



ICM

JUNE 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 []
1. Review FIVE negotiation strategies that tend to be effective throughout the world. [20]
 2. Analyse the characteristics of EACH of the recognised stages in the negotiating process. [20]
 3. Critically evaluate the impact of cultural factors on the negotiating process. Illustrate your answer with relevant examples. [20]
 4. Effective listening is a key process in the negotiating process. Explain how a negotiator can develop effective listening skills. [20]
 5. A successful international negotiator will be experienced in overcoming culture shock. Review the strategies that they are likely to use to assist in this process. [20]
 6. Dealing with bribery, gifts and questionable payments will be a challenge, at some stage, for every international negotiator. Discuss the challenges involved in distinguishing between a bribe and a gift and explain the action that a negotiator should take when encountering a questionable payment. [20]
 7. Review how the pace of negotiations and the emotional impact of the negotiating process varies around the world. [20]
 8. Review the key cultural factors that affect negotiations in the Middle East. [20]