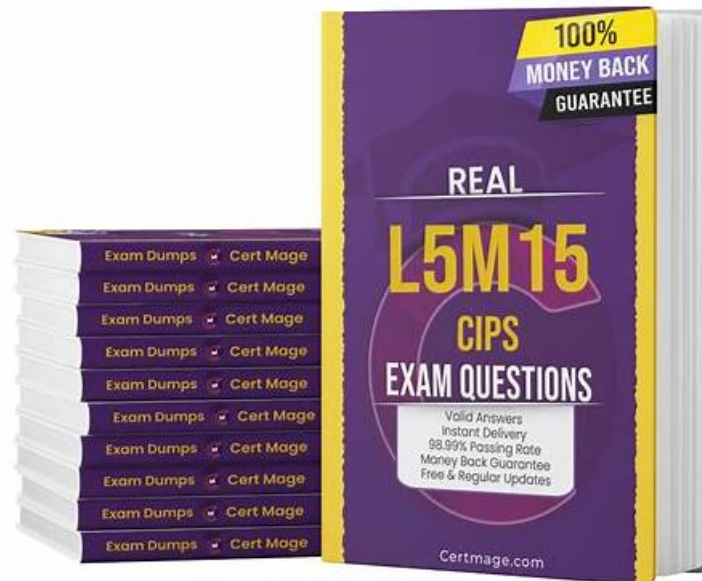


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CIPS L5M15 Exam Syllabus Topics:

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.

CIPS Advanced Negotiation Sample Questions (Q17-Q22):

NEW QUESTION # 17

When assessing risks of a potential negotiation, you should mitigate all risks found. Is this the correct approach?

- A. Yes - there should be no risks in a negotiation.
- B. No - all risks should be monitored but not mitigated.
- C. Yes - all risks should be removed before negotiation.
- D. No - some risks should be tracked and accepted.

Answer: D

Explanation:

CIPS emphasises proportionate risk management. Low-impact/low-probability risks should be monitored or accepted, while high-impact or high-probability risks should be mitigated or eliminated. Attempting to remove all risks wastes resources.

Reference: CIPS L5M15 - Risk Assessment and Mitigation Matrices (Domain 2.1).

NEW QUESTION # 18

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. Leadership involves trust and teamwork.
- D. Motivation is based on threats and decisions are imposed on subordinates.

Answer: D

Explanation:

Underexploitative 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 # 19

Sarah is a procurement manager who used a win-lose stance and deceptive techniques to reach her goals. Which consequences may follow? Select TWO

- A. The supplier will have more respect for Sarah
- B. The contract may be rendered void
- C. The approach may damage the long-term relationship
- D. Sarah achieved all of her objectives

Answer: B,C

Explanation:

Deceptive conduct can damage relationships and may expose the agreement to rescission for misrepresentation (fraudulent/neglectful untrue statements of fact), potentially rendering the contract voidable. We cannot infer she achieved all objectives or gained respect. Reference: CIPS L5M15 - Integrity, Misrepresentation & Consequences in Negotiation (Domain 2.1).

NEW QUESTION # 20

Which of the following behaviours can lead to a breakdown in trust because of the perceived lack of honesty? Select TWO

- A. Lack of a fixed agenda
- B. Exaggerated claims
- C. Favouritism
- D. Using hardball negotiation techniques

Answer: B,C

Explanation:

Behaviours that undermine honesty (e.g., exaggerated claims and favouritism) erode credibility and trust in negotiations. Hardball techniques can be competitive but are not inherently dishonest; lack of a fixed agenda affects structure, not honesty. Reference: CIPS L5M15 - Ethics, Trust & Relationship Risks (Domain 2.1).

NEW QUESTION # 21

Clear negotiation objectives can be taken from a Business Needs Analysis. Which of the following areas would be included within a Business Needs Analysis? Select THREE

- A. Timescales
- B. Staff
- C. Budget
- D. Quality
- E. Location

Answer: A,C,D

Explanation:

A Business Needs Analysis (BNA) identifies what the organisation requires from a contract or supplier before negotiation. Typical key criteria include budget (cost constraints), timescales (delivery or project duration), and quality (performance expectations). These factors form measurable negotiation objectives and KPIs.

Reference: CIPS L5M15 - Section: Business Needs Analysis in Negotiation Preparation (Domain 1.1).

NEW QUESTION # 22

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