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NEW QUESTION: 1

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

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

Answer: (SHOW ANSWER)

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: 2

Research by Meredith Belbin into team roles and predicting success showed that the most successful teams had which of the following characteristics?

- A. A successful team should have nine people.
- B. A successful team needs highly intelligent people.
- C. A successful team requires different people to play different roles.
- D. A successful team must have a clear leader.

Answer: (SHOW ANSWER)

Meredith Belbin's research found that high-performing teams have a balanced mix of complementary roles rather than simply highly skilled individuals. The nine Belbin roles (e.g., Plant, Coordinator, Implementer, Completer Finisher) reflect diverse strengths that, when combined, improve overall team performance.

Reference: CIPS L5M15 - Team Roles and Effectiveness (Belbin's Team Role Theory).

NEW QUESTION: 3

In Herzberg's Two-Factor Theory, which of the following factors affect motivation? Select TWO

- A. Motivation factors
- B. Demotivation factors
- C. Hygiene factors
- D. Fun factors

Answer: (SHOW ANSWER)

Herzberg identified motivators (e.g., achievement, recognition, responsibility) that increase satisfaction, and hygiene factors (e.g., pay, conditions) that prevent dissatisfaction. Both affect workplace motivation in different ways.

Reference: CIPS L5M15 - Motivation Theories in Negotiation Contexts (Domain 3.2).

NEW QUESTION: 4

Which of the following is not an example of an environmental KPI?

- A. Waste reduction
- B. On-time delivery
- C. Biodiversity
- D. Energy reduction

Answer: (SHOW ANSWER)

"On-time delivery" measures operational performance, not environmental sustainability. Environmental KPIs focus on resource usage, emissions, waste, and biodiversity- measuring environmental impact rather than service metrics.

Reference: CIPS L5M15 - Key Performance Indicators (Environmental vs Operational).

NEW QUESTION: 5

In a negotiation that centres on Behavioural Negotiation tactics, which of the following is true?

- A. Parties should never disagree with each other.
- B. Parties should use constructive influencing behaviours.
- C. Parties should meet in a neutral location.
- D. Parties should focus on achieving the best possible outcome.

Answer: (SHOW ANSWER)

Behavioural negotiation emphasises constructive influencing behaviours- active listening, empathy, and fairness- to strengthen relationships and achieve sustainable results, rather than adversarial or manipulative approaches.

Reference: CIPS L5M15 - Behavioural Approaches to Negotiation (Domain 2.1).

NEW QUESTION: 6

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

- A. Negotiation
- B. Signing the contract

- C. Handover from previous supplier
- D. Mid-term contract

Answer: (SHOW ANSWER)

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: 7

Haggling and coercive behaviour can lead to a win-win outcome in a negotiation. Is this true?

- A. Yes - both parties achieve their objectives.
- B. Yes - this is the most effective way to ensure a win-win outcome.
- C. No - a win-win outcome requires both parties to achieve their objectives through a value-creating approach.
- D. No - haggling and coercive behaviour can only lead to a lose-lose outcome.

Answer: (SHOW ANSWER)

A true win-win outcome arises when negotiators expand value and align interests so both sides achieve key objectives. Coercion/hard haggling is typically distributive and value-claiming, which risks damaging trust and typically does not create the integrative trades needed for win-win agreements.

Reference: CIPS Level 5, L5M15 - Topic: Win-Win vs Win-Lose; Value Creation vs Value Claiming.

NEW QUESTION: 8

Which stage of team development is typically characterised by frustration and conflict?

- A. Forming
- B. Storming
- C. Norming
- D. Adjourning

Answer: (SHOW ANSWER)

In Tuckman's model, storming follows forming and features challenge, tension, and testing of roles. Effective leadership and clarity of purpose help teams move into norming and performing.

Reference: CIPS L5M15 - Teams in negotiation: Tuckman stages.

NEW QUESTION: 9

Principled Negotiation is an approach that attempts to achieve what outcome?

- A. Win-win
- B. Win-lose
- C. The other party concedes on all items

D. The quickest outcome

Answer: (SHOW ANSWER)

Principled (interest-based) negotiation aims to create value and reach mutual gain by separating people from problems, focusing on interests, generating options, and applying objective criteria-hallmarks of win-win.

Reference: CIPS L5M15 - Principled/Interest-Based Negotiation (Domain 2.2).

NEW QUESTION: 10

A. Construction

B. Agriculture

C. Services

D. Finance

Answer: (SHOW ANSWER)

Construction projects often use pain/gain share mechanisms to align contractor performance with client objectives. They balance risk and reward-sharing savings or overruns based on project outcomes.

Reference: CIPS L5M15 - Contractual Incentives and Risk-Sharing Models (Pain/Gain Share).

NEW QUESTION: 11

Why is it important to build rapport during a negotiation?

A. It is a hard influencing technique that will help secure the desired outcome.

B. It is the process of building a relationship of mutual trust and understanding.

C. It allows you to deviate from the agenda.

D. It demonstrates power and influence in the negotiation.

Answer: B (LEAVE A REPLY)

In negotiation, rapport is about creating a foundation of mutual trust, respect, and understanding so that information flows more freely, misinterpretations are reduced, and collaborative problem-solving becomes easier. Strong rapport supports effective communication and smoother movement toward agreement.

Reference: CIPS Level 5, Advanced Negotiation (L5M15) - Topic: Building Rapport (Communication and Interpersonal Skills).

NEW QUESTION: 12

Josh plans to use a Myers-Briggs assessment for junior candidates. What type of test is this?

A. Personality test

B. Competence test

C. Procurement test

D. Intelligence test

Answer: (SHOW ANSWER)

Myers-Briggs Type Indicator (MBTI) profiles personality preferences (e.g., introversion/extraversion). It is not a measure of intelligence or job competence.
Reference:CIPS L5M15 - Assessing people in negotiation contexts: personality tools.

NEW QUESTION: 13

What is the main advantage for a supplier using a pain-share contract?

- A. The supplier will be penalised for not achieving a target cost.
- B. There is a shared approach to risk.
- C. It ensures cost certainty on the contract.
- D. It ensures a better relationship with the buyer.

Answer: (SHOW ANSWER)

Pain/gain share arrangements distribute both upside (gain) and downside (pain) between buyer and supplier, promoting fairness and shared accountability. This shared-risk structure encourages collaboration and continuous improvement.

Reference:CIPS L5M15 -Risk and Reward Sharing in Contracts.

NEW QUESTION: 14

DSA is expanding its procurement team and wants recruits with soft skills useful in procurement. Which of the following are soft skills? Select THREE.

- A. Influencing
- B. Change management
- C. Knowledge of local markets
- D. Mathematical capability
- E. Communication

Answer: (SHOW ANSWER)

Soft skills are interpersonal and behavioural capabilities that enable effective collaboration and impact, such as communication, influencing, and managing change. Technical/market knowledge and numerical skills are valuable but are classed as hard/technical skills rather than soft skills.

Reference:CIPS Level 5, L5M15 - Topic: Soft vs. Hard Skills in Negotiation.

NEW QUESTION: 15

Mohammed is a Procurement Manager who believes push influencing techniques are the most effective for securing low prices. Is this correct?

- A. Yes - you should always use a push technique when discussing price.
- B. Yes - push techniques show power whereas pull techniques show weakness.
- C. No - Mohammed can also use pull techniques, which may help build trust.
- D. No - Mohammed should always use pull techniques instead of push.

Answer: (SHOW ANSWER)

Effective negotiators adapt between push and pull styles depending on context. While push techniques (assertion, logic) can help when cost pressure is key, pull

techniques(consulting, inspiring) strengthen relationships and trust-vital for long-term supplier collaboration.

Reference:CIPS L5M15 -Adaptive Influencing Styles in Negotiation (Domain 3.1).

NEW QUESTION: 16

Which of the following are disadvantages of entering into a strategic alliance? Select TWO

- A. Confidentiality
- B. Disputes
- C. Access to resources
- D. Economies of scale

Answer: (SHOW ANSWER)

While alliances can deliver benefits (e.g., shared resources, economies of scale), they also pose risks, notably confidentiality issues (data sharing vulnerability) and potential disputes over governance, profit sharing, or objectives.

Reference:CIPS L5M15 -Strategic Alliances: Advantages & Disadvantages (Domain 3.1).

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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. Yes - all risks should be removed before negotiation.
- C. No - some risks should be tracked and accepted.
- D. No - all risks should be monitored but not mitigated.

Answer: (SHOW ANSWER)

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

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

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

Answer: (SHOW ANSWER)

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: 19

Which of the following is not a personality characteristic in the OCEAN "Big Five" model?

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

Answer: (SHOW ANSWER)

The Big Five traits are Openness, 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: 20

- A. People are motivated by money.
- B. People work better when the lighting is better.
- C. People work harder when they're being observed.
- D. People are inherently lazy.

Answer: (SHOW ANSWER)

The "Hawthorne effect" suggests performance can improve simply because people know they are being studied/observed-attention and interest from management can boost engagement.

Reference: CIPS L5M15 - Motivation and behaviour: Hawthorne/Elton Mayo.

NEW QUESTION: 21

What is meant by "marginal gains"?

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

Answer: (SHOW ANSWER)

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: 22

Robert and Debbie want to formalise a business relationship and share resources to deliver a high-risk, high- value project. What type of relationship should they seek?

- A. Strategic alliance
- B. Strategic partnership
- C. Preferred supplier
- D. Arm's-length relationship

Answer: (SHOW ANSWER)

Astrategic partnerships is a formal, high-involvement relationship with shared resources and joint governance-appropriate where risk/value is high and close collaboration is essential. Strategic alliances can be looser and not always resource-sharing.

Reference:CIPS L5M15 - Relationship types and suitability (high risk/high value).

NEW QUESTION: 23

In which circumstances may a buyer suggest that a negotiation meeting be held at the supplier's premises?

- A. To ensure the supplier has the advantage
- B. To ensure the buyer has the advantage
- C. To allow the buyer to find out more about the supplier
- D. To ensure negotiations run smoothly

Answer: (SHOW ANSWER)

Holding a meeting at the supplier's site allows the buyer to gain insights into the supplier's capacity, infrastructure, culture, and quality systems. This firsthand observation strengthens understanding and informs negotiation strategy.

Reference:CIPS L5M15 -Negotiation Preparation and Venue Selection (Domain 1.1).

NEW QUESTION: 24

A manager identifies an issue and discusses it with the team, taking on board their input. Which leadership strategy is this?

- A. Selling
- B. Joining
- C. Consulting
- D. Telling

Answer: (SHOW ANSWER)

Consulting leadership involves engaging team members in decision-making, valuing their input before implementing actions. It encourages ownership, trust, and collaboration-sitting between directive and participative styles.

Reference:CIPS L5M15 -Leadership Styles in Team Negotiation (Domain 3.2).

NEW QUESTION: 25

Which of the following are incentives to increase supplier performance? Select TWO

- A. Service credits
- B. Bonus payments
- C. Pain share
- D. Gain share

Answer: (SHOW ANSWER)

Gain share and bonus payments are positive incentives that encourage suppliers to perform beyond baseline requirements. Gain share rewards suppliers for creating mutual cost savings or innovation benefits, while bonus payments recognise exceeding service or delivery targets.

In contrast, pain share and service credits are deterrents for underperformance, not motivators.

Reference:CIPS L5M15 -Supplier Performance Incentives and Contractual Mechanisms (Domain 1.3).

NEW QUESTION: 26

Using praise or flattery in a negotiation is the use of which of the following tactics?

- A. Ingratiation
- B. Exchange
- C. Personal appeal
- D. Collaboration

Answer: (SHOW ANSWER)

Ingratiation involves using flattery, praise, or friendliness to increase likability and influence. It's a soft tactic often used to build rapport and reduce resistance before discussing substantive issues.

Reference:CIPS L5M15 -Soft Tactics and Relationship Building (Domain 3.1).

NEW QUESTION: 27

Which of the following are examples of reciprocated concessions? Select TWO

- A. Party A agrees a 2% discount and Party B accepts.
- B. Party A walks away, and Party B offers a concession to continue talks.
- C. Party A offers a discount for better payment terms.
- D. Party A offers a larger delivery, and Party B agrees to pay 50% upfront while Party A waives the delivery charge.

Answer: C,D (LEAVE A REPLY)

Reciprocated concessions occur when both sides trade something of value—such as exchanging discounts for improved terms. This supports balanced negotiation progress and fosters trust.

Reference: CIPS L5M15 - Concession Management and Reciprocity in Negotiation (Domain 1.2).

NEW QUESTION: 28

Which of the following tactics would be considered a hard tactic in negotiation?

- A. Collaboration tactic
- B. Pressure tactic
- C. Inspirational appeal
- D. Rational persuasion

Answer: (SHOW ANSWER)

Pressure tactics are categorised as "hard" negotiation behaviours. They apply coercion or authority to gain compliance. In contrast, tactics such as collaboration, inspirational appeal, and rational persuasion are "soft" and relationship-oriented.

Reference: CIPS L5M15 - Negotiation Tactics: Hard vs Soft Approaches (Domain 3.1).

NEW QUESTION: 29

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

Answer: (SHOW ANSWER)

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: 30

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

Answer: (SHOW ANSWER)

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: 31

The win-lose approach to negotiation is also sometimes known as what?

- A. Gamesmanship
- B. Positional negotiation
- C. Distributive bargaining
- D. Brinkmanship

Answer: (SHOW ANSWER)

Distributive bargaining treats the deal as a fixed pie: what one party gains, the other loses. It typically uses competitive tactics aimed at claiming value rather than creating it and is closely associated with win-lose outcomes.

Reference: CIPS Level 5, L5M15 - Topic: Distributive (Competitive) vs Integrative (Collaborative) Negotiation.

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NEW QUESTION: 32

Alan needs to communicate the outcome of a negotiation to his internal stakeholders. His internal stakeholders have high power. Which communication methods would be best?

Select TWO

- A. Notice board
- B. Article on the website
- C. Team meeting
- D. Email

Answer: (SHOW ANSWER)

When stakeholders hold high power or influence, communication should be direct and engaging, ensuring clarity and accountability.

Face-to-face team meetings allow discussion and immediate feedback, while emails provide documented communication. Noticeboards and website articles are better suited for lower-power or external audiences.

Reference:CIPS L5M15 -Stakeholder Communication and Engagement Strategies (Domain 1.3).

NEW QUESTION: 33

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

Answer: (SHOW ANSWER)

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: 34

Khalid has finished a negotiation and needs to communicate the outcome to his stakeholders. One stakeholder has high importance but low interest. What approach should he take?

- A. Do not communicate the outcome with the stakeholder as they are not interested.
- B. Send key information but do not over-communicate.
- C. As a key player, Khalid should seek their approval.
- D. Keep the stakeholder regularly updated with detailed information.

Answer: B (LEAVE A REPLY)

According to Mendelow's Stakeholder Matrix, stakeholders with high power (importance) but low interest should be "kept satisfied." They need concise, high-level updates to stay informed without excessive detail.

Over-communication risks disengagement.

Reference:CIPS L5M15 -Stakeholder Analysis and Communication Strategy (Mendelow Matrix).

NEW QUESTION: 35

When you have awareness of a skill but are not yet proficient, which stage of competence applies?

- A. Unconscious competence
- B. Unconscious incompetence
- C. Conscious competence
- D. Conscious incompetence

Answer: (SHOW ANSWER)

Conscious incompetence means recognising a skill gap-you understand what's required but haven't yet mastered it. It's the second stage in the four-stage competence model: (1) Unconscious incompetence # (2) Conscious incompetence # (3) Conscious competence # (4) Unconscious competence.

Reference:CIPS L5M15 -Learning & Skills Development in Negotiation (Domain 3.2).

NEW QUESTION: 36

Bob is preparing for a negotiation with an important potential business partner. His approach is to devise options for mutual gain before deciding what to do. Which approach to negotiation is Bob taking?

- A. Positional
- B. Principled
- C. Playing hard to get
- D. Hardball

Answer: (SHOW ANSWER)

"Principled negotiation" (sometimes called the Harvard method) is built on four pillars: (1) separate people from the problem; (2) focus on interests, not positions; (3) generate options for mutual gain; and (4) use objective criteria. Bob's focus on creating options for mutual gain signals the principled approach.

Reference:CIPS Level 5, L5M15 - Topic: Approaches to Negotiation (Principled/Interest-based Negotiation).

NEW QUESTION: 37

Daniel is the lead negotiator for a deal with a potential supplier. He is quick-thinking, assertive, and has strong market knowledge. Which type of product is Daniel negotiating about?

- A. High value, low risk
- B. High value, high risk
- C. Low value, high risk
- D. Low value, low risk

Answer: (SHOW ANSWER)

Assertive, decisive negotiation styles align with high-value, low-risk situations, typically requiring competitive behaviour to maximise value without the complexity of shared risk.

Reference:CIPS L5M15 -Negotiation Styles and Specialist Tools Table (Domain 1.2).

NEW QUESTION: 38

Kelly is a lead negotiator preparing for a meeting with a supplier. Her approach is to appear "warm and tough." Which of the following behaviours should Kelly exhibit?

- A. Confident and assertive
- B. Dominating and aggressive
- C. Overly friendly

D. Disinterested

Answer: (SHOW ANSWER)

"Warm and tough" means balancing firmness on issues with respect and empathy in style. Confidence and assertiveness maintain authority while preserving positive tone-ideal for collaborative negotiation.

Reference:CIPS L5M15 -Influencing Behaviours in Negotiation: Warm vs Tough Styles.

NEW QUESTION: 39

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

Answer: (SHOW ANSWER)

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: 40

- A. When large orders exceed one supplier's capacity.
- B. When the item is a bottleneck item, to reduce risk.
- C. When changing supplier, to ensure a smooth transition.
- D. When maintaining good relations with an old supplier.

Answer: (SHOW ANSWER)

Parallel working (or parallel running)is used when switching suppliers to ensure continuity of supply. Both suppliers operate simultaneously for a transition period until the new supplier demonstrates stability and quality.

Reference:CIPS L5M15 -Supplier Transition and Continuity Planning (Domain 1.3).

NEW QUESTION: 41

Which of the following are advantages of videoconferencing?Select THREE

- A. Participants can share screens.
- B. It is convenient and quick.
- C. It results in better outcomes than face-to-face meetings.
- D. Negotiators can watch facial expressions of the other party.
- E. You can fully analyse the body language of the other party.

Answer: (SHOW ANSWER)

Videoconferencing offers benefits such as screen sharing, speed and convenience, and the ability to observe facial expressions. However, it limits full body-language assessment and may reduce personal connection compared to face-to-face interactions.

Reference: CIPS L5M15 -Modern Communication Channels in Negotiation (Domain 2.1).

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