

Printed Pages: 6

NMBA-HR-03

(Following Paper ID and Roll No. to be filled in your  
Answer Books)

Paper ID : 270425

Roll No. 

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M.B.A.

Theory Examination (Semester-IV) 2015-16

NEGOTIATION & COUNSELING

Time : 3 Hours

Max. Marks : 100

Section-A

1. Answer the following questions in not more than 30 words each. (2×10=20)
  - (a) Why is role reversal used during a negotiation?
  - (b) What is integrative negotiation?
  - (c) What comprises the perceiver?
  - (d) Precisely state the aim of communication?
  - (e) What is BATNA?

- (f) What makes international negotiations different?
- (g) What are the steps in counselling process?
- (h) Give a brief description of Transactional Analysis?
- (i) Explain 'client centered' therapy?
- (j) Is counsellor a guide? Give reasons

### Section-B

2. Answer any five questions from this section.

(10×5=50)

- (a) What are the characteristics common to all negotiations?
- (b) When it is considered advisable not to negotiate?
- (c) How is mutual adjustment the key cause of the changes that occur in negotiation?
- (d) Describe the shortcuts commonly used in judging others.
- (e) What are the cognitive determinants of emotions?

- (f) How do people communicate in negotiation?
- (g) Describe the role of a counsellor?
- (h) How does culture influences the negotiation?

### Section-C

3. **Read the following case and answer the questions given at the end.**

"We cannot negotiate with people who say what's mine is mine and what's yours is negotiable." **John F. Kennedy**

On 24th April, 2014, Project Secretary, Mr. Shubhendu Suresh of "National Society for Art and Drama (N.S.A.D)", announced that "Summer School for Art and Drama- 2014" will not be organized this year in any of the four metros New Delhi, Bombay, Chennai and Kolkata following the three week lock-out by the theatre owners. The whole development and cultural programme for learning was lost.

On the other side of the dispute, Mr. B.K. Rai of All India Artist and Actor Association (A.I.A.A.A), regretted the im-

passee and apologized to the fans and students/participants. Though the repercussions to the Association and its actors are obvious, cancelling the program has adversely affected its long standing relationship with their business associates.

The major issue which led to its cancelation was that of a hike in actor's emoluments, but Mr. Rai said, "We actors never asked for more money. Mr. Suresh owes the apology. He started the whole issue which resulted in lockout. We've done an awful lot to try to get a fair resolution." According to the reports, negotiations began when the N.S.A.D attempted to lower the average salary from Rs. 12.5 lakhs per year to Rs. 8 lakhs. The reason given in its support was that actors receive 40% of the revenue generated from ticket sale per year along with 20% to 30% of enrolment fee depending upon the Grade of Actor. Due to this N.S.A.D, it was felt, was far from being profitable and instead was reeling under a loss for over past two years. Actors association counter offered for Rs. 11 lakhs but Mr. Suresh tried an alternative solution to persuade the association at only 40% of total revenue generated as a whole instead of reducing the pay. Actors opposed both the ideas until Mr. Suresh and theatre owners offered a package which did not link payroll and revenue. At this point, negotiation looked promising. However, neither party could agree on an amount, the owners offered a Rs. 2.5 crores to a team (in-

volved in a play) and then increased it to Rs. 3 crores. But actors wanted Rs. 6 crores and then lowered it to Rs. 5 crores. To this Mr. Rai said, "Mr. Suresh gave us a final take it or leave it offer. We made a counterproposal and events grounded to a halt." A reporter asked both sides whether they would have accepted a compromise of around Rs. 4 crores per team. Mr. Suresh stated, "I can't say we would have accepted it. But if the actors wanted it, they should have proposed it." Mr. Rai however said, "What ifs aren't for real." Later they agreed to a 3 year deal set at Rs. 3 crores per team. Actors were unhappy with the terms of the deal but felt that they had an obligation towards the audience. The lack of an agreement in N.S.A.D negotiations was a loss to everyone- owners, association, actors, directors, producers, participants and of course, the fans.

Questions:

- i) Would you characterize the N.S.A.D negotiation as distributive or integrative? Give reasons.
- ii) What factors do you believe led to the lack of a settlement in the N.S.A.D negotiations? How might you have handled the negotiation if you were a representative of the actors' association?

- iii) It appears that the point of compromise (Rs. 4 crores per team] may have existed. What steps could both parties have taken to reach this point of compromise?