exam Syllabus Topics:

Section	Objectives
Topic 1: Negotiation preparation and planning	- Setting objectives and BATNA development - Information gathering and analysis - Stakeholder identification and alignment
Topic 2: Negotiation strategies and tactics	- Power dynamics in negotiation - Dealing with difficult counterparts - Tactical approaches and concession strategies
Topic 3: Ethics and risk in negotiation	- Risk management during negotiation processes - Ethical considerations in procurement negotiation
Topic 4: Closing and agreement management	- Contractual implications of negotiation outcomes - Closing techniques and deal finalisation
Topic 5: Principles of negotiation in procurement	- Types of negotiation (distributive and integrative) - Purpose and objectives of negotiation
Topic 6: Communication and interpersonal skills	- Verbal and non-verbal communication - Questioning and listening techniques
Topic 7: International and cross-cultural negotiation	- Global procurement negotiation considerations - Cultural influences on negotiation styles

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CIPS Advanced Negotiation Sample Questions (Q32-Q37):

NEW QUESTION # 32

Which of the following is not a base of power?

- A. Legitimate
- B. Referent
- C. Financial
- D. Informational

Answer: C

Explanation:

The six recognised bases of power are informational, legitimate, referent, coercive, reward, and expert.

Financial power is not classified separately-it can fall under reward or resource power, but not as a formal category.

Reference: CIPS L5M15 -Power in Negotiation (French & Raven's Six Bases) (Domain 3.1).

NEW QUESTION # 33

What is the main advantage for a supplier using a pain-share contract?

- A. There is a shared approach to risk.
- B. It ensures cost certainty on the contract.
- C. It ensures a better relationship with the buyer.
- D. The supplier will be penalised for not achieving a target cost.

Answer: A

Explanation:

Pain/gain share arrangements distribute both upside (gain) and downside (pain) between buyer and supplier, promoting fairness and shared accountability. This shared-risk structure encourages collaboration and continuous improvement.

Reference: CIPS L5M15 -Risk and Reward Sharing in Contracts.

NEW QUESTION # 34

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

Answer: A

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 # 35

Which stage of team development is typically characterised by frustration and conflict?

- A. Forming
- B. Adjourning
- **C. Storming**
- D. Norming

Answer: C

Explanation:

In Tuckman's model, storming follows forming and features challenge, tension, and testing of roles. Effective leadership and clarity of purpose help teams move into norming and performing.

Reference: CIPS L5M15 - Teams in negotiation: Tuckman stages.

NEW QUESTION # 36

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. Referent
- **C. Expert**
- D. Coercive

Answer: C

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 # 37

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