

The
Management
University
of Africa



Sponsored by the Kenya Institute of Management

UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND
LEADERSHIP

BML 107: NEGOTIATION STRATEGIES

DATE: 27TH JULY 2026

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the case study below and answer the questions that follow:

GlobalTech Solutions and MedCare International Partnership Negotiation

GlobalTech Solutions Ltd., a technology company based in Kenya, specializes in developing digital health management systems for hospitals and pharmaceutical firms. The company has recently identified an opportunity to expand its operations into Europe, Asia, and South America through a strategic partnership with MedCare International, a multinational healthcare services provider with operations in over 30 countries. The proposed partnership involves the implementation of an integrated digital patient management system in hospitals operated by MedCare International. The project is valued at approximately USD 15 million and is expected to improve patient record management, customer service delivery, and supply chain coordination within the healthcare sector.

A negotiation team comprising representatives from Kenya, Germany, Brazil, India, and Japan has been formed to discuss the terms of the agreement. The parties have different expectations and interests. GlobalTech seeks long-term market access, technology licensing rights, and revenue growth, while MedCare International aims to obtain affordable technology solutions, data security assurances, and comprehensive technical support.

As negotiations progress, several challenges emerge. The German representatives emphasize strict compliance with international data protection regulations and insist on detailed contractual provisions. The Japanese delegates focus on building trust and long-term relationships before discussing commercial details. The Brazilian team prefers flexible arrangements and seeks local customization of the software. Meanwhile, the Indian representatives emphasize cost-effectiveness and quick implementation timelines.

During one negotiation session, tensions arise when GlobalTech insists on maintaining ownership of all intellectual property rights, while MedCare International demands partial ownership of customized software developed during the partnership. Communication difficulties also emerge due to differences in language, cultural expectations, negotiation styles, and decision-making processes. Some delegates become frustrated as discussions appear to stall, resulting in increased misunderstandings and potential conflict among the parties.

To move the negotiations forward, the lead negotiator proposes adopting the principles of Roger Fisher and William Ury's principled negotiation approach. The team agrees to focus on underlying interests rather than rigid positions, develop several alternative solutions, and rely on objective criteria such as international technology licensing standards and industry best practices. The negotiators also commit to improving communication, respecting cultural differences, and seeking mutually beneficial outcomes that will strengthen the long-term partnership.

The success of the negotiation will depend on the parties' ability to manage cultural diversity, reduce conflict, build trust, and reach a sustainable agreement that satisfies the interests of all stakeholders

Required:

- a)** Propose four key factors to consider when engaging in a principled negotiation as outlined by Roger Fisher and William Ury.

(10 marks)

- b)** Suggest four ways you would approach an International Negotiation process that involves various players from different regions of the world. **(10 Marks)**

- c)** Suggest five ways you would reduce chances of conflict during negotiation process.

(5 marks)

QUESTION TWO

- a) Discuss five situations that can lead to termination of a negotiation process

(10

Marks)

- b) Understanding your partner in negotiation process is very key. Enumerate five Factors to consider before commencing a negotiation process **(5 marks**

QUESTION THREE

- a) Clearly discuss five ways technology can aide the negotiation process.

(10 Marks)

- b) Elucidate five key areas of observation when engaging in cross cultural negotiation process.

(5 marks

QUESTION FOUR

- a) Imagine you are a project manager negotiating with a key supplier to secure materials for a critical project. The supplier has quoted a price that is significantly higher than your budget allows. But due to time constrains and higher switching costs you are forced to negotiate with the supplier. Identify possible key areas you will consider for your negotiation. **(10 marks)**

- b) Suggest 2 ways that Telephone negotiation can be enhanced , despite NOT meeting physically

(5 marks)

QUESTION FIVE

- a) Negotiation can be a tough task and especially internal negotiation process. Enumerate challenges you are likely to face in internal negotiation process

**(5
marks)**

- b) Suggest five challenges faced in internal negotiation process.
(10 marks)

QUESTION SIX

- a) When engaging in international negotiations, several critical factors must be considered to ensure effective communication and successful outcomes. Discuss five key factors to consider in international negotiation process

(10 marks)

- b) Negotiation can be a time and emotionally draining process, discuss five key areas to prepare before starting the process, to avoid impasse **(5 marks)**