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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 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 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 (Q77-Q82):

NEW QUESTION # 77

What is meant by "marginal gains"?

- A. Small incremental gains can lead to a larger improvement.
- B. A supplier should seek to meet their KPIs but not excel.
- C. All improvements are of equal value.
- D. There should be a low margin for error when trying to improve.

Answer: A

Explanation:

The "marginal gains" philosophy is that making numerous small, continuous improvements across processes results in significant overall performance enhancement. This principle is often applied to supplier development and continuous improvement programmes. Reference:CIPS L5M15 -Supplier Performance and Continuous Improvement(Marginal Gains Theory).

NEW QUESTION # 78

Which of the following isnota personality characteristic in the OCEAN "Big Five" model?

- A. Openness
- B. Sensitivity
- C. Neuroticism
- D. Agreeableness

Answer: B

Explanation:

The Big Five traits areOpenness, Conscientiousness, Extraversion, Agreeableness, Neuroticism(OCEAN) . "Sensitivity" is not one of the five canonical factors.

Reference:CIPS L5M15 - Individual differences and Big Five personality traits.

NEW QUESTION # 79

Which of the following isnota cross-cultural factor of negotiation?

- A. Legal system

- B. Religion/belief/culture
- C. Financial and fiscal system
- **D. Environment**

Answer: D

Explanation:

Cross-cultural negotiation factors include social/ethical norms, legal and political systems, business systems, infrastructure, and financial/fiscal systems. "Environment" in the ecological sense is not typically classified by CIPS as a cross-cultural negotiation factor.

Reference:CIPS Level 5, L5M15 - Topic: Cross-Cultural Considerations in Negotiation.

NEW QUESTION # 80

Which of the following is a disadvantage of a positional approach to negotiation? Select TWO.

- **A. Individuals can become rigid and entrenched.**
- **B. It allows for little flexibility.**
- C. It always leads to a win-lose outcome.
- D. It allows the other party to know what you wish to achieve.

Answer: A,B

Explanation:

Positional bargaining starts with fixed opening stances and trades concessions from those stances. This often reduces flexibility and can make participants defensive or entrenched, inhibiting creativity and joint problem-solving.

Reference:CIPS L5M15 - Approaches to negotiation: Positional vs Principled.

NEW QUESTION # 81

Which of the following stages in group development comes first?

- **A. Storming**
- B. Mourning
- C. Norming
- D. Performing

Answer: A

Explanation:

In Tuckman's team development model: Forming # Storming # Norming # Performing # Adjourning / Mourning. "Storming" is the first stage listed here and marks initial conflict as roles and norms form.

Reference:CIPS L5M15 - Team Dynamics: Tuckman's Stages (Domain 3.1).

NEW QUESTION # 82

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