



**Strathmore**  
UNIVERSITY

**SCHOOL OF HUMANITIES & SOCIAL SCIENCES**  
**BACHELOR OF ARTS IN COMMUNICATION**  
**END OF SEMESTER EXAMINATION**  
**BAC 2105 COMMUNICATION AND NEGOTIATION SKILLS**  
**[Examiner: E. Suleh]**

**Date: Friday 13<sup>th</sup> November 2020**

**Time: 2 Hours**

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**Instructions**

1. This examination consists of **FIVE** questions.
2. Answer **Question ONE (COMPULSORY)** and any other **TWO** questions.

**QUESTION 1**

**CASE STUDY**

I have made it my business to negotiate effectively both inside and outside of the office. As a Senior Purchasing Manager for one of the Northeast's largest construction firms, I develop different negotiating tools to enhance effective negotiations; lead, and execute purchasing strategies. In a nutshell, it is up to me to get the best product for the best price and to see to it that the general ethical standards are adhered to during a negotiation process. While we typically source materials from companies in the United States, we have recently begun working with suppliers in China.

While the prices have been lower, the relationships have been rocky, and that is putting it mildly. The language barrier is compounded by cultural differences, and I am pretty sure I have inadvertently offended my contact on more than one occasion. Because my American negotiating style was not totally translating across borders, I began looking for resources to help sharpen my skills. What I found was an upcoming Negotiation Training on: Role of Communication in Negotiation and Overcoming Cultural Barriers in Negotiations. Pretty sure that this is what I really needed, I quickly enrolled for the training; something I have never regretted for it was a course worth taking.

- a) Discuss **FIVE** tools of negotiation that are likely to be developed by the Senior Purchasing Manager in the process of discharging his duties. (10 Marks)
- b) Evaluate **FOUR** ways in which business firms can bridge cultural differences when engaged in international negotiations. (8 Marks)

- c) Explain **FOUR** forms of communication in effective negotiation that the Purchasing Manager must have learned during the training. (8 Marks)
- d) Explain **TWO** general ethical standards that must be adhered to whenever the construction firm is negotiating with another business entity. (4 Marks)

### QUESTION 2

- a) Describe **FIVE** ways in which effective negotiation skills are important to a business. (5 Marks)
- b) Successful negotiators are of the opinion that in order to get the best outcomes in any negotiation process, they need to understand the different stages involved in the process. Explain **FIVE** of these stages. (10 Marks)

### QUESTION 3

- a) Explain **FIVE** simple rules that may guide negotiators whenever they verbally express their ideas and thoughts during a negotiation process. (5 Marks)
- b) Analyze **FIVE** ways in which negotiators in a negotiating process can prove the adage “great negotiators are great listeners.” (10 Marks)

### QUESTION 4

- a) Sifa Enterprises has since its inception used formal communication channels to keep conflicts and crises within the enterprise at bay. Explain **FIVE** ways in which the management has managed to achieve this. (5 Marks)
- b) Explain **FIVE** circumstances that may lead to upward communication in an organization. (10 Marks)

### QUESTION 5

- a) Effective negotiators use different tactics to succeed in negotiations. Explain **FIVE** such tactics (5 Marks)
- b) The ongoing negotiation for the takeover of Dada Enterprises by Karibu Company Limited came to a standstill due to mistrust from both parties. Analyze **THREE** ways in which the parties can use the Triangle of Satisfaction to address the interests of the other party as a means to build trust. (10 Marks)