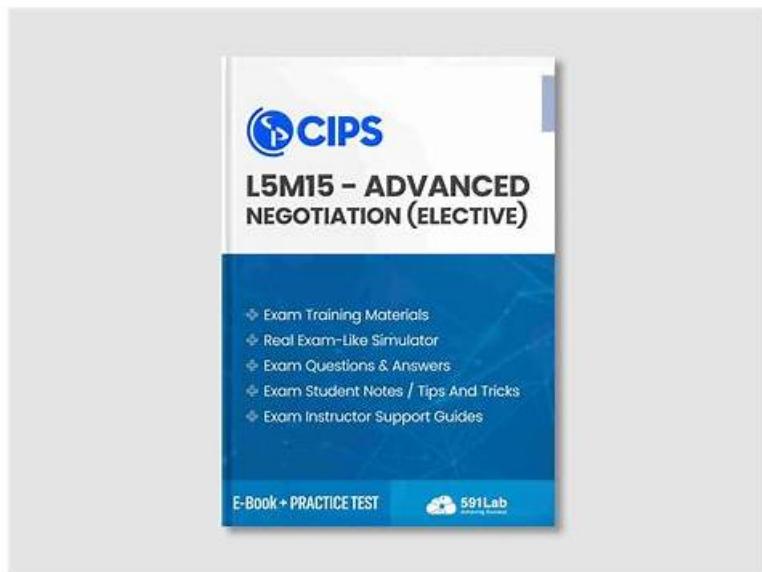


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CIPS L5M15 Exam Syllabus Topics:

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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CIPS Advanced Negotiation Sample Questions (Q83-Q88):

NEW QUESTION # 83

What is meant by the Power Approach to negotiation?

- A. Inequality of power is a barrier to close relationships
- B. Relationships based on power should be discouraged
- C. Agreements are made on mutual interest
- D. More relative power means the negotiator can be proactive rather than reactive

Answer: D

Explanation:

Following Andrew Cox, relative power strongly shapes sourcing outcomes; greater buyer (or supplier) power enables a more proactive stance in shaping terms and managing the relationship. Power asymmetry does not automatically preclude close relationships.

Reference: CIPS L5M15 - The Power Perspective in Buyer-Supplier Relationships (Domain 2.2).

NEW QUESTION # 84

Daniel is the lead negotiator for a deal with a potential supplier. He is quick-thinking, assertive, and has strong market knowledge. Which type of product is Daniel negotiating about?

- A. High value, low risk
- B. Low value, low risk
- C. Low value, high risk
- D. High value, high risk

Answer: A

Explanation:

Assertive, decisive negotiation styles align with high-value, low-risk situations, typically requiring competitive behaviour to maximise value without the complexity of shared risk.

Reference: CIPS L5M15 - Negotiation Styles and Specialist Tools Table (Domain 1.2).

NEW QUESTION # 85

Explaining the benefit of an option is a soft tactic often used in negotiations. What is this commonly known as?

- A. Inspirational appeal

- B. Ingratiation
- **C. Apprising**
- D. Consultation

Answer: C

Explanation:

"Apprising" means spelling out how a proposal benefits the other party (e.g., efficiencies, cost savings, risk reduction). It's a classic soft, pull-style tactic that aims to increase willingness by linking options to the counterpart's interests.

Reference:CIPS L5M15 - Negotiation tactics: soft/pull tactics (Apprising).

NEW QUESTION # 86

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

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

Answer: A,C

Explanation:

Two core principles are toseparate people from the problemand 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 # 87

Mohammed is a Procurement Manager who believes push influencing techniques are the most effective for securing low prices. Is this correct?

- A. Yes - push techniques show power whereas pull techniques show weakness.
- B. No - Mohammed should always use pull techniques instead of push.
- C. Yes - you should always use a push technique when discussing price.
- **D. No - Mohammed can also use pull techniques, which may help build trust.**

Answer: D

Explanation:

Effective negotiators adapt betweenpush and pull stylesdepending on context. While push techniques (assertion, logic) can help when cost pressure is key,pull techniques(consulting, inspiring) strengthen relationships and trust-vital for long-term supplier collaboration.

Reference:CIPS L5M15 -Adaptive Influencing Styles in Negotiation (Domain 3.1).

NEW QUESTION # 88

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