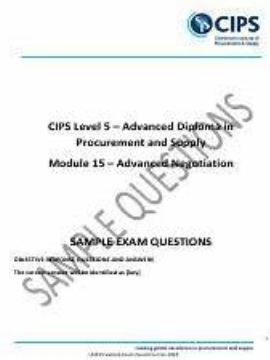


Authorized L5M15 Examinations Actual Questions & Leader in Qualification Exams & High-quality L5M15: Advanced Negotiation



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CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 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 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.

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CIPS Advanced Negotiation Sample Questions (Q85-Q90):

NEW QUESTION # 85

What is the primary purpose of a negotiation?

- A. To get a better price.
- B. To win.
- C. To reach an agreement.
- D. To beat the other team.

Answer: C

Explanation:

Negotiation is defined by CIPS as a structured process between two or more parties aiming to reach a mutually acceptable agreement. While improving value or terms is often a goal, the essence of negotiation is achieving agreement, not victory over the other side.

Reference:CIPS L5M15 -Definition and Purpose of Negotiation (Introduction, p.2).

NEW QUESTION # 86

Which of the following are incentives to increase supplier performance? Select TWO

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

Answer: A,B

Explanation:

Gain share and bonus payments are positive incentives that encourage suppliers to perform beyond baseline requirements. Gain share rewards suppliers for creating mutual cost savings or innovation benefits, while bonus payments recognise exceeding service or delivery targets.

In contrast, pain share and service credits are deterrents for underperformance, not motivators.

Reference: CIPS L5M15 - Supplier Performance Incentives and Contractual Mechanisms (Domain 1.3).

NEW QUESTION # 87

What is meant by the Power Approach to negotiation?

- A. Relationships based on power should be discouraged
- B. Inequality of power is a barrier to close relationships
- 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 # 88

Alan needs to communicate the outcome of a negotiation to his internal stakeholders. His internal stakeholders have high power. Which communication methods would be best? Select TWO

- A. Team meeting
- B. Notice board
- C. Email
- D. Article on the website

Answer: A,C

Explanation:

When stakeholders hold high power or influence, communication should be direct and engaging, ensuring clarity and accountability. Face-to-face team meetings allow discussion and immediate feedback, while emails provide documented communication. Noticeboards and website articles are better suited for lower-power or external audiences.

Reference: CIPS L5M15 - Stakeholder Communication and Engagement Strategies (Domain 1.3).

NEW QUESTION # 89

The "Pinocchio Effect" looks at which characteristic during a negotiation?

- A. Stability
- B. Ploys and tactics
- C. Honesty
- D. Childishness

Answer: C

Explanation:

The "Pinocchio Effect" refers to identifying deception cues during negotiation-named after the fictional character whose nose grew when he lied. It explores body language and behavioural indicators of dishonesty.

Reference: CIPS L5M15 - Non-Verbal Communication and Truthfulness in Negotiation.

NEW QUESTION # 90

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