



NEGOTIATION

December 2021

Time allowed

Three hours

Instructions

- Write the question number next to each answer in your answer booklet.
- You are not required to rewrite the question in your answer booklet.
- Ensure that you pay particular attention to words in **bold**.

Information

- Different questions may carry a different number of marks.
- Marks for each question are shown in [].

Advice

- Read each question carefully before you start to answer it.
- Use the full time permitted and check all your answers.

Materials

- Notes or books are not permitted.
- Non-programmable calculators are permitted.



ICM

ANSWER ANY FIVE QUESTIONS FROM THE FOLLOWING EIGHT QUESTIONS

1. Explain **eight** ways in which conflict is has a negative effect on the negotiating process. [20 marks]
2. (a) Explain the role of concessions in the negotiating process. [10 marks]
(b) State **ten** guidelines for making concessions in a negotiation. [10 marks]
3. Describe **ten** methods for generating alternative solutions to overcome challenges to the negotiation process. [20 marks]
4. (a) Explain what is meant by the term target point in the context of negotiations. [4 marks]
(b) Explain **four** principles that must be followed when setting a target point in a negotiation. [16 marks]
5. Describe the types of frames that can be used by negotiators when the negotiating process becomes challenging. [20 marks]
6. Explain **ten** cognitive biases in the negotiating process. Use examples to support your explanation. [20 marks]
7. Describe the stages of negotiation planning. [20 marks]
8. (a) Explain the reasons why negative emotions can develop during the negotiating process. [6 marks]
(b) Explain the effect of negative emotions on the negotiating process. [14 marks]

END OF QUESTIONS