



Strathmore
UNIVERSITY

**SCHOOL OF HUMANITIES AND SOCIAL SCIENCES
END OF SEMESTER EXAMINATION
BACHELOR OF ARTS IN COMMUNICATION
BAC 2105: COMMUNICATION AND NEGOTIATION SKILLS**

Date: 19th October 2023

Time: 13:00 – 15:00

Instructions

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

QUESTION ONE

John Shujaa has recently won gubernatorial elections to become the new governor of Ugatuzi County. Shujaa is serving his first term. The governor joined politics from the corporate sector and has worked outside the country for a long time. He plans to use his extensive experience in the corporate world to bring changes in the county. His deputy governor, David Mtatizi is a seasoned politician who has been a Member of Parliament in a constituency within the county for two decades. Mtatizi wanted to vie for the governor's seat but was compelled by the sponsoring party to take the deputy governor's position. Both the governor and the deputy have allies among party members of their sponsoring party. Shujaa and Mtatizi who first became acquainted with each other a month to the party nominations have a working relationship that is characterised by mistrust and animosity. Shujaa views Mtatizi as a corrupt, unprofessional and greedy politician who does not respect the governorship position. In addition, Shujaa is unhappy with some county events being spearheaded by Mtatizi. He sees the events as interference with the governor's mandate. On the other hand, Mtatizi views Shujaa as arrogant, pushy and a know-it-all political newbie who is unwilling to take advice from those who have been part of the county politics for a long time. The acrimony between the two has seen major county projects stall. You are hired as a communication expert whose brief is to help resolve the impasse.

- a) Briefly describe any FIVE aspects that make this context a negotiation situation. (10 marks)
- b) Identify any TWO sources of power that each party has in the negotiation situation and demonstrate how each can use them in their favour. (6 marks)
- c) Identify position(s) held by each of the two sides. (2 marks)
- d) Describe ONE interest that you would help each of the two sides identify. (3 marks)
- e) Explain any THREE communication skills that would be important in resolving this impasse. (3 marks)
- f) Expound on any THREE strategies that would help the two achieve a win-win. (6 marks)

QUESTION TWO

- a) “No deal is better than a bad deal.” Elaborate this statement by discussing THREE reasons why a plan B is critical. Use relevant examples in your answer. (9 marks)
- b) Briefly explain how you can develop your plan B. (2 marks)
- c) Using an example, illustrate how you can diminish the power of your counterpart’s plan B. (4 marks)

QUESTION THREE

- a) Tactics are necessary in negotiation.

Using an example for each, describe any THREE tactics that can be used in a negotiation situation. (9 marks)

- b) A good negotiator should not be afraid of silence. Using any THREE examples, illustrate the power of silence during a negotiation. (6 marks)

QUESTION FOUR

- a) Elaborate how you would tackle the following personalities in a negotiation situation: (9 marks)
 - i. The intimidator

- ii. The Flatterer
 - iii. The Complainer
- b) Illustrate how a negotiator can use the three elements listed below as sources of power (6 marks)
- i) The art of persuasion.
 - ii) People Skills
 - iii) Attitude

QUESTION FIVE

- a) With TWO examples, outline the importance of communicating clearly in negotiation. (5 marks)
- b) How does sharing information about interests help in negotiation? (3 marks)
- c) Demonstrate how the halo effect impacts negotiations. (3 marks)
- d) Describe TWO ways in which emotions may affect a negotiation situation. (4 marks)