



Name:

Enrolment No:

UPES

End Semester Examination, May 2024

Course: International Business Negotiations

Program: MBA-IB

Course Code: INTB 8015

Semester: IV

Time : 03 hrs.

Max. Marks: 100

Instructions: This is a CLOSED-BOOK EXAM. Only Non-Scientific calculator is allowed. Smart Watches/Cell phones/Tablets/Laptop/Books/Notes are STRICTLY PROHIBITED.

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q 1	What are negotiations skills? a. The ability to win every negotiation at any cost. b. Techniques used to manipulate the other party. c. Abilities and techniques used to reach mutually beneficial agreements. d. Persuading others to accept unfair deals.	2	CO1
Q 2	Why is preparation crucial for successful negotiations? a. To avoid negotiation entirely. b. To win every negotiation effortlessly. c. To set clear goals and understand the needs of all parties. d. To undermine the other party's position.	2	CO1
Q 3	What does assertiveness mean in negotiation skills? a. Being overly aggressive and dominating the conversation. b. Advocating for one's interests while being respectful of others. c. Avoiding expressing one's needs to maintain peace. d. Yielding to the demands of the other party.	2	CO1
Q 4	What is the primary purpose of negotiation tactics? a. To deceive and manipulate the other party. b. To win every negotiation at any cost. c. To advocate for one's interests without considering the other party. d. To influence the other party's perspective and reach favorable agreements.	2	CO1
Q 5	What does the "BATNA" concept mean in negotiation? a. Best Alternative to New Agreements b. Better Alternatives to New Agreements c. Best Available Targets for Negotiation Agreement d. Best Alternative to a Negotiated Agreement	2	CO1
Q 6	What does the term "win-win" mean in negotiations?	2	CO1

	<ul style="list-style-type: none"> a. To focus solely on personal gain without considering the other party's interests. b. To win at any cost, even if it means the other party loses significantly. c. To find mutually beneficial solutions that satisfy both parties' interests. d. To make the other party give up their needs and demands entirely. 		
Q 7	<p>What is the role of "time pressure" in negotiations?</p> <ul style="list-style-type: none"> a. To force the other party into accepting unfavorable terms quickly. b. To rush the negotiation process without considering alternatives. c. To create a sense of urgency, which may impact decision-making. d. To avoid negotiation entirely. 	2	CO1
Q 8	<p>What role does flexibility play in negotiations?</p> <ul style="list-style-type: none"> a. It allows negotiators to change their values and principles easily. b. It helps negotiators dominate the conversation. c. It enables negotiators to maintain a rigid stance throughout the process. d. It allows negotiators to explore alternatives and adjust. 	2	CO1
Q 9	<p>What is the purpose of the "ZOPA" concept in negotiation?</p> <ul style="list-style-type: none"> a. Zone of Possible Agreements b. Zone of Positive Alternatives c. Zone of Potential Agreements d. Zone of Profitable Alternatives 	2	CO1
Q 10	<p>How can negotiators use the "anchoring" tactic effectively?</p> <ul style="list-style-type: none"> a. By refusing to make any concessions. b. By starting the negotiation with an extreme offer to influence the other party's perception. c. By avoiding expressing their interests and needs. d. By dominating the conversation without considering the other party's perspective. 	2	CO1
<p>SECTION B 4Qx5M= 20 Marks</p>			
Q 11	State how can you improve your position while you are in the negotiation table with your opponent party?	5	CO2
Q 12	Define the concept of 'Anchoring' in the context of Win-Lose Negotiations?	5	CO2
Q 13	Define 'Multi Party' negotiations?	5	CO2
Q 14	State three conflict resolution strategies in negotiations?	5	CO2

SECTION-C
3Qx10M=30 Marks

Q 15	<p>Suppose Ravina is currently paying 3000rs per square foot for suburban office space. The location is quite satisfactory, and the price Ravina pays fair, but Ravina would not mind paying more if the office is located to downtown customers. While preparing to negotiate with landlord for an office space lease in downtown high-rise, Ravina decides not to pay more than 5000rs per square foot. In the process of negotiations, the landlord declares that he will not accept less than 6000rs per square foot. So, Ravina graciously terminates the negotiation and walk-away from the deal.</p> <p>A. What is the BATNA for Ravina? B. What is the reservation price for both Ravina and Landlord? C. Do you think BATNA and reservation price is same for Ravina? If not, explain the reason why BATNA and reservation price being differed for Ravina?</p>	10	CO3
Q 16	<p>Aditi and Aishwarya have been very good friends since their postgraduation studies in UPES. Both Aditi and Aishwarya have joined in their family business in Boutique after completing their MBA in international Business. Aditi has a turnover of 1cr, and Aishwarya has a turnover of 2cr in a year. One sunny morning, Aditi called her friend Aishwarya and discussed the potential business prospectives if they can collaborate. Eventually, they calculate they together can create 9cr Boutique business.</p> <p>A. Do you see any potential for integrative negotiations that create value for both the parties? Justify your answer. B. Analyze how both Aditi and Aishwarya should negotiate to claim the value they create together?</p>	10	CO3
Q 17	<p>Illustrate the nine steps of negotiations preparation with appropriate example?</p>	10	CO3

SECTION-D
2Qx15M= 30 Marks

Answer the following questions after carefully reading the below case study.

Delta Electronics, which is basically an American based company and one of its primary suppliers, Phi components company, are negotiating an agreement under which Phi will build and deliver 25,000 switches over a period of eight months. Delta is interested in getting the lowest possible price, but also interested in maintaining a long-term relationship with Phi, which has been a reliable and innovative supplier over the years. Delta's sales manager would like to maximize the price his company receives under the contract but must be mindful of the relationship. He would hate to lose his long-term customer. Therefore, both the two companies are interested in maintaining long term relationship.

As long-term partners, each side is willing to disclose some of its interests to the other. That way, if one party must give ground on price, the other party might be able to offer value on some other front. Thus, supplier and original equipment manufacturer collaborate in areas of quality control and product development. The growing use of joint ventures and outsourcing has likewise motivated organizations to think more about relationships and priorities what is important to you might be less important to others. Thereby, less appearing as zero-sum game.

Together, these two negotiators settle an agreement that gives Phi what it wants: \$3 per switch. But in return, Phi agrees to give Delta Electronics eighty days to pay instead of the usual forty days agreement. The extra forty days helps Delta to reduce its working capital requirement. Further, the two firms agree to collaborate in designing a new set of switches for Delta product currently on the drawing boards.

Q 18	What are the two parties' issues, positions, and interests?	15	CO4
Q 19	Prepare the BATNA for both the companies. Also state how Phi components company can improve its BATNA?	15	CO4