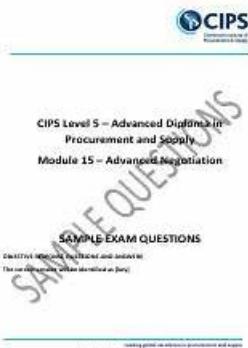


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## CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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>
Topic 3	<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>

## CIPS Advanced Negotiation Sample Questions (Q67-Q72):

### NEW QUESTION # 67

In which part of the relationship cycle is a supplier likely to be least motivated?

- A. Signing the contract
- B. Mid-term contract**
- C. Handover from previous supplier
- D. Negotiation

**Answer: B**

Explanation:

Supplier motivation typically declines mid-contract, once initial enthusiasm fades and before renewal discussions begin. Motivation peaks during negotiation, contract signing, and early delivery when relationships are still being established.

Reference:CIPS L5M15 -Supplier Relationship Lifecycle and Motivation (Domain 1.3).

### NEW QUESTION # 68

Party City Ltd is negotiating with Cuppa Inc. After two hours, the discussion reaches a deadlock. What should Party City Ltd do?

- A. Concede some issues to ensure conversations continue.
- B. Walk away from the negotiation - it is clear they will not get what they want.
- C. Start using hardball techniques.
- D. Suggest taking a break.**

**Answer: D**

Explanation:

When negotiations stall, best practice (according to CIPS) is to pause the meeting rather than escalate tension or concede prematurely. Taking a break allows time to reflect, regroup, and explore creative solutions. Other remedies include summarising agreed points, involving a neutral mediator, or escalating strategically.

Reference:CIPS L5M15 -Managing Deadlock and Stalemate in Negotiations.

#### **NEW QUESTION # 69**

In an exploitative authoritative form of management, which of the following is true?

- A. Motivation is based on threats and decisions are imposed on subordinates.
- B. Motivation is based on rewards and communication is limited.
- C. Responsibility is shared throughout the hierarchy.
- D. Leadership involves trust and teamwork.

**Answer: A**

Explanation:

Under exploitative authoritative management (Rensis Likert model), leaders rely on fear and punishment to control subordinates. Communication is top-down and trust is minimal contrasting with participative or consultative styles.

Reference:CIPS L5M15 -Leadership Models and Motivation (Domain 3.2).

#### **NEW QUESTION # 70**

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

- A. Emotional
- B. Physiological
- C. Safety
- D. Belonging

**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 # 71**

Which of the following are advantages of having an agenda within a negotiation? Select TWO.

- A. Becoming too scripted can reduce flexibility.
- B. It ensures all key topics are covered.
- C. It minimises distractions.
- D. It allows for flexibility.

**Answer: B,C**

Explanation:

A clear agenda maintains structure, ensures that important issues are discussed, and prevents digression. It keeps discussions focused and efficient, though overly rigid agendas can limit responsiveness to opportunities.

Reference:CIPS L5M15 -Negotiation Process: The Use and Value of Agendas.

#### **NEW QUESTION # 72**

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