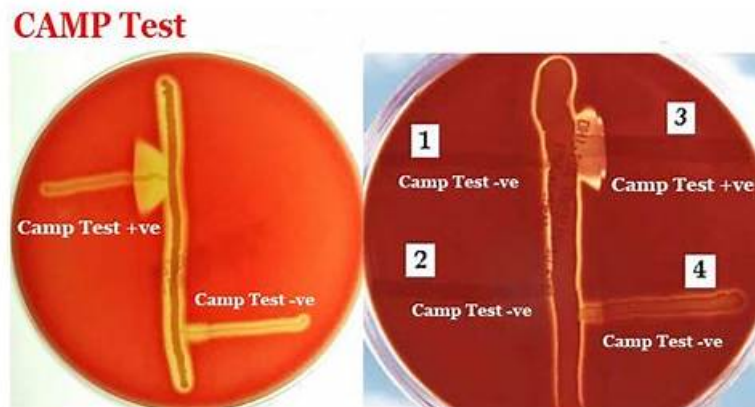


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CIPS L5M15 Exam Syllabus Topics:

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 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 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.

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CIPS Advanced Negotiation Sample Questions (Q19-Q24):

NEW QUESTION # 19

Which of the following behaviours can lead to a breakdown in trust because of the perceived lack of honesty?
Select TWO

- A. Favouritism
- B. Exaggerated claims
- C. Using hardball negotiation techniques
- D. Lack of a fixed agenda

Answer: A,B

Explanation:

Behaviours that undermine honesty (e.g., exaggerated claims and favouritism) erode credibility and trust in negotiations. Hardball techniques can be competitive but are not inherently dishonest; lack of a fixed agenda affects structure, not honesty.

Reference: CIPS L5M15 - Ethics, Trust & Relationship Risks (Domain 2.1).

NEW QUESTION # 20

The extent to which hierarchy and subordinate relationships are accepted is which of Hofstede's cultural dimensions?

- A. Individualism vs collectivism
- B. Uncertainty avoidance
- C. Power distance
- D. Long-term orientation

Answer: C

Explanation:

Power distance gauges how cultures accept unequal power distribution and hierarchy-key to planning authority lines, escalation, and decision-making in cross-cultural negotiations.

Reference: CIPS L5M15 - Cross-Cultural Negotiation (Hofstede's Dimensions) (Domain 2.2).

NEW QUESTION # 21

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

- A. Service credits
- B. Gain share
- C. Bonus payments
- 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 # 22

Holding a meeting is the best way to communicate outcomes of negotiation with Key Player stakeholders. Is this correct?

- A. Yes - this is a good way to engage their active support.
- B. No - key players have a lot of power and won't have time for meetings.
- C. No - you should not over-communicate with key players.
- D. Yes - key players need to receive regular communication.

Answer: A

Explanation:

Key players in Mendelow's Stakeholder Matrix (high power, high interest) must be actively engaged and involved in important decisions. Meetings are an effective way to build commitment, gain input, and secure their ongoing support.

Reference: CIPS L5M15 - Stakeholder Mapping and Communication Methods (Domain 1.3).

NEW QUESTION # 23

Robert and Debbie want to formalise a business relationship and share resources to deliver a high-risk, high-value project. What type of relationship should they seek?

- A. Strategic alliance
- B. Arm's-length relationship
- C. Strategic partnership
- D. Preferred supplier

Answer: C

Explanation:

A strategic partnership is a formal, high-involvement relationship with shared resources and joint governance-appropriate where risk/value is high and close collaboration is essential. Strategic alliances can be looser and not always resource-sharing.

Reference: CIPS L5M15 - Relationship types and suitability (high risk/high value).

NEW QUESTION # 24

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