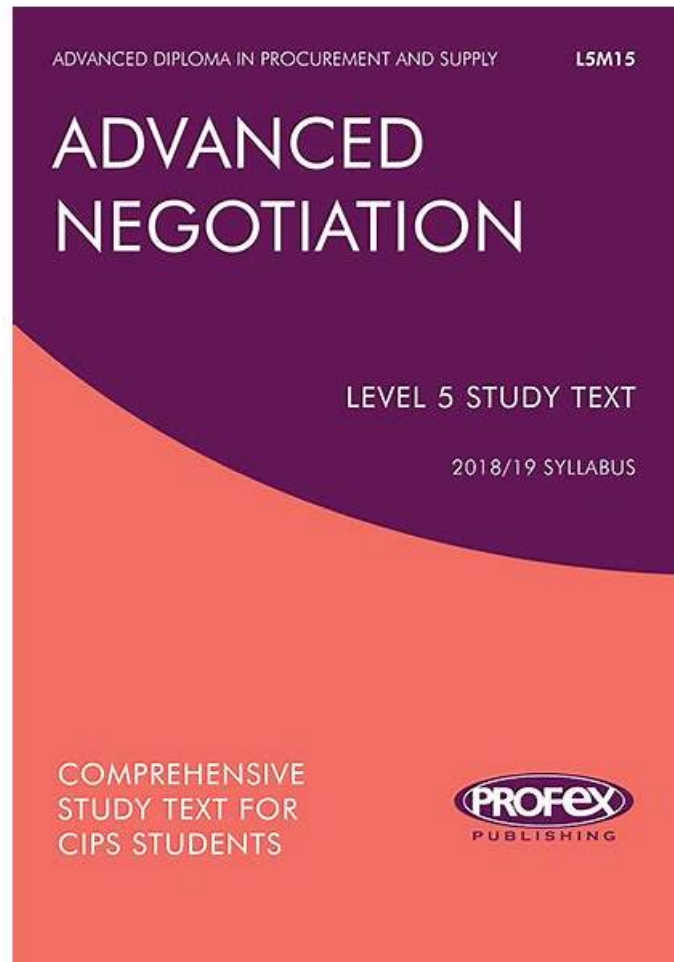


# 2026 Professional L5M15: Pdf Demo Advanced Negotiation Download



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## CIPS L5M15 Exam Syllabus Topics:

Topic	Details
Topic 1	<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>

Topic 2	<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 3	<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>

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### CIPS Advanced Negotiation Sample Questions (Q35-Q40):

#### NEW QUESTION # 35

Peter is negotiating with a supplier and is not concerned about the outcome because he has a strong alternative. The line of legitimacy has been crossed and it is acceptable in his company that he wins "at any cost." He is willing to push the negotiation to extremes to achieve the desired result. Which of the following best describes Peter's tactic?

- A. Brinkmanship
- B. Distributive bargaining
- C. Ploys
- D. Gamesmanship

**Answer: A**

Explanation:

Brinkmanship is the tactic of deliberately pushing a negotiation toward the "brink," using extreme pressure and risk tolerance in pursuit of a decisive concession or outcome. A powerful BATNA can embolden this approach, though it heightens relational and reputational risk.

Reference:CIPS Level 5, L5M15 - Topic: Negotiation Tactics and Power (Brinkmanship).

#### NEW QUESTION # 36

Which sentence about the Human Relations approach to company structure is not true?

- A. It allows for cross-functional teams and empowerment.
- B. Tasks are grouped together by their common nature or task focus.
- C. Teams work to create synergies and fulfil social needs.
- D. It uses flatter organisational structures with decentralised authority.

**Answer: B**

Explanation:

Statement D describes a Functional Structure, not Human Relations. The Human Relations approach emphasises team collaboration, empowerment, and flexible cross-functional working to meet both organisational and social needs.

Reference: CIPS L5M15 - Organisational Structures and Human Relations Theory (Domain 3.2).

### NEW QUESTION # 37

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

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

**Answer: C**

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 # 38

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

**Answer: D**

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 # 39

The negotiation tactic in which a person enters with preconceived ideas and attacks the opposition rather than working toward a wise agreement is known as:

- A. Principled
- B. Win-win
- C. Lose-lose
- D. Positional

**Answer: D**

Explanation:

Positional bargaining starts from fixed stances and tends toward adversarial exchanges and concession trading, often impeding creative, interest-based outcomes.

Reference: CIPS L5M15 - Approaches to Negotiation: Positional vs Principled (Domain 2.2).

### NEW QUESTION # 40

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