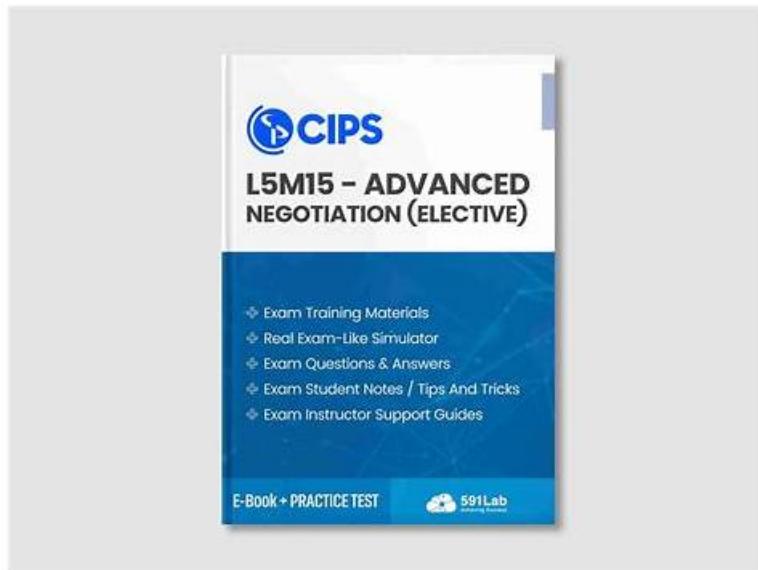


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CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 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 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.

Sample Materials L5M15 All-in-One Exam Guide

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CIPS Advanced Negotiation Sample Questions (Q49-Q54):

NEW QUESTION # 49

Clear negotiation objectives can be taken from a Business Needs Analysis. Which of the following areas would be included within a Business Needs Analysis? Select THREE

- A. Budget
- B. Staff
- C. Timescales
- D. Location
- E. Quality

Answer: A,C,E

Explanation:

A Business Needs Analysis (BNA) identifies what the organisation requires from a contract or supplier before negotiation. Typical key criteria include budget (cost constraints), timescales (delivery or project duration), and quality (performance expectations). These factors form measurable negotiation objectives and KPIs.

Reference: CIPS L5M15 -Section: Business Needs Analysis in Negotiation Preparation (Domain 1.1).

NEW QUESTION # 50

Under what circumstances would you use parallel working with two suppliers?

- A. When the item is a bottleneck item, to reduce risk.
- B. When maintaining good relations with an old supplier.
- C. When large orders exceed one supplier's capacity.
- D. When changing supplier, to ensure a smooth transition.

Answer: D

Explanation:

Parallel working (or parallel running) is used when switching suppliers to ensure continuity of supply. Both suppliers operate simultaneously for a transition period until the new supplier demonstrates stability and quality.

Reference: CIPS L5M15 -Supplier Transition and Continuity Planning (Domain 1.3).

NEW QUESTION # 51

Which influencing styles are most suitable for a high-risk, high-value project aiming to form a partnership?

- A. Inspiring, collaborating, consulting
- B. Bridging, integration, coalition
- C. Rationalising, appraising
- D. Asserting, pressuring

Answer: A

Explanation:

In high-value, high-risk partnerships, success depends on collaboration, trust, and shared goals. Hence, inspiring, consulting, and collaborating styles promote open communication and joint problem-solving.

Reference:CIPS L5M15 -Supply Position Model and Influencing Styles (Domain 3.2).

NEW QUESTION # 52

Which of the following is not a base of power?

- A. Financial
- B. Referent
- C. Legitimate
- D. Informational

Answer: A

Explanation:

The six recognised bases of power are informational, legitimate, referent, coercive, reward, and expert.

Financial power is not classified separately—it can fall under reward or resource power, but not as a formal category.

Reference:CIPS L5M15 -Power in Negotiation (French & Raven's Six Bases) (Domain 3.1).

NEW QUESTION # 53

Daniel is the lead negotiator for a deal with a potential supplier. He is quick-thinking, assertive, and has strong market knowledge.

Which type of product is Daniel negotiating about?

- A. Low value, high risk
- B. High value, high risk
- C. High value, low risk
- D. Low value, low risk

Answer: C

Explanation:

Assertive, decisive negotiation styles align with high-value, low-risk situations, typically requiring competitive behaviour to maximise value without the complexity of shared risk.

Reference:CIPS L5M15 -Negotiation Styles and Specialist Tools Table (Domain 1.2).

NEW QUESTION # 54

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