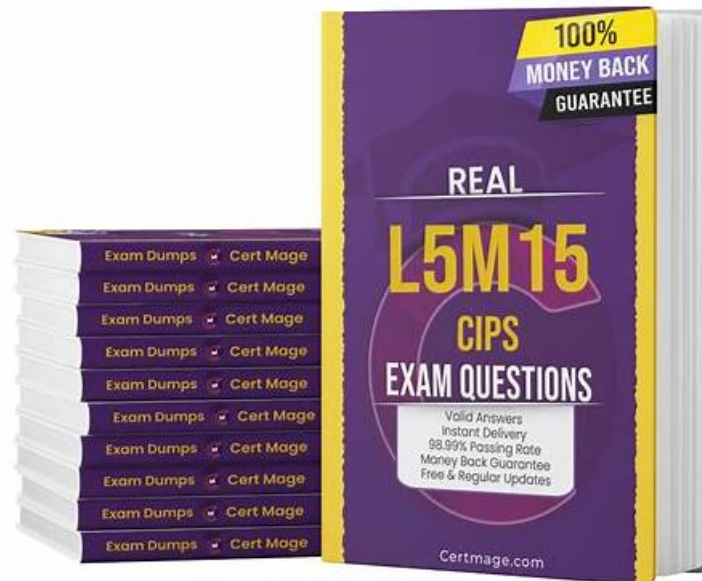


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CIPS L5M15 Exam Syllabus Topics:

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 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 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.
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CIPS Advanced Negotiation Sample Questions (Q85-Q90):

NEW QUESTION # 85

What was the principal conclusion of the Hawthorne experiments?

- A. People work harder when they're being observed.
- B. People are inherently lazy.
- C. People work better when the lighting is better.
- D. People are motivated by money.

Answer: A

Explanation:

The "Hawthorne effect" suggests performance can improve simply because people know they are being studied/observed-attention and interest from management can boost engagement.

Reference:CIPS L5M15 - Motivation and behaviour: Hawthorne/Elton Mayo.

NEW QUESTION # 86

The negotiation tactic in which a person enters with preconceived ideas and attacks the opposition rather than working toward a wise agreement is known as:

- A. Lose-lose
- B. Principled
- C. Positional
- D. Win-win

Answer: C

Explanation:

Positional bargaining starts from fixed stances and tends toward adversarial exchanges and concession trading, often impeding creative, interest-based outcomes.

Reference:CIPS L5M15 - Approaches to Negotiation: Positional vs Principled (Domain 2.2).

NEW QUESTION # 87

According to Maslow's hierarchy of needs, which is the most basic human need?

- A. Safety
- B. Physiological

- C. Belonging
- D. Emotional

Answer: B

Explanation:

Physiological needs (air, water, food, rest) sit at the base of Maslow's pyramid. Higher-order needs (safety, belonging, esteem, self-actualisation) become salient once lower levels are reasonably satisfied.

Reference: CIPS L5M15 - Motivation theories applied to negotiation.

NEW QUESTION # 88

Research by Meredith Belbin into team roles and predicting success showed that the most successful teams had which of the following characteristics?

- A. A successful team needs highly intelligent people.
- B. A successful team should have nine people.
- **C. A successful team requires different people to play different roles.**
- D. A successful team must have a clear leader.

Answer: C

Explanation:

Meredith Belbin's research found that high-performing teams have a balanced mix of complementary roles rather than simply highly skilled individuals. The nine Belbin roles (e.g., Plant, Coordinator, Implementer, Completer Finisher) reflect diverse strengths that, when combined, improve overall team performance.

Reference: CIPS L5M15 - Team Roles and Effectiveness (Belbin's Team Role Theory).

NEW QUESTION # 89

Which of the following best describes a "Skunkworks" department in an organisation?

- A. Large and powerful
- B. Wide-ranging and positional
- C. Small and efficient
- **D. Experimental and independent**

Answer: D

Explanation:

"Skunkworks" refers to a small, independent unit within an organisation that focuses on innovation and experimental projects. It operates with autonomy and minimal bureaucracy, often outside the main corporate structure, to accelerate development.

Reference: CIPS L5M15 - Innovation and Organisational Structure (Skunkworks concept).

NEW QUESTION # 90

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