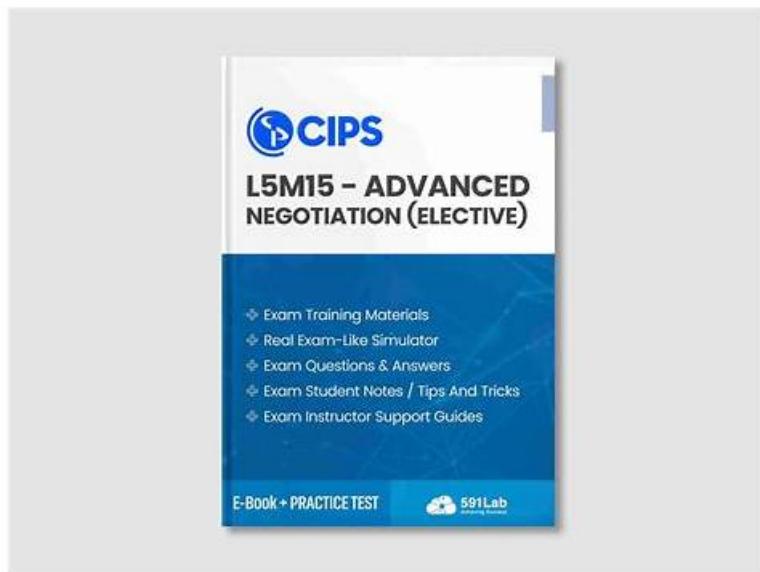


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## CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>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.</li></ul>

Topic 2	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>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.</li> </ul>

## CIPS Advanced Negotiation Sample Questions (Q34-Q39):

### NEW QUESTION # 34

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

- A. Party A walks away, and Party B offers a concession to continue talks.
- 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 offers a discount for better payment terms.
- D. Party A agrees a 2% discount and Party B accepts.

**Answer: B,C**

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 # 35

Dominic has reached a deadlock. He shifts focus to what happens if both parties cannot agree. What tactic is Dominic using?

- A. Take it or leave it
- B. The nibble
- C. BATNA
- D. Framing the agenda**

**Answer: D**

Explanation:

Framing involves guiding attention toward specific consequences or perspectives. By emphasising the outcome of no agreement, Dominic reframes the discussion around the implications of failure, potentially prompting reconsideration.

Reference:CIPS L5M15 -Framing Agendas and Issue Management (Domain 1.2).

### NEW QUESTION # 36

Which of the following could be considered a Pull-style influencing/negotiation tactic? Select TWO.

- A. Inspiring**
- B. Negotiating
- C. Asserting
- D. Rationalising

**Answer: A,B**

Explanation:

Pull tactics engage, involve, and motivate others (e.g., inspiring with vision, inviting joint problem-solving, exploring interests). Push tactics rely on directing, arguing, or asserting with facts and logic. Thus "inspiring" and "negotiating" are pull; "rationalising" and "asserting" are push.

Reference:CIPS Level 5, L5M15 - Topic: Push vs Pull Influencing Styles.

**NEW QUESTION # 37**

Honesty and integrity are core elements of business ethical codes of practice. Demonstrating these behaviours can help avoid which of the following?

- A. Physical damage
- B. **Reputational damage**
- C. Loss of staff
- D. Loss of contracts

**Answer: B**

Explanation:

Acting with honesty and integrity safeguards an organisation's reputation, ensuring public trust and compliance with professional standards. Ethical misconduct, by contrast, risks serious reputational harm and stakeholder distrust.

Reference:CIPS L5M15 -Ethics and Reputation Management in Procurement and Negotiation.

**NEW QUESTION # 38**

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

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

**Answer: B,C**

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 # 39**

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