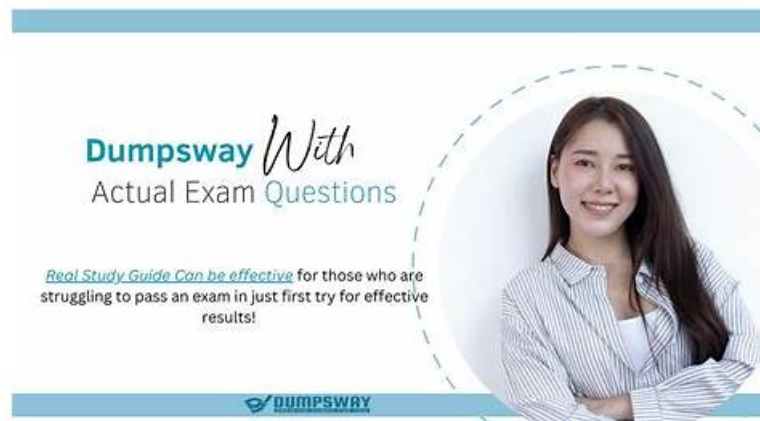


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CIPS Commercial Negotiation Sample Questions (Q332-Q337):

NEW QUESTION # 332

According to Professor Gavin Kennedy, in which of the following forms of dispute resolution, both parties will voluntarily exchange their ideas and beliefs?

- A. Gambling
- **B. Negotiation**
- C. Litigation
- D. Persuasion

Answer: B

Explanation:

Professor Gavin Kennedy highlights that we need to distinguish negotiation from other forms of decision-making by focusing on what is unique about it (the voluntary exchange) and not shared by other techniques such as persuasion, gambling (e.g., coin tossing), command decision, instruction, litigation and coercion.

NEW QUESTION # 333

A senior buyer analyses the supply market and he realises that his organisation is treated as Exploit according to supplier's

perspective model. What does he need to do?

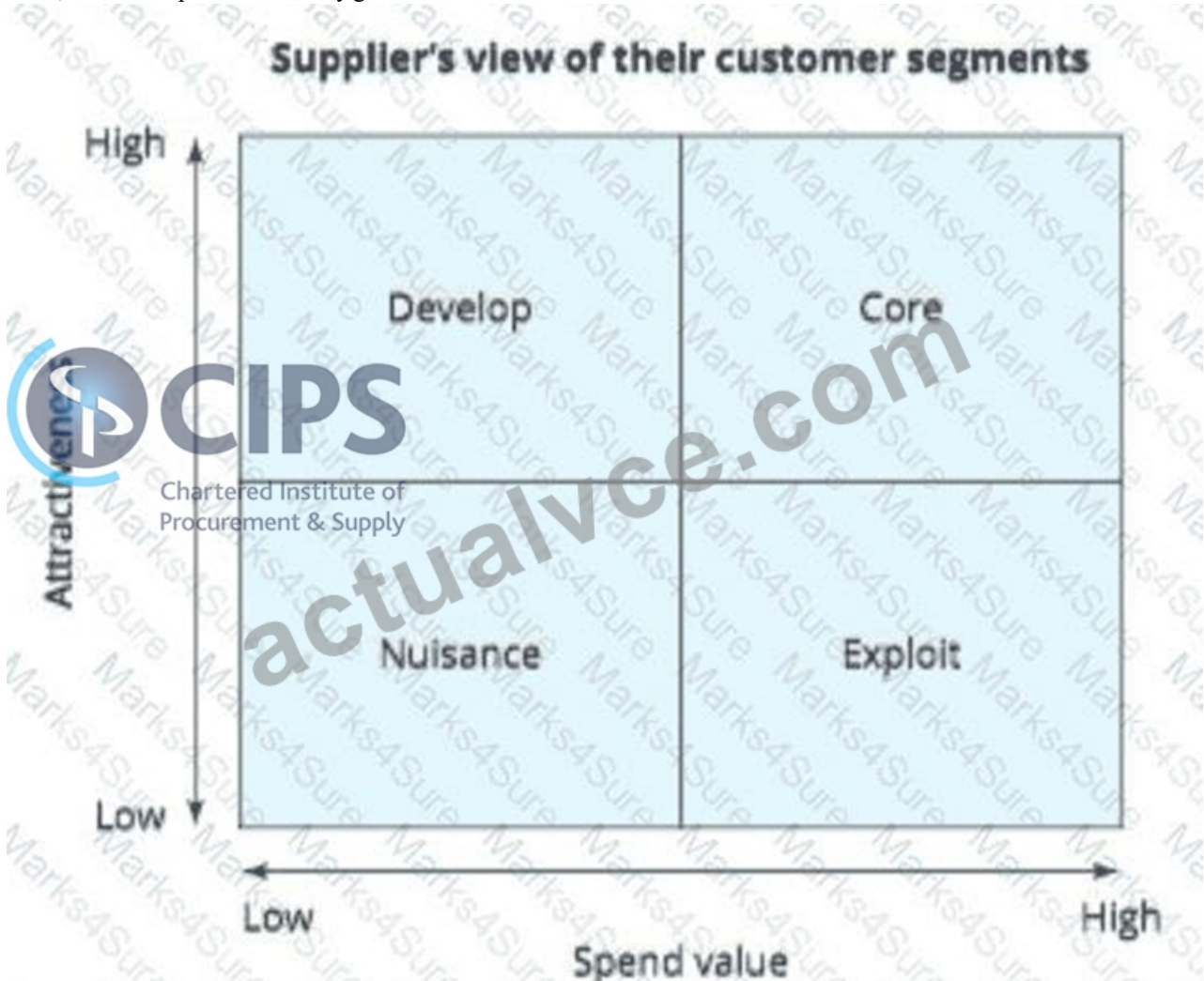
- A. Pay the suppliers on time
- B. Raise the transactional costs to do business
- C. Increase the spend value
- D. Adopt opaque processes

Answer: A

Explanation:

The supplier's perspective model has two axes: Spend value and Attractiveness:

Chart, table Description automatically generated



Exploit is the quadrant where the buyer has high spend but low attractiveness. Overarching supplier objective would be: "Milk this customer and charge a high price to compensate for all the pain they put us through".

The buyer should increase its attractiveness to raise the position to Core customer. To do this, a buyer may:

- Simplify procurement processes
- Simplify contracting processes
- Use clear and concise documentation
- Eliminate onerous supplier terms and conditions
- Make the payment on time
- Use transparent processes
- Promote ethical behaviours

LO 1, AC 1.4

NEW QUESTION # 334

Community Meal Partners (CMP) is a not-for-profit company that delivers cooked meals to older residents in their homes. CMP uses a fleet of bespoke vans with onboard ovens. In planning the future procurement of the fleet, CMP has conducted a review of

the microeconomics of the van supply market and found that the vans are supplied by a monopoly supplier due to patented technology. Which of the following strategies could CMP utilise to optimise its bargaining position with the van supplier?

- A. Conduct regular and frequent tendering
- **B. Publicly seek alternative service solutions**
- C. Renegotiate van lease prices with the supplier
- D. Procure shorter-term lease contracts

Answer: B

Explanation:

When facing a monopoly supplier, buyers must find creative ways to introduce leverage. Publicly exploring alternative solutions can create the perception of competition or a fallback plan, thus shifting bargaining power slightly toward the buyer.

Reference: L4M5 Commercial Negotiation 2nd edition (CORE), Section 2.3 - Market Conditions and Negotiation Strategy

NEW QUESTION # 335

A wide range of factors may be taken into account by suppliers when setting or negotiating prices. Which of the following are external factors in pricing decisions? Select TWO that apply.

- **A. Customer perception of value**
- B. Where the product is in its lifecycle
- **C. Competition in the market**
- D. Cost of production
- E. Costs of sales

Answer: A,C

Explanation:

External factors in pricing decisions include Competition in the market (A) and Customer perception of value (D). These factors are outside the supplier's direct control but influence pricing strategies to remain competitive and meet customer expectations:

Competition in the market (A): Market competition dictates how much a supplier can charge without losing business to competitors.

Customer perception of value (D): How customers perceive the product's worth affects its acceptable price range.

These factors are considered external as they relate to market dynamics rather than internal cost structures, according to CIPS's guidance on pricing influences.

NEW QUESTION # 336

Which of the following types of question are likely to be the most effective to check facts in negotiations?

- A. Open
- B. Leading
- C. Hypothetical
- **D. Closed**

Answer: D

Explanation:

Closed questions are designed to elicit specific, factual responses - typically "yes" or "no" or a brief piece of information. These are particularly useful when verifying details during negotiation. For example, asking

"Did you receive the revised schedule on Monday?" ensures clarity and reduces ambiguity.

Reference: L4M5 Commercial Negotiation 2nd edition (CORE), Section 3.3 - Communication and Questioning Techniques in Negotiation

NEW QUESTION # 337

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