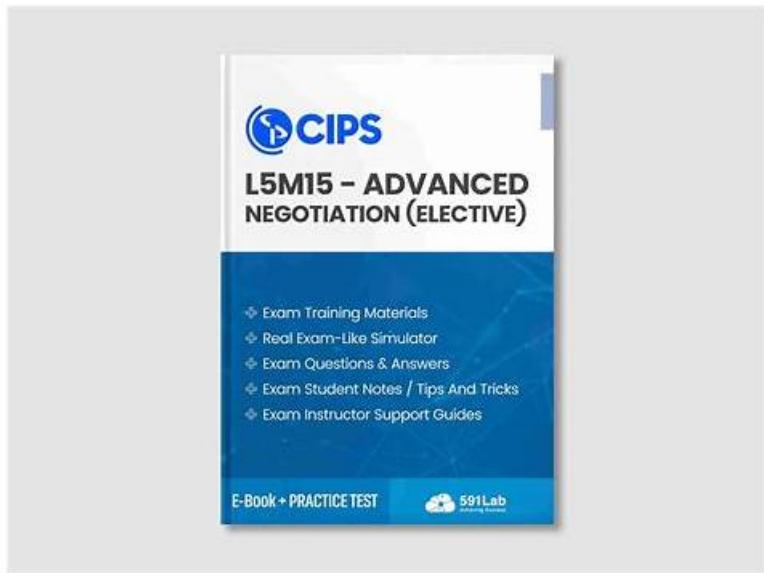


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### CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>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.</li></ul>

Topic 2	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>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.</li> </ul>

## CIPS Advanced Negotiation Sample Questions (Q71-Q76):

### NEW QUESTION # 71

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

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

### Answer: D

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 # 72

When a discussion is being driven by a consideration that has not been openly disclosed, leaving one party disadvantaged, this is known as what?

- A. Exaggerated claim
- B. Favouritism
- C. Hidden agenda**
- D. Lack of confidentiality

### Answer: C

Explanation:

A hidden agenda involves unspoken motives or objectives influencing negotiation behaviour. Transparency and open communication help avoid mistrust and unfair advantage.

Reference:CIPS L5M15 - Unethical Behaviour in Negotiation: Hidden Agendas.

### **NEW QUESTION # 73**

What is the primary purpose of a negotiation?

- A. To win.
- B. To beat the other team
- C. To get a better price.
- D. **To reach an agreement.**

**Answer: D**

Explanation:

Negotiation is defined by CIPS as a structured process between two or more parties aiming to reach a mutually acceptable agreement. While improving value or terms is often a goal, the essence of negotiation is achieving agreement, not victory over the other side.

Reference:CIPS L5M15 -Definition and Purpose of Negotiation (Introduction, p.2).

### **NEW QUESTION # 74**

A manager identifies an issue and discusses it with the team, taking on board their input. Which leadership strategy is this?

- A. Telling
- B. Selling
- C. Joining
- D. **Consulting**

**Answer: D**

Explanation:

Consulting leadership involves engaging team members in decision-making, valuing their input before implementing actions. It encourages ownership, trust, and collaboration-sitting between directive and participative styles.

Reference:CIPS L5M15 -Leadership Styles in Team Negotiation (Domain 3.2).

### **NEW QUESTION # 75**

What is meant by the Power Approach to negotiation?

- A. Inequality of power is a barrier to close relationships
- B. Agreements are made on mutual interest
- C. **More relative power means the negotiator can be proactive rather than reactive**
- D. Relationships based on power should be discouraged

**Answer: C**

Explanation:

Following Andrew Cox, relative power strongly shapes sourcing outcomes; greater buyer (or supplier) power enables a more proactive stance in shaping terms and managing the relationship. Power asymmetry does not automatically preclude close relationships.

Reference:CIPS L5M15 - The Power Perspective in Buyer-Supplier Relationships (Domain 2.2).

### **NEW QUESTION # 76**

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