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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.
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CIPS Advanced Negotiation Sample Questions (Q20-Q25):

NEW QUESTION # 20

In an exploitative authoritative form of management, which of the following is true?

- A. Motivation is based on rewards and communication is limited.
- B. Responsibility is shared throughout the hierarchy.
- **C. Motivation is based on threats and decisions are imposed on subordinates.**
- D. Leadership involves trust and teamwork.

Answer: C

Explanation:

Under exploitative authoritative management (Rensis Likert model), leaders rely on fear and punishment to control subordinates. Communication is top-down and trust is minimal-contrasting with participative or consultative styles.

Reference: CIPS L5M15 -Leadership Models and Motivation (Domain 3.2).

NEW QUESTION # 21

In a negotiation that centres on Behavioural Negotiation tactics, which of the following is true?

- A. Parties should meet in a neutral location.
- B. Parties should never disagree with each other.
- **C. Parties should use constructive influencing behaviours.**
- D. Parties should focus on achieving the best possible outcome.

Answer: C

Explanation:

Behavioural negotiation emphasises constructive influencing behaviours-active listening, empathy, and fairness-to strengthen relationships and achieve sustainable results, rather than adversarial or manipulative approaches.

Reference: CIPS L5M15 -Behavioural Approaches to Negotiation (Domain 2.1).

NEW QUESTION # 22

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

- A. The supplier will be penalised for not achieving a target cost.
- B. It ensures cost certainty on the contract.

- C. It ensures a better relationship with the buyer.
- **D. There is a shared approach to risk.**

Answer: D

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 # 23

According to Maslow's hierarchy of needs, which is the most basic human need?

- A. Safety
- B. Belonging
- C. Emotional
- **D. Physiological**

Answer: D

Explanation:

Physiological needs (air, water, food, rest) sit at the base of Maslow's pyramid. Higher-order needs (safety, belonging, esteem, self-actualisation) become salient once lower levels are reasonably satisfied.

Reference:CIPS L5M15 - Motivation theories applied to negotiation.

NEW QUESTION # 24

Which of the following are examples of reciprocated concessions? Select TWO

- A. Party A agrees a 2% discount and Party B accepts.
- **B. Party A offers a discount for better payment terms.**
- **C. Party A offers a larger delivery, and Party B agrees to pay 50% upfront while Party A waives the delivery charge.**
- D. Party A walks away, and Party B offers a concession to continue talks.

Answer: B,C

Explanation:

Reciprocated concessions occur when both sides trade something of value-such as exchanging discounts for improved terms. This supports balanced negotiation progress and fosters trust.

Reference:CIPS L5M15 -Concession Management and Reciprocity in Negotiation (Domain 1.2).

NEW QUESTION # 25

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