

Name:

Enrolment No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, December 2018

Course: BBA Core (HR Spl.)

Semester: III

Programme: Negotiation Skills

Time: 03 hrs.

Max. Marks: 100

Instructions: Attempt all questions of Section A carrying 20 marks. Attempt any 4 Short Answer Questions from section B; Each question carries 5 marks. Section C and Section D are compulsory and carry 30 marks each.

SECTION A

S. No.		Marks	CO
Q 1	<p>Fill in the Blanks.</p> <p>(i) Always make sure to explain your proposal: Don't just a number over the fence.</p> <p>(ii) tactic starts with a ridiculously high/low opening offer that know they will never achieve.</p> <p>(iii) In negotiation, is a powerful determinant of the extent to which negotiators develop the trust necessary to reach integrative agreements.</p> <p>(iv) A person not involved in the dispute helps the disputing parties talk about their problem and settle their differences is known as</p> <p>(v) Make concessions to indicate that you are reaching your limit before having to walk away.</p>	5	CO1
Q 2	<p>Multiple Choice One Answer Questions.</p> <p>(i) <i>Which of the following can be validly concluded from research on intercultural conflict management?</i></p> <p>(a) collectivist and individualist cultures typically favor different conflict management styles</p> <p>(b) the key to effective intercultural conflict management is flexible use of conflict management styles</p> <p>(c) disagreement should be discouraged when communicating with individuals from diverse culture</p> <p>(d) both a and b</p> <p>(ii) <i>What is the best definition of a win-win approach to a conflict situation?</i></p> <p>(a) Explaining company procedures to the unhappy person so that they understand why you cannot help them</p> <p>(b) A solution which allows both parties involved in the situation to come away feeling satisfied with the outcome</p>	5	CO1 CO2

	<p>(c) Actively listening to the other person and making them feel that you understand their issues</p> <p>(d) Getting a colleague involved in the situation to see if they can find a resolution to the problem</p> <p>(iii) Which of the following statements about conflict is true?</p> <p>(a) Conflict is always bad</p> <p>(b) Conflict can always be avoided</p> <p>(c) Conflict does not always occur because of misunderstandings</p> <p>(d) Disagreements always signal that the relationship is on the rocks</p> <p>(iv) Which of these would be the best way to communicate in a conflict situation?</p> <p>(a) Adopt passive behaviour as this will calm other people down</p> <p>(b) Shout as loud as required to ensure that everyone can hear you</p> <p>(c) Speak clearly and in a controlled way and only state the facts</p> <p>(d) Stare at anyone who disagrees with you to assert your authority</p> <p>(v) Constructive and destructive conflict are distinguished from each other in which of the following ways?</p> <p>(a) constructive conflict is We-oriented; destructive conflict is Me-oriented</p> <p>(b) constructive conflict is characterized by de-escalation of the conflict; destructive conflict is characterized by escalation of the conflict</p> <p>(c) constructive conflict is characterized by cross-complaining; destructive conflict is characterized by flexibility</p> <p>(d) both a and b</p>		
Q 3	<p>Explain the Following:</p> <p>(i) Perception distortion</p> <p>(ii) Collective Bargaining</p> <p>(iii) Strategy</p> <p>(iv) Planning</p> <p>(v) Self-serving bias</p>	10	CO1
SECTION B			
Q 4	Draw the diagram to present the process of negotiation. Discuss the process in brief with the help of a suitable example.	5	CO1
Q 5	What do you understand by Framing? What are different types of frames in which negotiators negotiate?	5	CO1 CO2
Q 6	What are various patterns of concessions and how to manage them during negotiation?	5	CO2 CO3
Q 7	What do you understand by midpoint rule? What is the role of ZOPA in deciding negotiation midpoint value?	5	CO1 CO2
Q 8	What are various types of perception distortions?	5	CO1 CO2
SECTION-C			

Q 9	<p>What do you understand by cognitive bias? What are the different types of cognitive biases that act as barriers in effective negotiation? How to deal with these?</p> <p style="text-align: center;">OR</p> <p>What are the principles and various levels of collective bargaining? Why collective bargaining is the most effective method of negotiation?</p>	10	CO1 CO2 CO3
Q 10	<p>Explain the role of mood and emotions in negotiation. How the positive emotions can lead to negative consequences and how negative emotions can lead to positive outcomes? Explain with suitable example.</p> <p style="text-align: center;">OR</p> <p>Differentiate between mediation, arbitration and conciliation. According to you, which method is most effective and why? Support with suitable example</p>	10	CO1 CO2 CO3
Q 11	<p>Case Study: Mediation</p> <p>This case involves a well-established and highly experienced team who were having difficulty with their current manager. These difficulties had been ongoing for some considerable time and were beginning to significantly impact on team performance and well-being.</p> <p>The majority of the team had been in post for some time. There was a general feeling that their manager did not understand the technical nature of the work. Further there was little respect for the manager; it was felt that the manager was aloof, did not support the team and communicated inappropriately at times to the team and others. The manager felt that there were some very difficult characters and that team performance was a real issue.</p> <p>Questions:</p> <p>(i) You are appointed as a mediator for the conflict. What strategies will you use to resolve conflict?</p> <p>(ii) Explain the process you will follow to make the mediation effective.</p>	10	CO1 CO2 CO3 CO4
SECTION-D			
Q 12	<p>Case Study: Negotiation Styles Countries: USA & Japan</p> <p>A well-known US candy company was interested in selling its products overseas. The company found a possible partner based in Tokyo. The Tokyo company seemed to be perfect for the deal. After many phone calls between the two parties, a decision was made to meet in Tokyo. The US company chose one of their businessmen, Mike Waller, to represent it. He was the company's most persuasive negotiator.</p> <p>Before Waller left the United States, he and the company lawyer worked together to write a detailed contract for the deal. The contract was fifty pages long. The deal would be advantageous for both firms. It promised big profits. Waller left for Japan with the</p>	30	CO1 CO2 CO3 CO4

contract. He was pleased with his careful preparation. He thought his future partners would be satisfied with his work and would be ready to bargain about the details of the contract. He had studied their company interests and was sure they would want to change a few conditions in the contract. He planned to agree to those changes as concessions. He was certain the meetings would result in good negotiations and a quick final agreement.

On the day of the meeting in Tokyo, Waller entered the boardroom with copies of the contract for the Japanese businessmen at the meeting. He handed them each a copy and began discussing the details. The representatives of the Tokyo firm did not open the contract. They didn't discuss the contract at all, but instead spoke about general business issues. They spoke about the proposed cooperation between the two companies but they didn't make any promises.

Waller then went back to the United States. He felt extremely surprised and disappointed. The Japanese had never asked him one question about the contract. No agreements or commitments had been made. He wasn't even sure if there would be another round of negotiations.

Questions:

- (i) What are the cultural dimensions involved in this Case? Explain it with the help of Hofstede's Model of Cultural Difference.
- (ii) Why did Waller failed to reach an agreement? What are the things he overlooked before initiating the negotiation and during negotiation?
- (iii) If you were at place of Waller, what important considerations you would have made before preparing the negotiation contract and how would you have presented the same in front of the Japanese company representatives.

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SECTION A

S. No.		Marks	CO
Q 1	<p>Fill in the Blanks.</p> <p>(i) It is felt that tactic is not in good faith and may seek revenge in future negotiations.</p> <p>(ii) ZOPA is and BATNA is</p> <p>(iii) is the most important activity in negotiation.</p> <p>(iv) The value at which you would be indifferent between entering into or not entering into an agreement is known as</p> <p>(v) is restating what you heard the other person say, without necessarily agreeing.</p>	5	CO1
Q 2	<p>Multiple Choice One Answer Questions.</p> <p>(i) <i>The five conflict management style orientations are</i></p> <p>(a) Competing, accommodating, avoiding, collusion, and conflict</p> <p>(b) Competing, accommodating, avoiding, competition, and compromising</p> <p>(c) Competing, accommodating, avoiding, cooperation, and compromising</p> <p>(d) Competing, accommodating, avoiding, collaborating, and compromising</p> <p>(ii) <i>Which of these would not be a good way to de-escalate a potential conflict situation?</i></p> <p>(a) Showing empathy</p> <p>(b) using humour or sarcasm</p> <p>(c) listening actively</p> <p>(d) adopting positive body language</p> <p>(iii) <i>Which of these would be the best way to communicate in a conflict situation?</i></p> <p>(a) Shout as loud as required to ensure that everyone can hear you</p> <p>(b) stare at anyone who disagrees with you to assert your authority</p>	5	CO1 CO2

	<p>(c) Adopt passive behaviour as this will calm other people down</p> <p>(d) Speak clearly and in a controlled way and only state the facts</p> <p>(iv) <i>Which of the following is a tactic of avoiding conflict?</i></p> <p>(a) Competing</p> <p>(b) Stonewalling</p> <p>(c) Autonomy</p> <p>(d) compromising</p> <p>(v) <i>Which of these is not recognised as being a way of overcoming communication barriers?</i></p> <p>(a) Repeating information slowly and calmly</p> <p>(b) Taking the person out of a noisy environment</p> <p>(c) Move as close to the person as possible</p> <p>(d) Adopting a non-aggressive stance and standing back</p>		
Q 3	<p>Explain the Following:</p> <p>(i) Law of small numbers</p> <p>(ii) Negotiation</p> <p>(iii) Perception</p> <p>(iv) Conflict</p> <p>(v) Tactics</p>	10	CO1
SECTION B			
Q 4	What do you understand by hardball tactics? What are various hardball tactics that negotiators use?	5	CO1
Q 5	What is anchoring? What are the implications of first offer in negotiation?	5	CO1 CO2
Q 6	Explain Dual Concern Model. How it helps in deciding strategic options?	5	CO2 CO3
Q 7	What are the key steps to an ideal negotiation process?	5	CO1 CO2
Q 8	What do you understand by contract management? Why is it important to manage contracts?	5	CO1 CO2
SECTION-C			
Q 9	<p>What do you understand by Rapport? Why rapport building is must in conflict resolution? What are various strategies of rapport building when visual access is not possible?</p> <p style="text-align: center;">OR</p> <p>Explain various features of collective bargaining along with its objectives. What are the essential elements of collective bargaining? Why collective bargaining is important for conflict resolution?</p>	10	CO1 CO2 CO3

Q 10	<p>Differentiate between mediation, arbitration and conciliation. According to you, which method is most effective and why? Support with suitable example.</p> <p style="text-align: center;">OR</p> <p>Why negotiating teams wrestle with internal conflicts? What is the impact of these internal tussles on the negotiation outcomes with other parties? What are the different strategies to create harmony among team members? Explain with the help of suitable examples.</p>	10	CO1 CO2 CO3
Q 11	<p>A group of staff had expressed concerns about morale issues in the unit during an in house operational review exercise. They cited a toxic work environment, low morale and productivity, and a long history of conflict in the office including high turnover, favoritism, and concerns about a lack of faith or trust by the supervisor in unit staff.</p> <p>It was alleged that there was conflict (a power struggle) between the supervisor and his boss. The two had very different supervisory styles and expectations for staff. Staff said that they openly criticized each other in front of other employees, creating divided allegiances amongst staff. These problems persisted after the supervisor's boss left, and a new boss took her place.</p> <p>In addition, it was alleged that the supervisor was frequently absent from the workplace. This resulted in reduced support and guidance, and reduced opportunity to deal with ongoing office issues.</p> <p>High staff turnover was alleged to have contributed to bad morale. It was alleged that experienced staff were replaced with inexperienced staff, contributing to increased workload for those who remained. The newer staff complained that they had little opportunity for training or mentoring. Staff who did attempt to mentor new hires complained that they were criticized for neglecting their own work.</p> <p>Workload distribution in general was also a concern. One staff member had left on extended sick leave and this was attributed to stress due to the high workload. Remaining staff reported having to work overtime or take work home just to keep up, and were unable to use annual leave that they were entitled to. Competing priorities and a lack of role clarity were also raised as concerns.</p> <p>Staff complained that the supervisor favored one new hire over another. Further, they cited that he did not acknowledge their work accomplishments, and that differences in philosophy regarding their work contributed to tension between him and staff. They reported a lack of trust in the supervisor, and said that they did not believe he had carried their concerns to higher management, and had not followed through on commitments he made to staff.</p> <p>The supervisor complained that he was not supported by higher management. Instead, he was left to deal with these problems on his own.</p> <p>Questions:</p> <p>(i) What mediation process one should follow to resolve the conflict?</p> <p>(ii) What are the possible outcomes of the case and conflict resolution process?</p>	10	CO1 CO2 CO3 CO4

SECTION-D

Q 12

Case Study: Negotiator's Profile Countries: USA & China

A US computer software company has recently heard from a Chinese manufacturing company. The Chinese company has expressed interest in one of its software programmes. The Chinese company has invited the US Company to China to demonstrate its software. The US Company has been very successful domestically, but this will be the first time it has ever ventured into the international business world. The company would like to expand and begin to build status in the international community. Being successful with this negotiation would help the company very much. The top managers have come together to plan a business strategy for the Chinese business trip. They must also decide who is the most appropriate person to send to China to represent the company. The person chosen must be a highly competent negotiator, able to persuade the Chinese that the company's software is the best in the market and exactly what the Chinese company needs. Therefore, they must think very carefully about the qualities of the person they send.

Questions:

- (i) Look at the table below. Considering China cultural features, which qualities you think are the most important for the US negotiator?
- (ii) Read the descriptions of three possible people the company could send and discuss. Who you should send and who would be the least appropriate person. Provide reasons.
- (iii) Would you consider sending a second person? Why?

NEGOTIATOR'S PROFILE CHECKLIST

1: very Important 5: Not important

Checklist	5	4	3	2	1
1. Educational background					
2. Sex					
3. Age					
4. Technical knowledge of the product					
5. Seniority and experience in the company					
6. personal connections					
7. Social competence, good social skills					
8. Social status in the community					

30

CO1
CO2
CO3
CO4

9. Power to decide and authority within the company					
10. Respect for authority and rules					
11. Symbolic authority in the company (no decision)					

US CANDIDATES

1. **BOB DRISDALE:** He has been working for the company for 20 years. He's fifty five years old. He has seniority and company respect. He does not have technical knowledge of the software. He is in the upper-intermediate management of the company and has the authority to make decisions. He knows company policy and the history of the firm. He has very good social skills.
2. **CHRISTINE HALE:** She has been working for the company for five years. She is the manager of the software division. She has technical knowledge of the software because she has been working with the project from the start. She graduated from Harvard University with a degree in computer science. She is very social and well mannered. She is thirty-two years old and she has authority to make decisions.
3. **TED CONWAY:** He is a new employee who has been working for the company for three years. He is twenty five, energetic and ambitious. He knows the software better than anyone because he created the programme. He is able to answer any technical question about the product. He is not very socially-skilled and some people find him distant. He does not always follow company rules because he feels they stop him from being creative.