



# ICM

SEPTEMBER 2017

NEGOTIATION

**Instructions to candidates:**

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
  - b) Answer any FIVE questions
  - c) All questions carry equal marks. Marks for each question are shown in [ ]
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- 1. Four levels of conflict have been identified in the negotiating process. Analyse EACH of these levels. [20]
  - 2. Critically evaluate the significance of seeking to influence the other party's resistance point in a negotiation. [20]
  - 3.
    - a) Review the importance of making concessions in the negotiating process. [8]
    - b) Explain the guidelines that should be followed for making concessions. [12]
  - 4. Review the generally recognised characteristics and qualities of a successful integrative negotiator. [20]
  - 5. When a negotiation stalls there are a number of strategies that can be adopted to generate alternative solutions to the problem. Analyse the approaches available for generating alternative solutions. [20]
  - 6. Analyse the factors that will facilitate the achievement of a successful integrative negotiation. [20]
  - 7. Review the factors that a negotiator will take into account when setting a target point for a negotiation. [20]
  - 8. Analyse the likely consequences of adopting an unethical practice in a negotiation. [20]