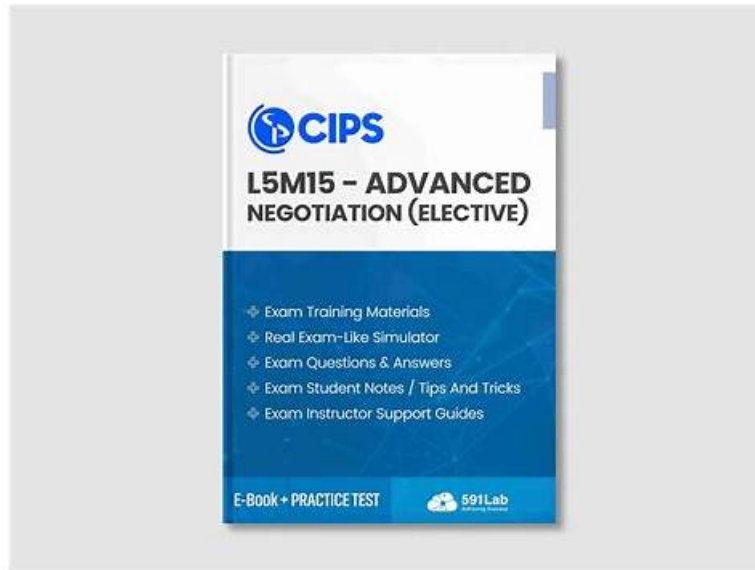


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CIPS L5M15 Exam Syllabus Topics:

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.

CIPS Advanced Negotiation Sample Questions (Q38-Q43):

NEW QUESTION # 38

What is the main advantage for a supplier using a pain-share contract?

- A. It ensures a better relationship with the buyer.
- B. The supplier will be penalised for not achieving a target cost.
- C. There is a shared approach to risk.
- D. It ensures cost certainty on the contract.

Answer: C

Explanation:

Pain/gain share arrangements distribute both upside (gain) and downside (pain) between buyer and supplier, promoting fairness and shared accountability. This shared-risk structure encourages collaboration and continuous improvement.

Reference: CIPS L5M15 - Risk and Reward Sharing in Contracts.

NEW QUESTION # 39

Which of the following are advantages of videoconferencing? Select THREE

- A. It results in better outcomes than face-to-face meetings.
- B. Participants can share screens.
- C. You can fully analyse the body language of the other party.
- D. Negotiators can watch facial expressions of the other party.
- E. It is convenient and quick.

Answer: B,D,E

Explanation:

Videoconferencing offers benefits such as screen sharing, speed and convenience, and the ability to observe facial expressions. However, it limits full body-language assessment and may reduce personal connection compared to face-to-face interactions.

Reference: CIPS L5M15 - Modern Communication Channels in Negotiation (Domain 2.1).

NEW QUESTION # 40

Which of the following models would you use for supplier preferencing?

- A. Relationship Spectrum
- B. SWOT
- C. Five Forces
- **D. Kraljic**

Answer: D

Explanation:

The Kraljic Matrix is used to assess procurement categories and supplier relationships based on value and risk, helping buyers tailor their negotiation and relationship management strategies.

Reference: CIPS L5M15 - Supplier Preferencing & Portfolio Models (Domain 1.2).

NEW QUESTION # 41

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

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

Answer: C

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 # 42

The win-lose approach to negotiation is also sometimes known as what?

- A. Brinkmanship
- B. Gamesmanship
- C. Positional negotiation
- **D. Distributive bargaining**

Answer: D

Explanation:

Distributive bargaining treats the deal as a fixed pie: what one party gains, the other loses. It typically uses competitive tactics aimed at claiming value rather than creating it and is closely associated with win-lose outcomes.

Reference: CIPS Level 5, L5M15 - Topic: Distributive (Competitive) vs Integrative (Collaborative) Negotiation.

NEW QUESTION # 43

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