



# ICM

DECEMBER 2016

CONTRACT NEGOTIATIONS

**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. Contract negotiations are typically characterised by ploys, tricks, devices and diversions. A negotiator must know when to use these and how to counter them. Analyse FIVE possible ploys and a countermeasure that can be adopted for EACH. [20]
  2. Explain the differences between a reserve position and a fall-back plan in the context of contract negotiations. Analyse the benefits and problems typically associated with EACH position. [20]
  3. Evaluate the importance of excellent listening and questioning skills to the successful conclusion of a negotiation. Support your answer with examples. [20]
  4. Location is an integral part of the negotiating process. Review the benefits and potential pitfalls for both parties with regard to where negotiation meetings should take place. [20]
  5. It is widely recognised that in any contract negotiation there are FOUR key negotiation parameters. Analyse EACH of these. [20]
  6. It is a recognised feature that some industries manage contract negotiations much better than others. Explain why this might be the case, supporting your answer with examples. [20]
  7. Post-negotiation activities form an important part of the overall negotiating process. Review the key post-negotiation activities and assess the significance of EACH. [20]
  8. Planning and preparation are fundamental aspects of any negotiation. Analyse the importance of planning and preparation prior to the negotiation process commencing. [20]