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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 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 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.

CIPS Advanced Negotiation Sample Questions (Q33-Q38):

NEW QUESTION # 33

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

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

Answer: B,D

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 # 34

Under what circumstances would you use parallel working with two suppliers?

- A. When large orders exceed one supplier's capacity.
- B. When maintaining good relations with an old supplier.
- C. When changing supplier, to ensure a smooth transition.
- D. When the item is a bottleneck item, to reduce risk.

Answer: C

Explanation:

Parallel working (or parallel running) is used when switching suppliers to ensure continuity of supply. Both suppliers operate simultaneously for a transition period until the new supplier demonstrates stability and quality.

Reference: CIPS L5M15 - Supplier Transition and Continuity Planning (Domain 1.3).

NEW QUESTION # 35

A push style of negotiation uses logic, facts, and reasoning to make a case for change. Is this true?

- A. Yes - push tactics focus on collaborative approaches to problem-solving.
- B. Yes - push tactics can be effective in getting results but not commitment.

- C. No - push tactics are good at winning hearts and minds.
- D. No - push tactics focus on listening and involving others.

Answer: B

Explanation:

Push tactics emphasise advocacy: using facts, logic, and directive communication to move others. They can deliver short-term compliance and clarity but may limit ownership/commitment compared with pull tactics, which are more involving and collaborative. Reference: CIPS Level 5, L5M15 - Topic: Push vs Pull Influencing Styles in Negotiation.

NEW QUESTION # 36

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

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

Answer: B,C

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 # 37

Which of the following are examples of reciprocated concessions? Select TWO

- A. Party A offers a discount for better payment terms.
- B. Party A offers a larger delivery, and Party B agrees to pay 50% upfront while Party A waives the delivery charge.
- C. Party A walks away, and Party B offers a concession to continue talks.
- D. Party A agrees a 2% discount and Party B accepts.

Answer: A,B

Explanation:

Reciprocated concessions occur when both sides trade something of value - such as exchanging discounts for improved terms. This supports balanced negotiation progress and fosters trust.

Reference: CIPS L5M15 - Concession Management and Reciprocity in Negotiation (Domain 1.2).

NEW QUESTION # 38

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