



ICM

SEPTEMBER 2016

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. A successful negotiation outcome is based on building solid relationships between the parties involved. Review the steps that should be taken to build solid relationships. [20]
 - 2. Critically evaluate the significance of adopting a win-win approach in the negotiating process. [20]
 - 3. The international negotiating process presents negotiators with many challenges. Analyse FIVE problems that are commonly encountered. [20]
 - 4. Review the impact of cultural factors on the negotiating process in sub-Saharan Africa. [20]
 - 5. Critically review the phases of adjustment that a negotiator will pass through when moving to a new country. [20]
 - 6. Negotiators will need to give careful consideration to the action required to successfully close a deal. Explain the stages involved in concluding a negotiation and closing a deal. [20]
 - 7. Effective concession making can contribute to a successful negotiating outcome. Review the guidelines that should be followed when making concessions. [20]
 - 8. The importance of communication in the negotiating process cannot be under-estimated. Analyse the significance of patterns of communication, both verbal and non-verbal, in the negotiating process. Support your answer with examples. [20]