<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Business Development</th>
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<tbody>
<tr>
<td>TSC</td>
<td>Business Negotiation</td>
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<tr>
<td>TSC Description</td>
<td>Engage stakeholders in accordance to established protocols to achieve business goals</td>
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<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Level 6</th>
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<tr>
<td>MAR-BDV-4001-1.1</td>
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<td></td>
<td></td>
<td>Facilitate negotiations and evaluate negotiation outcomes</td>
<td>Cultivate partnerships and build trust by leading negotiations</td>
<td>Set negotiation guidelines, policies and limits for organisation</td>
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**Knowledge**
- Negotiation objectives and context
- Types of negotiation processes and techniques
- Social and cultural differences which may affect negotiations
- Legislations and regulations relevant to the marine industry
- Communication and conflict resolution techniques
- Conditions for successful negotiation
- Emotional intelligence management
- Cost-benefit impact
- Principles in ethics
- Organisation’s products, policies and processes
- Components of advanced negotiation plans
- Types of negotiation styles
- Results of effective negotiations
- Advanced stakeholder management
- Principles of advanced decision-making
- Principles of strategic negotiations
- Organisation's vision, mission and values
- Negotiation guidelines and limits

**Abilities**
- Identify negotiation outcomes in commercial situations to establish organisation’s desired position in negotiations
- Prepare relevant background information to understand stakeholders’ positions
- Apply knowledge of interpersonal relationships to facilitate negotiation processes
- Prepare negotiation plans and agenda
- Set negotiation objectives, parameters and desired outcomes
- Lead negotiations with key stakeholders to build trust and cultivate partnerships
- Anticipate discussion points of actual negotiations
- Develop negotiation policies with purpose statements, scope, responsibilities, and policy statements
- Develop negotiation limits which may involve prioritising of potential negotiation issues in relative order of importance to organisation

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<tr>
<td>• Plan alternatives and outcomes for stakeholders in negotiations to support negotiation objectives</td>
<td>• Determine acceptable alternative outcomes</td>
<td>• Evaluate potential negotiation risks and rewards</td>
<td>• Identify non-negotiable issues, issues open to concession, issues to avoid, issues open to bargaining, and impact of potential negotiation outcomes</td>
<td>• Brief negotiating teams on negotiation processes, roles, responsibilities and levels of empowerment</td>
<td>• Set negotiation boundaries and governance standards for negotiations</td>
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<tr>
<td>• Apply communication and conflict resolution techniques to achieve desired negotiation outcomes</td>
<td>• Implement negotiation strategies according to organisation’s negotiation guidelines</td>
<td>• Provide feedback to relevant stakeholders for negotiation policy refinements</td>
<td>• Determine acceptable trade-off positions</td>
<td>• Monitor negotiation outcomes against objectives</td>
<td>• Evaluate and refine negotiation policies and limits based on negotiation outcomes</td>
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<td>• Take necessary follow-up actions to close negotiations</td>
<td>• Brief negotiating teams on negotiation processes, roles, responsibilities and levels of empowerment</td>
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