

CIPS L5M15 New Practice Materials Are Leading Materials & L5M15 New Practice Materials: Advanced Negotiation



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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 (Q26-Q31):

NEW QUESTION # 26

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

- A. No - push tactics focus on listening and involving others.
- B. Yes - push tactics focus on collaborative approaches to problem-solving.
- C. No - push tactics are good at winning hearts and minds.
- D. Yes - push tactics can be effective in getting results but not commitment.

Answer: D

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 # 27

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

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

Answer: A,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 # 28

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

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

Answer: A,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 # 29

Alan needs to communicate the outcome of a negotiation to his internal stakeholders. His internal stakeholders have high power. Which communication methods would be best? Select TWO

- A. Notice board
- B. Email
- C. Team meeting
- D. Article on the website

Answer: B,C

Explanation:

When stakeholders hold high power or influence, communication should be direct and engaging, ensuring clarity and accountability.

Face-to-face team meetings allow discussion and immediate feedback, while emails provide documented communication.

Notice boards and website articles are better suited for lower-power or external audiences.

Reference: CIPS L5M15 - Stakeholder Communication and Engagement Strategies (Domain 1.3).

NEW QUESTION # 30

Which of the following is not a cross-cultural factor of negotiation?

- A. Environment
- B. Religion/belief/culture
- C. Financial and fiscal system
- D. Legal system

Answer: A

Explanation:

Cross-cultural negotiation factors include social/ethical norms, legal and political systems, business systems, infrastructure, and financial/fiscal systems. "Environment" in the ecological sense is not typically classified by CIPS as a cross-cultural negotiation factor.

Reference: CIPS Level 5, L5M15 - Topic: Cross-Cultural Considerations in Negotiation.

NEW QUESTION # 31

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