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CIPS Commercial Negotiation Sample Questions (Q369-Q374):

NEW QUESTION # 369

An organisation should develop different relationships appropriate to each supply situation. Which ONE of the following analysis methods could help identify these?

- A. Resources and cost spectrum
- B. The colour spectrum
- C. A spectrum of non-critical items
- **D. The relationship spectrum**

Answer: D

Explanation:

CIPS describes a relationship spectrum from arm's-length/transactional through collaborative/partnership, matched to spend criticality, risk, and strategic importance; analysis helps select the appropriate relationship style before and during negotiation. Reference: CIPS L4M5 (2nd ed.), LO 3.1 - Relationship types and the relationship spectrum; alignment to sourcing/negotiation approach.

NEW QUESTION # 370

A procurement professional is sourcing low value items. He conducts market analysis and realise that these items can be provided by many suppliers and switching cost between suppliers is relatively low. He also assume that the relationship between buyer and supplier will be transactional rather than long-term.

According to Thomas-Kilmann conflict model instrument, which of the following is the most appropriate style that the procurement professional should adopt when negotiating with these suppliers?

- **A. Competing**
- B. Avoiding
- C. Compromising
- D. Collaborating

Answer: A

Explanation:

:

According to Thomas-Kilmann conflict model instrument, there are 5 conflict management styles:

Graphical user interface, text, application, email Description automatically generated

□ In this scenario, the buyer's bargaining power is stronger than suppliers', and the relationship is transactional.

Therefore, to get the most preferable outcome, the procurement professional can take an assertive approach, while he doesn't need to co-operate closely with these suppliers. Competing will be the most appropriate approach to negotiation in this scenario so that the buying organisation can get a better deal.

NEW QUESTION # 371

Which of the following is the most appropriate pricing arrangement in contracts where major inputs are commodities?

- A. Cost reimbursable pricing arrangement
- B. Standard schedule of rates
- **C. Price adjustment mechanism**
- D. Fixed pricing arrangement

Answer: C

Explanation:

In contracts which have major commodity input, the price is determined by market forces with no individual supplier or buyer able to influence it significantly. Prices are much more variable even within long term contracts and seeking a fixed price would create financial risks for both the buyers and the suppliers. It is often intelligent to agree a contract price adjustment mechanism to allow for market price changes so both sides share risk.

NEW QUESTION # 372

The procurement manager of a private healthcare provider is running an IT project. Who would be the stakeholders?

- * General public
- * Pharmaceutical suppliers
- * Senior Management
- * Software support developers

- A. 1 and 2 only
- **B. 3 and 4 only**
- C. 1 and 3 only
- D. 2 and 4 only

Answer: B

Explanation:

In the context of an internal IT project, the relevant stakeholders would be those directly involved in decision-making and implementation. Senior management oversees funding and strategic fit, while software developers ensure technical support. The general public and pharmaceutical suppliers are external and not primary stakeholders in this scenario.

"Stakeholder identification must focus on individuals or groups directly involved or affected by the procurement. This includes internal sponsors, end-users, and technical staff responsible for delivery." (L4M5 Commercial Negotiation, 2nd edition, Section 1.5

- Internal and External Stakeholders)

NEW QUESTION # 373

Win-lose approach is most likely to be associated with which of the following type of relationship?

- A. Partnership
- **B. Adversarial**
- C. Outsourcing
- D. Strategic alliance

Answer: B

Explanation:

Distributive approach to negotiation used when the interested parties are attempting to divide something up or distribute something of value, also known as zero-sum approach or win-lose. Win-lose approach is useful when the relationship with the other party (TOP) is short-term and once-off.

The question mentions 4 types of relationship:

Adversarial: Both seek to maximize position at the expense of the other. Almost no trust, communication and cooperation. These suppliers will probably provide non-core products or services with the buyer purchasing them on a one-off basis.

Outsourcing relationship: Use competent suppliers to manage non-core businesses previously done in-house.

Require high level of trust and collaboration

Partnership: Both work closely on long term development by sharing information, technology and ideas. High level of trust with the aim to benefit both parties (win-win) Strategic alliance: Both parties identify areas where they could collaborate to create mutual benefits Among these 4 types of relationship, only adversarial is once-off. Then it is the correct answer.

NEW QUESTION # 374

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