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MBA/MBTM

**THEORY EXAMINATION (SEM-IV) 2016-17
NEGOTIATION AND COUNSELLING**

Time : 3 Hours

Max. Marks : 100

Note : Be precise in your answer. In case of numerical problem assume data wherever not provided.

SECTION A

1 All questions are compulsory.

(2X10=20)

- (a) Write three important conditions of win - lose negotiation.
- (b) What is PRAM model of Negotiation.
- (c) Enlist any two best practices in negotiation.
- (d) Who do you think are the major participants in counselling? (give names only)
- (e) Identify any two barriers to negotiation process.
- (f) What is ZOPA?
- (g) How will you identify the presence of shadow negotiation?
- (h) Mention at least two recent trends in counselling process.
- (i) How does emotions influences negotiations?
- (j) Suggest any one strategy to overcome frames in negotiation.

SECTION B

2 Attempt any five questions of the following:

(5x10=50)

- a) Explain the concept of conflict. Discuss the different styles of conflict resolution.
- b) What are cognitive biases in Negotiation? How does an effective negotiator manage misperceptions and cognitive biases in negotiation? Discuss the techniques.
- c) What is BATNA? How is it useful in making Negotiation effective? Explain with the help of one industrial/ business example.
- d) Discuss the steps in Negotiation Process
- e) Why is counselling considered as an important managerial task? Explain with the help of example. Also suggest the measures to ascertain the success of counselling.
- f) Differentiate between the humanistic and behaviouristic approach to counselling.
- g) What are the cultural perceptions and differences that lead to the Debacle of Dabhol?
- h) i) Discuss the role of interpersonal communication in the resolution of dysfunctional conflict an organization.
ii) "There were two kids named Ryan and Shan. They went to a fruit seller to get oranges for themselves. The fruit seller was left with only one last orange which he handed over to the kids. Ryan needed the pulp of orange and Shan needed the peel of orange. The kids took half orange each and returned to their home with a sense of dissatisfaction". Discuss which type of negotiation was used in the story. Also suggest the way through which this situation could be converted into a win – win situation for both the kids.

SECTION C

Attempt the following: (Case study)

(3x10=30)

Bharat Engineering Works Limited is a major industrial machineries producing company besides other engineering products. It has enjoyed market preference for its machineries because of limited competition in the field. Usually there have been more orders than what the company could supply. However, the scenario changed quickly because of the entry of two new competitors in the field with

foreign technological collaboration. For the first time, the company faced problem in marketing its products with usual profit margin. Sensing the likely problem, the chief executive appointed Mr Arvind Kumar as general manager to direct the operations of industrial machinery division. Mr Kumar had similar assignment abroad before coming back to India.

Mr Kumar had a discussion with the chief executive about the nature of the problem being faced by the company so that he could fix up his priority. The chief executive advised him to consult various heads of department to have first hand information. However, he emphasised that the company lacked an integrated planning system while members of the Board of Directors insisted on introducing this in several meetings both formally and informally.

After joining as General Manager, Mr Kumar got briefings from the heads of all departments. He asked all heads to identify major problems and issues concerning them. The marketing manager indicated that in order to achieve higher sales, he needed more sales support. Sales people had no central organisation to provide sales support nor was there a generous budget for demonstration teams which could be sent to customers to win business.

The production manager complained about the old machines and equipments used in manufacturing. Therefore, cost of production was high but without corresponding quality. While competitors had better equipments and machinery, Bharat Engineering had neither replaced its age-old plant nor reconditioned it. Therefore to reduced the cost, it was essential to automate production lines by installing new equipment.

Director of research and development did not have specific problem and therefore, did not indicate for any change. However, a principal scientist in R&D indicated on one day that the director of R&D, though very nice in his approach, did not emphasize on short-term research projects, which could easily increase production efficiency by at least 20 per cent within a very short period without any major capital outlay.

Questions:

3. Discuss the nature and characteristics of the problems in this case.
4. What steps should be taken by Mr Kumar to overcome these problems?
5. Identify the international cultural parameters that must have influenced the case.