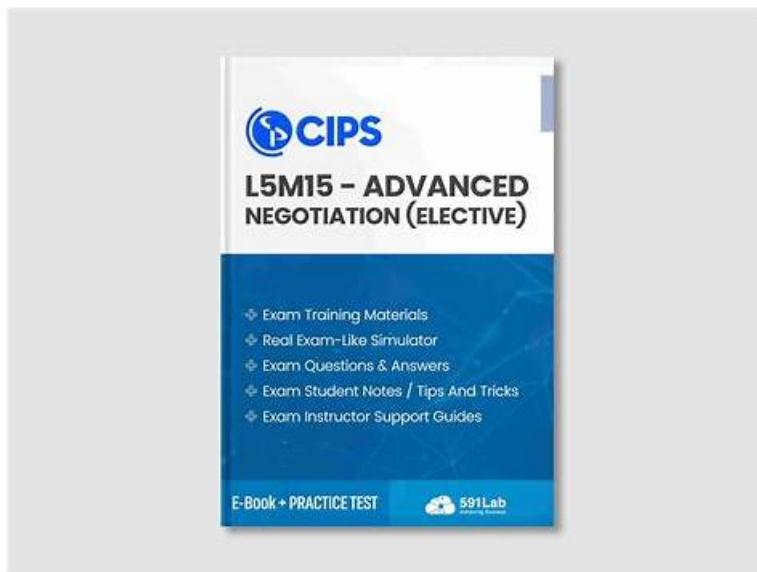


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CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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 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 (Q25-Q30):

NEW QUESTION # 25

A belief that someone is both highly competent and that they care is an example of which characteristic?

- A. Affection
- **B. Trust**
- C. Distrust
- D. Respect

Answer: B

Explanation:

Trust in negotiation is built when a counterpart is perceived as both capable (competence) and benevolent (care). Without either dimension, relationships may erode into mere respect or distrust.

Reference:CIPS L5M15 -Building Trust in Supplier Relationships.

NEW QUESTION # 26

The win-lose approach to negotiation is also sometimes known as what?

- **A. Distributive bargaining**
- B. Gamesmanship
- C. Brinkmanship
- D. Positional negotiation

Answer: A

Explanation:

Distributive bargaining treats the deal as a fixed pie: what one party gains, the other loses. It typically uses competitive tactics aimed at claiming value rather than creating it and is closely associated with win-lose outcomes.

Reference:CIPS Level 5, L5M15 - Topic: Distributive (Competitive) vs Integrative (Collaborative) Negotiation

NEW QUESTION # 27

Josh plans to use a Myers-Briggs assessment for junior candidates. What type of test is this?

- A. Procurement test
- **B. Personality test**

- C. Intelligence test
- D. Competence test

Answer: B

Explanation:

Myers-Briggs Type Indicator (MBTI) profiles personality preferences (e.g., introversion/extraversion). It is not a measure of intelligence or job competence.

Reference:CIPS L5M15 - Assessing people in negotiation contexts: personality tools.

NEW QUESTION # 28

Kelly is a lead negotiator preparing for a meeting with a supplier. Her approach is to appear "warm and tough." Which of the following behaviours should Kelly exhibit?

- A. Confident and assertive
- B. Dominating and aggressive
- C. Disinterested
- D. Overly friendly

Answer: A

Explanation:

"Warm and tough" means balancing firmness on issues with respect and empathy in style. Confidence and assertiveness maintain authority while preserving positive tone-ideal for collaborative negotiation.

Reference:CIPS L5M15 - Influencing Behaviours in Negotiation: Warm vs Tough Styles.

NEW QUESTION # 29

A combination of which two behaviours fails to establish effective buyer-supplier relationships and can lead to aggressive negotiation tactics?

- A. Tough
- B. Warm
- C. Cold
- D. Soft

Answer: A,C

Explanation:

A cold(detached) and tough(adversarial) style discourages collaboration and may escalate conflict. CIPS categorises influencing behaviour across two dimensions-warm vs cold and tough vs soft-with "cold and tough" seen as destructive.

Reference:CIPS L5M15 - Influencing Behaviour Grid (Warm/Cold vs Tough/Soft, Domain 1.2).

NEW QUESTION # 30

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