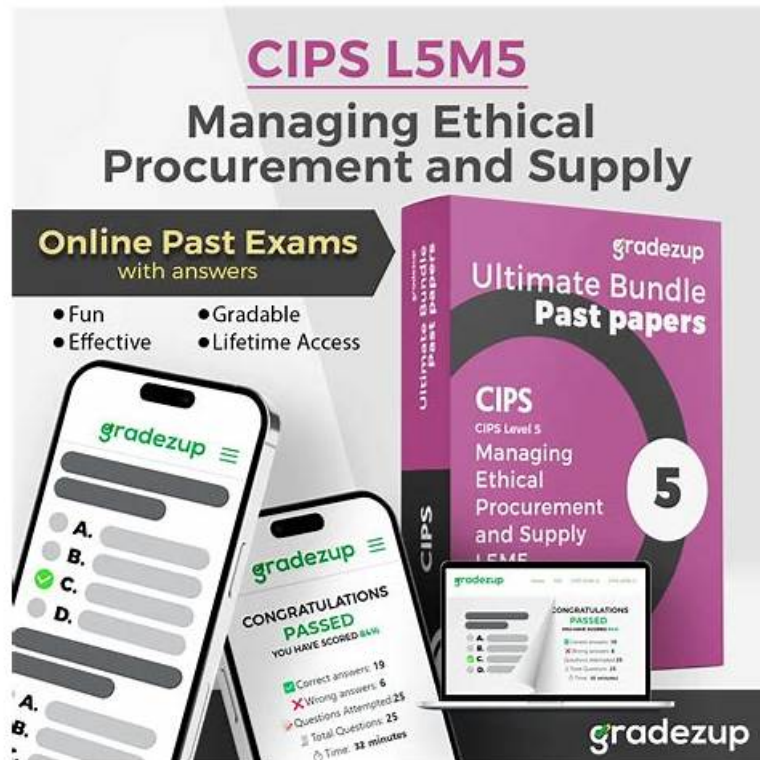


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CIPS L5M15 Exam Syllabus Topics:

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 (Q79-Q84):

NEW QUESTION # 79

Which of the following tactics would be considered a hard tactic in negotiation?

- A. Collaboration tactic
- **B. Pressure tactic**
- C. Inspirational appeal
- D. Rational persuasion

Answer: B

Explanation:

Pressure tactics are categorised as "hard" negotiation behaviours. They apply coercion or authority to gain compliance. In contrast, tactics such as collaboration, inspirational appeal, and rational persuasion are "soft" and relationship-oriented.

Reference: CIPS L5M15 - Negotiation Tactics: Hard vs Soft Approaches (Domain 3.1).

NEW QUESTION # 80

Haggling and coercive behaviour can lead to a win-win outcome in a negotiation. Is this true?

- A. No - haggling and coercive behaviour can only lead to a lose-lose outcome.
- B. Yes - both parties achieve their objectives.
- **C. No - a win-win outcome requires both parties to achieve their objectives through a value-creating approach.**
- D. Yes - this is the most effective way to ensure a win-win outcome.

Answer: C

Explanation:

A true win-win outcome arises when negotiators expand value and align interests so both sides achieve key objectives.

Coercion/hard haggling is typically distributive and value-claiming, which risks damaging trust and typically does not create the integrative trades needed for win-win agreements.

NEW QUESTION # 81

What is meant by the Power Approach to negotiation?

- A. Agreements are made on mutual interest
- B. Relationships based on power should be discouraged
- C. More relative power means the negotiator can be proactive rather than reactive
- D. Inequality of power is a barrier to close relationships

Answer: C

Explanation:

Following Andrew Cox, relative power strongly shapes sourcing outcomes; greater buyer (or supplier) power enables a more proactive stance in shaping terms and managing the relationship. Power asymmetry does not automatically preclude close relationships.

Reference:CIPS L5M15 - The Power Perspective in Buyer-Supplier Relationships (Domain 2.2).

NEW QUESTION # 82

In which circumstances may a buyer suggest that a negotiation meeting be held at the supplier's premises?

- A. To allow the buyer to find out more about the supplier
- B. To ensure the buyer has the advantage
- C. To ensure the supplier has the advantage
- D. To ensure negotiations run smoothly

Answer: A

Explanation:

Holding a meeting at the supplier's site allows the buyer to gain insights into the supplier's capacity, infrastructure, culture, and quality systems. This firsthand observation strengthens understanding and informs negotiation strategy.

Reference:CIPS L5M15 - Negotiation Preparation and Venue Selection (Domain 1.1).

NEW QUESTION # 83

Different negotiation outcomes are required in different circumstances. In a "Yellow" circumstance (high risk, high value), which of the following is the best approach?

- A. Quick-thinking, assertive behaviour
- B. Collaborative style
- C. Methodical, well-organised
- D. Cautious, well-planned

Answer: B

Explanation:

High-risk/high-value scenarios (often coded "yellow" in CIPS frameworks) require a collaborative approach- building joint trust, sharing information, and developing win-win outcomes to manage complexity and mutual dependency.

Reference:CIPS L5M15 - Negotiation Contexts and Relationship Spectrum.

NEW QUESTION # 84

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