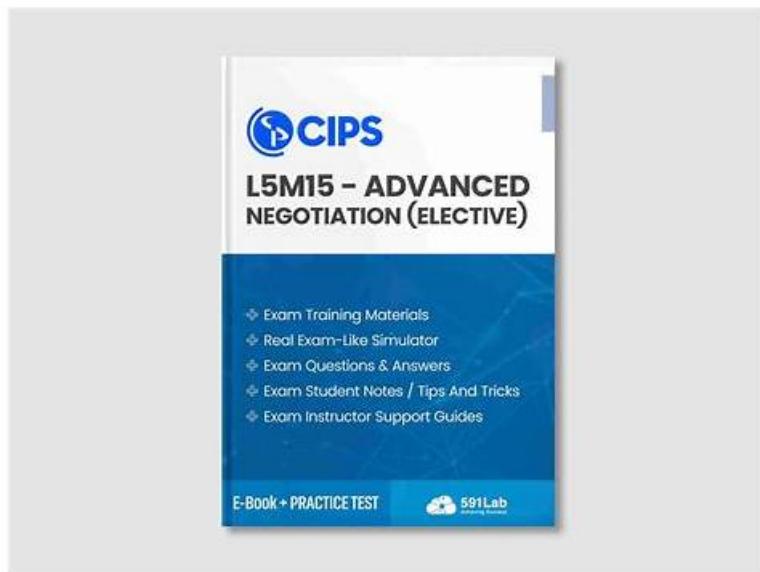


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CIPS L5M15 Exam Syllabus Topics:

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 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 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.

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CIPS Advanced Negotiation Sample Questions (Q22-Q27):

NEW QUESTION # 22

ABC Ltd is partnering with XYZ to create a new product. The Head of Technical Design who created the specification attends the meeting. What type of power does this person bring?

- A. Legitimate
- B. Referent
- C. Coercive
- D. Expert

Answer: D

Explanation:

Expert power derives from specialised knowledge, experience, or skill. The Technical Design Head, as the specification creator, holds expert authority influencing decisions through technical competence rather than hierarchy.

Reference:CIPS L5M15 -Sources and Application of Expert Power (Domain 3.1).

NEW QUESTION # 23

Every negotiation requires a rehearsal. Is this statement TRUE?

- A. No - only high-risk negotiations require rehearsals.
- B. Yes - every negotiation should be rehearsed.
- 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 # 24

In which part of the relationship cycle is a supplier likely to be least motivated?

- A. Mid-term contract
- B. Negotiation
- C. Handover from previous supplier
- D. Signing the contract

Answer: A

Explanation:

Supplier motivation typically declines mid-contract, once initial enthusiasm fades and before renewal discussions begin. Motivation peaks during negotiation, contract signing, and early delivery when relationships are still being established.

Reference:CIPS L5M15 -Supplier Relationship Lifecycle and Motivation (Domain 1.3).

NEW QUESTION # 25

Which of the following could be considered a Pull-style influencing/negotiation tactic? Select TWO.

- A. Inspiring
- B. Asserting
- C. Rationalising
- D. Negotiating

Answer: A,D

Explanation:

Push tactics engage, involve, and motivate others (e.g., inspiring with vision, inviting joint problem-solving, exploring interests). Push tactics rely on directing, arguing, or asserting with facts and logic. Thus "inspiring" and "negotiating" are pull; "rationalising" and "asserting" are push.

Reference:CIPS Level 5, L5M15 - Topic: Push vs Pull Influencing Styles.

NEW QUESTION # 26

Different negotiation outcomes are required in different circumstances. In a "Yellow" circumstance (high risk, high value), which of the following is the best approach?

- A. Collaborative style
- B. Cautious, well-planned
- C. Methodical, well-organised
- D. Quick-thinking, assertive behaviour

Answer: A

Explanation:

High-risk/high-value scenarios (often coded "yellow" in CIPS frameworks) require a collaborative approach- building joint trust, sharing information, and developing win-win outcomes to manage complexity and mutual dependency.

Reference:CIPS L5M15 -Negotiation Contexts and Relationship Spectrum

NEW QUESTION # 27

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