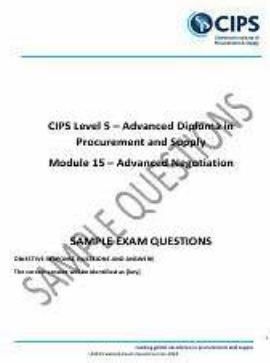


Exam Sample CIPS L5M15 Online - L5M15 Exam Sample



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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 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 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.

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CIPS Advanced Negotiation Sample Questions (Q21-Q26):

NEW QUESTION # 21

When may the outcome of a negotiation be described as win: perceived win?

- A. When one of the parties is less experienced
- B. When negotiations are rushed
- C. When using positional bargaining
- **D. When there is a power imbalance between the two parties**

Answer: D

Explanation:

A win: perceived win occurs where a powerful party wins substantive outcomes while the weaker party believes it has also "won," often due to power asymmetry and framing.

Reference: CIPS L5M15 - Power, Perception and Outcome Typologies (Domain 2.2).

NEW QUESTION # 22

Yi Ting is advised to use the Principled Approach. Which must she remember? Select TWO

- **A. Separate people from problems**
- B. Do not deviate from the agenda
- C. She will be negotiating alone
- **D. Focus on interests not positions**

Answer: A,D

Explanation:

Two core principles are to separate people from the problem and to focus on interests rather than positions

. (The other two statements are not defining elements of the approach.) Reference: CIPS L5M15 - The Four Principles of Principled

Negotiation (Domain 2.2).

NEW QUESTION # 23

Which of the following is not a base of power?

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

Answer: D

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 # 24

Which of the following are disadvantages of entering into a strategic alliance? Select TWO

- A. Disputes
- B. Confidentiality
- C. Access to resources
- D. Economies of scale

Answer: A,B

Explanation:

While alliances can deliver benefits (e.g., shared resources, economies of scale), they also pose risks, notably confidentiality issues (data sharing vulnerability) and potential disputes over governance, profit sharing, or objectives.

Reference: CIPS L5M15 - Strategic Alliances: Advantages & Disadvantages (Domain 3.1).

NEW QUESTION # 25

Every negotiation requires a rehearsal. Is this statement TRUE?

- A. Yes - every negotiation should be rehearsed.
- B. No - only high-risk negotiations require rehearsals.
- C. Yes - you are more likely to fail if not rehearsed.
- D. No - routine negotiations do not require rehearsals.

Answer: D

Explanation:

Not all negotiations need formal rehearsals. For routine or low-value supplier interactions, preparation may be minimal. Rehearsals are best suited for strategic or high-stakes negotiations involving teams or complex outcomes.

Reference: CIPS L5M15 - Negotiation Planning and Rehearsal (Domain 1.1).

NEW QUESTION # 26

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