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UNIVERSITY OF PETROLEUM
AND ENERGY STUDIES



Final Examination – April 2017

Program/course- MBA open Elective

Subject: Negotiation Skills

Code : MBCG 711

No. of page/s: 3

Semester –IV

Max. Marks : 100

Duration : 3 Hrs

**Note: 1. Mention Roll No at right top corner of the question paper.
Section A (20 Marks) All questions are 2**

Q1. Define culture for International Negotiations? (2 marks)

Q2. State if the following is True or false

- a) Negotiations are easier with people from other countries sharing same professional culture than those who not.
- b) Different types of negotiators will have same professional culture: diplomats, bureaucrats, politicians, business people, lawyers and engineers, etc.

Q3. Define Values?

Q4. What is the difference between functional and dysfunctional conflict?

Q5. What is the principle of reciprocity?

Q6. 1. The individualistic negotiator

- A) prefers to maximize his or her own gain and is indifferent to how much the other person is getting.
- B) prefers to maximize the difference between his or her own profits and those of the other party.
- C) seeks equality and to minimize the difference between negotiators' outcomes.

Q7. _____ is the belief that the other party's interests are directly and completely opposed to one's own interests

Q8 _____ occurs when people believe that their interests are incompatible with the other party's interests when, in fact, they are not.

Q9. How your negotiation will change if the negotiations are One Shot Vs Repetitive.

Q10. What is an under aspiring negotiator.

Section B

Attempt all 4 questions

All questions carry equal marks (5marks each)

Q1. What is conflict? What are the various ways of solving the conflict according to the Thomas Killman?

Q2. What are the methods of reaching reservation point?

Q3. Discuss the approaches to negotiations based on

- a) Interests
- b) Rights
- c) Power

Q4. 'I can't believe they think we will just do what they want! I'm going in there and demanding compensation!' shouted Greg after opening his email. Ellie was a little surprised to hear Greg so angry. He wasn't normally like that; something must have been said to upset him so much. She tried to persuade him to calm down, but he was determined to go into the meeting to fight his corner.

Explain why destructive debate behaviours can lead to a deadlock in negotiations, and why constructive behaviours can help

Section C

Attempt Following questions

All questions carry equal marks (15 marks each)

Q1. Write short notes on

- a) Power Distance
- b) Individualism vs. Collectivism
- c) Masculinity vs. Femininity

Q2. How we develop understanding of difficult behavior. Discuss the methods of dealing with:

- a) The accidental hard bargainer.
- b) The reluctant hard bargainer
- c) The intentional hard bargainer
- d) Super agreeable
- e) Indecisive

Section D

Attempt all questions (10 marks each)

Please go through the case-lets below and answer the questions that follow

Trish and Jean have been neighbours for 20 years, but they haven't spoken to each other for over 15 years. Trish had complained to Jean about the size of her hedge; it was blocking out the sun from her garden and she wanted it cut down to size, or else. Jean had not liked being told what to do, and besides if it was too low there would be no privacy, so she had refused. Trish retaliated by refusing to let Jean use the shortcut down her path for Jean to put her bins out. It meant Jean had to use her own path, but to get to it had to lift her bin up three steps. It was very inconvenient.

Q1. What should be the approach in this negotiation?

"I really think that my work over the past year warrants a pay increase, above the rate of inflation.," said Chen. "I have achieved all the targets you set, and my work quality is undeniable." "While I agree your work over the past year has been excellent, there is simply no room in our wages budget to give any increases this year." responded Wu. "You have put me in a difficult position. I really need to increase my pay, I have a baby on the way, and my family needs to buy a more suitable car. If I can't get the pay rise I deserve from this company, I will have to think about changing my job."

Q 2. Using the above case, show why the distinctions between interests, issues and positions are important in negotiation?

Isobel needs to make a final sale today to take her over her sales quota for the quarter and earn her the much needed bonus for her upcoming holiday. There is a 'hot prospect' customer in the shop looking at buying a camcorder, and has indicated if there is a deal to be done, he might buy it today. Unfortunately, the model which the customer, Mr. Morrice, is looking at has a very tight margin and Isobel can't afford to knock too much off the asking price without attracting the wrath of her Store Manager. The camera price is £299, and she can go as low as £260, but no more for this model. Mr. Morrice has made an offer of only £250. It is close to her exit, but Isobel just cannot sell the camera for that price.

Q3. Describe the above negotiating problem with reference to Distributive Bargaining, and explain how Isobel might improve her negotiation performance.