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CIPS Supplier Relationships Sample Questions (Q80-Q85):

NEW QUESTION # 80

A buyer is procuring a high-value specialist piece of medical equipment to use in the healthcare sector from a market that consists of minimal competition. The buyer has decided to use an open tender procedure to purchase the equipment. Is this an appropriate method to use?

- A. No, an emergency tender process is required due to the critical nature of the equipment
- B. Yes, as complex procurement must always use this type of tender process
- C. Yes, a shortlisting process is not required as there are few suppliers
- D. No, a tendering process is not required as there are few suppliers

Answer: D

Explanation:

If the market has few suppliers, an open tender is not appropriate, as it adds unnecessary time and cost.

Instead, a restricted or negotiated procedure is more effective. Open tendering is best used in highly competitive markets.

NEW QUESTION # 81

Kinky Boots Ltd provides high heeled shoes in large sizes. Their target market are Drag Queens. There are a couple of rival shoe manufacturers in this market and Kinky Boots Ltd offer the cheapest high heels. What strategy is Kinky Boots Ltd employing in terms of competitive advantage?

- A. cost leadership
- B. differentiation focus
- **C. cost focus**
- D. differentiation

Answer: C

Explanation:

This is 'cost focus' - Kinky Boots is both focusing on being a cost leader (by providing the cheapest products) and focusing on a niche market (drag queens). When these two strategies are combined it is called 'cost focus'.

There's a couple of questions on Porter's Generic Strategies in the exam- there's a useful diagram of this on P.

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NEW QUESTION # 82

Mendelow's Stakeholder Matrix categorises stakeholders into four groups and provides insight into how these stakeholders should be managed. What is a limitation to using this Matrix to categorise stakeholders?

- A. The categories are hard to remember
- **B. The Matrix doesn't consider whether the stakeholder is for or against the activity**
- C. Nowadays, Stakeholders fall into more than four categories
- D. The Matrix doesn't consider the power these stakeholders have

Answer: B

Explanation:

The correct answer is 'The Matrix doesn't consider whether the stakeholder is for or against the activity'. For a list of other limitations of using Mendelow's Stakeholder Matrix see p.82

NEW QUESTION # 83

David is sourcing a new cleaning contract as he is not impressed with his current cleaning company's performance. He believes that his current supplier has been overcharging him, and due to budget cuts, he is keen to secure a lower price than what he is paying now. His Manager has suggested using an e-auction as the procurement method. Is this the correct way forward?

- A. Yes- an e-auction is an electronic system so it will be easy for David to compare bids
- **B. No- a reverse e-auction would be more suitable as it will secure the lowest price**
- C. No- a reverse e-auction will ensure only high quality suppliers bid for the opportunity
- D. Yes- an e-auction will allow David to secure the lowest possible price

Answer: B

Explanation:

The correct answer is 'No- a reverse e-auction would be more suitable as it will secure the lowest price'. An E-auction is something like eBay- where bids go up in price. If David wants to secure a lower price, he should use a Reverse E-Auction- where suppliers bid lower than the previous bid in order to win. For example, Supplier 1 offers to fulfil the contract at £50k per year, Supplier 2 can offer to beat this price by bidding £48k per year. Although Reverse E-Auctions may ensure cheaper prices, there are a lot of disadvantages to using this method. See p.21 and p.76 for more information

NEW QUESTION # 84

Red Manufacturing work with around 40 different suppliers. One of these suppliers is Blue Business. Red Manufacturing order regularly from Blue Business, and have never had any issues with their performance. The materials Blue Business supply are of low value and there are several other suppliers of these materials in the market. What type of relationship should Red Manufacturing seek to have with Blue Manufacturing?

- A. partnership
- **B. arms-length**
- C. single-source
- D. adversarial

Answer: B

Explanation:

The correct answer is 'arms length'. This is a tactical purchase (as it is low value) and keeping the supplier at arms-length means that Red Manufacturing could possibly exploit them to reduce their prices (think back to the Kraljic matrix and where Blue Business would likely fall). A Partnership or Single- Source relationship requires investment into the relationship, and as the products are low value and Red Manufacturing have a lot of other suppliers, they should not be investing time in developing that relationship with Blue Business. An adversarial relationship wouldn't be advantageous as it may lower the performance of the supplier. See the relationship spectrum on p.5 - this is a hot topic for the exam

NEW QUESTION # 85

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