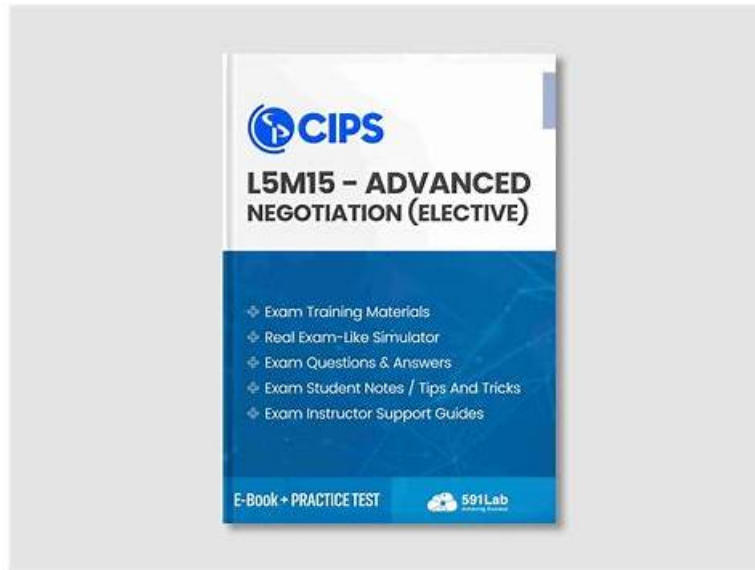


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CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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 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 (Q29-Q34):

NEW QUESTION # 29

Which of the following is a negative body-language signal?

- **A. Crossed arms**
- B. Eye contact
- C. Mirroring the other person's body language
- D. Smiling

Answer: A

Explanation:

Crossed arms are commonly read as closed/defensive, which can hinder rapport. In contrast, natural smiling, appropriate eye contact, and subtle mirroring generally support openness and trust.

Reference: CIPS L5M15 - Communication and rapport: non-verbal behaviours.

NEW QUESTION # 30

Where two parties share the cost of implementing new production capabilities or in sharing costly storage /transport infrastructure, what type of strategic alliance is this?

- A. Financial
- **B. Operations and logistics**
- C. Technology development
- D. Marketing and sales

Answer: B

Explanation:

Sharing warehousing, distribution, or production capacity is characteristic of operations and logistics alliances-aimed at cost leverage, service improvements, and risk sharing in physical operations.

Reference: CIPS L5M15 - Types of alliances: operations/logistics collaboration.

NEW QUESTION # 31

Holding a meeting is the best way to communicate outcomes of negotiation with Key Player stakeholders. Is this correct?

- **A. Yes - key players need to receive regular communication.**

- B. No - key players have a lot of power and won't have time for meetings.
- C. No - you should not over-communicate with key players.
- **D. Yes - this is a good way to engage their active support.**

Answer: D

Explanation:

Key players in Mendelow's Stakeholder Matrix (high power, high interest) must be actively engaged and involved in important decisions. Meetings are an effective way to build commitment, gain input, and secure their ongoing support.

Reference: CIPS L5M15 - Stakeholder Mapping and Communication Methods (Domain 1.3).

NEW QUESTION # 32

In preparing for a negotiation, an analysis of overall strategy can result in improved tactical planning and a better overall outcome. Is this statement TRUE?

- **A. Yes - to develop a negotiation strategy you should consult with key stakeholders before deciding on tactics.**
- B. Yes - strategy flows from the tactics.
- C. No - tactics are a high-level plan designed to achieve a long-term goal.
- D. No - tactics are achieved following the strategy.

Answer: A

Explanation:

Developing negotiation strategy requires stakeholder consultation to align the negotiation with organisational objectives. Strategy defines direction; tactics are the methods used to achieve it. Planning strategy first ensures tactics serve long-term goals effectively.

Reference: CIPS L5M15 - Negotiation Strategy and Tactics.

NEW QUESTION # 33

Procurement or contract risk can come in many forms. A STEEPLE analysis can provide awareness of potential risk factors. Which of the following factors are included within a STEEPLE analysis?

- A. Ergonomic, technological, political
- B. Social, time, environment
- **C. Legal, ethical, political**
- D. Legitimate, ethical, economic

Answer: C

Explanation:

STEEPLE analysis (Social, Technological, Economic, Environmental, Political, Legal, Ethical) helps identify external factors that could create risks or opportunities in procurement. It broadens situational awareness beyond immediate operational issues.

Reference: CIPS L5M15 - Environmental Scanning and Risk Awareness: STEEPLE Model (Domain 2.1).

NEW QUESTION # 34

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