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CIPS Commercial Negotiation Sample Questions (Q160-Q165):

NEW QUESTION # 160

Ranjit is a facilities category buyer for a hospital in the UK and is managing an overseas sourcing project for security guard clothing and personal protective equipment. Ranjit is aware that foreign exchange fluctuations can create risk for his organisation and would like to remove this risk. Ranjit has asked the international suppliers to quote in GBP sterling. Will Ranjit's approach remove the fluctuation risk for the hospital?

- A. Yes, as the risk will sit with the supplier
- B. No, as the risk will sit with the buyer as the value of GBP sterling may increase
- C. No, as the value of the supplier's currency may decrease

Answer: A

NEW QUESTION # 161

Buying organisation may increase its leverage with suppliers by concentrating spend. Which of the following are most likely to be forms of supplier spend consolidation? Select THREE that apply.

- A. Simplify procurement process
- B. Volume separation
- C. Paying supplier on time
- D. Forming purchasing consortia
- E. Volume redistribution
- F. Volume consolidation across categories

Answer: D,E,F

Explanation:

Buying organisation may increase its leverage with suppliers by concentrating spend. Supplier spend consolidation can take many forms as outlined below:

Vendor base reduction: straightforward reduction of number of suppliers in any category
 Volume pooling: pooling cross organisational requirement until your order volume is high enough to attract new bidders/additional discounts
 Volume redistribution: making recommendations following spend analysis to move from one supplier to another
 Volume consolidation across categories: certain purchase requirements may be common across a number of categories
 Standardisation and harmonisation of specifications: analysis of specifications and standards for a high spend purchased input, may show that there is a little difference between them and that the specification can be standardised or at least harmonised across the group or across national, regional or global operations.
 Forming purchasing consortia: buyers may decide to come together and combine their purchase volumes to attract better deals.

NEW QUESTION # 162

What is the most likely outcome when two organisations with adversarial relationship negotiate with each other?

- A. Win win
- B. Deadlocked
- C. Win lose
- D. Lose lose

Answer: C

Explanation:

An adversarial relationship in purchasing and supply arises when identical or equivalent good or services are available from competing suppliers and buyers/sellers are trying to gain an advantage over each other. Low levels of trust are characteristic of adversarial relationships. The outcome when two organisations with adversarial negotiate is most likely to be win-lose.

Reference:

Adversarial purchasing - Wikipedia

CIPS study guide page 32-35

NEW QUESTION # 163

From the principled point of view about negotiation environment, which of the following is a true statement?

- A. There is no ideal negotiation environment in real life
- B. Advantage gained from uncomfortable negotiation environment is likely to last long after the negotiation
- C. The room layout can be seen as a source of tactical advantage
- D. Home advantage should not be exploited to win a temporary advantage

Answer: D

Explanation:

Explanation

From a principled point of view, the focus of negotiation is on resolving the issue and not on winning temporary advantage over TOP through exploiting home advantage. From the principled point of view, the location and room layout should not be viewed as a source of tactical advantage and should not be used to try to gain advantage over TOP or unfairly influence them in the meeting room.

From a pragmatic point of view, not all of these elements in the ideal negotiation environment may be feasible, so the host may have to make compromises and explain these to TOP.

From a distributive point of view, the host will seek to create an advantage for themselves either explicitly or more subtly. It is arguable that any advantage gained through intentionally creating an uncomfortable environment to put short-term pressure on TOP is likely to be short-lived as TOP will likely reflect on this later and seek means to get even.

NEW QUESTION # 164

Professional buyer is planning for the next negotiation of a simple one-off contract. This negotiation is typified by which of the following? Select TWO that apply.

- A. Pricing is the most important criterion
- B. Vendor ratings will be used
- C. Arm's-length approach
- D. Continuous dialogue with supplier
- E. Total cost of ownership is the most important criterion

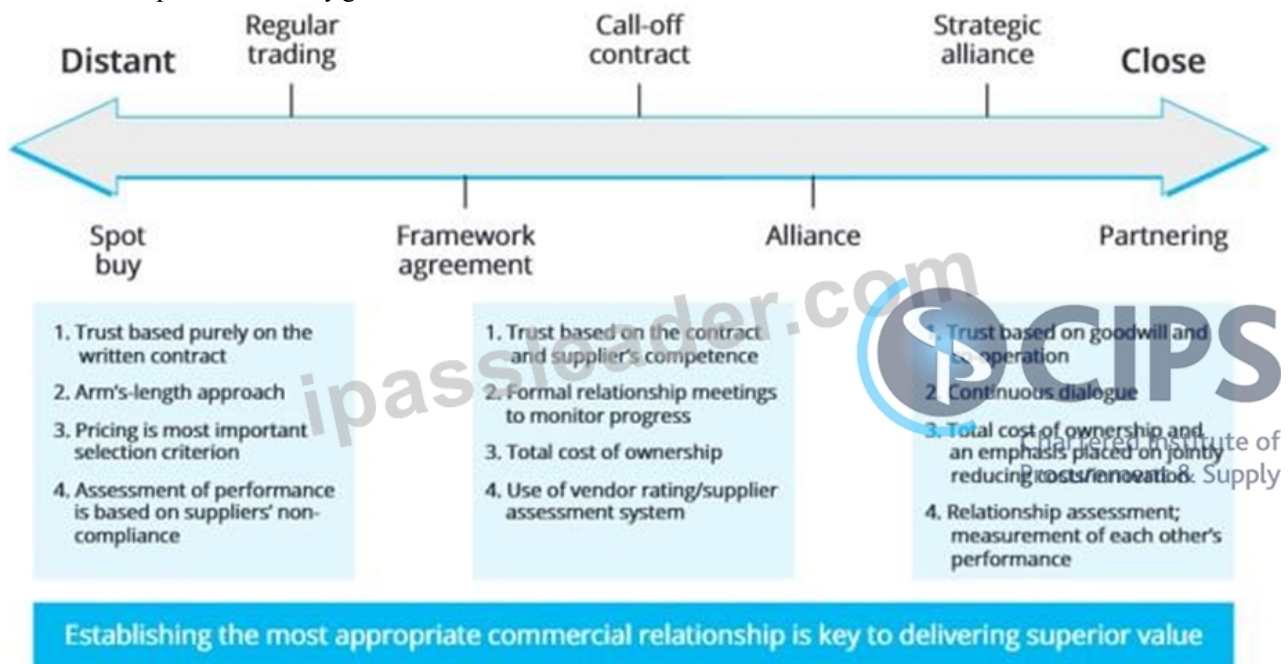
Answer: A,C

Explanation:

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Professional buyers, when planning or engaging in negotiation with suppliers, should always be aware of where the intended and actual relationship with this supplier is positioned on the 'spectrum' or 'continuum' of commercial relationships. The relationship spectrum describes the range of commercial relationships between a buyer and supplier based on richness of communication, longevity and mutual dependence.

Timeline Description automatically generated



In the question, the contract is simple one-off (or spot buy), which means the relationship will likely to be more transactional. In such relationship, price is the most important criteria and buyer may adopt arm's-length approach.

NEW QUESTION # 165

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