

Name:

Enrolment No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, December 2019

Course: Negotiation Skills

Semester: 3

Programme: BBA(Core)

Course Code: HERS3002

Time: 03 hrs.

Max. Marks: 100

SECTION A

(Attempt all questions)

S. No.		Marks	CO
Q 1	Fill in the blanks	20	
i)	The view states that conflict is a positive force and absolutely necessary for a group to perform effectively a) Human relations b) Traditional c) Interactionist d) Peace	2	CO1
ii)	What does the winner's curse refer to a) The tendency of negotiators to settle too quickly on an item and then subsequently to feel discomfort about a negotiation win that comes too easily. b) To find out that the product is faulty after buying it. c) The tendency of negotiators to not do business again with the other company, after closing the deal. d) To lose in the negotiation subsequent to the one that has been won.	2	CO1
iii)	"Snow job" is a strategy related to a) Integrative negotiation b) Rapport building	2	CO1

	<ul style="list-style-type: none"> c) Creative problem solving d) Hardball tactic 		
iv)	<p>Countries low on Power Distance Index have following characteristics-</p> <ul style="list-style-type: none"> a) Centralized organizations. b) More complex hierarchies. c) Both (a) and (b) d) None of the above 	2	CO1
v)	<p>Which term refers to someone who desire to satisfy one's interests, regardless of the impact on the other party to the conflict</p> <ul style="list-style-type: none"> a) Compromising b) Collaborating c) Competing d) Accommodating 	2	CO1
vi)	<p>When mediation is effective?</p> <ul style="list-style-type: none"> a) Parties believe in the mediation process b) Parties are relatively unequal in power c) Both (a) and (b) d) None of the above 	2	CO1
vii)	<p>Distributive bargaining involves:</p> <ul style="list-style-type: none"> a) long term orientation. b) win-win situation. c) Resources can be expanded d) a limited amount of resources 	2	CO1
viii)	<p>You plan to buy a used car and want to purchase it for the least possible cost. You realize the seller will try to get the most money that he can for the car. Which of the following best describes this type of bargaining?</p> <ul style="list-style-type: none"> a) Expanded pie b) Integrative c) Distributive 	2	CO1

	d) Win-win		
ix)	<p>You want to buy an item, but you do not want to pay more than \$400. You offer \$200, and the shopkeeper says he will sell the item for \$600. You then offer \$400, and the shopkeeper says he will sell the item for \$500. You agree to purchase the item at \$500. You have paid \$100 more than you wanted. This case represents negotiation example of</p> <p>a) Positional b) Integrative c) Win-win d) Accommodating</p>	2	CO1
x)	<p>In third-party negotiations, agreements made come from participants and are not imposed by</p> <p>a) arbitrator b) Mediator c) consultant. d) Both (a) and (b)</p>	2	CO1
SECTION B			
	(Attempt any four question)	20	
Q 2	During a negotiation process, how can you separate people from problem?	5	CO2
Q3	Differentiate between “Position” and “Interest” with suitable example.	5	CO2
Q4	Analyze Hofstede’s cultural dimension in context of India.	5	CO2
Q5	Who is arbitrator? When arbitration is effective as a third party negotiation?	5	CO2
SECTION-C			
	(Attempt any three questions)	30	
Q 6	<p>When mediation as a third party negotiation is most appropriate and effective? Explain how mediation process works.</p>	10	CO3
Q 7	Recognize various closing tactics, their respective benefits, and describe how to use them to close deals effectively.	10	CO3
Q8	<p>In a distributive negotiation, “anchoring gives you first mover advantage.” Comment.</p>	10	CO3

Q 9	“We human beings can never be rational decision makers.” Comment.	10	CO3
SECTION-D (Attempt all questions)			
Q10	<p>Question</p> <p>Two friends and neighbours arrange to go into business together and then become bitter rivals: This is the story of Bob Bell and Michael Sharpe, who once lived just four houses apart on Oxford Street in Guelph, Ontario. Bell and Sharpe thought they had a good idea for a new business venture—a bicycle trailer—but the good idea turned into a long, sizzling struggle. Bell invented the bicycle trailer. Shortly after coming up with the idea, he began to design and build the bicycle trailer in his garage. Once he shared his idea with Sharpe, both thought they could form a successful partnership by drawing upon each other’s expertise. Bell, an engineer by trade, would take on research and development; Sharpe, a former computer software sales manager and career manager, would focus on marketing. Sharpe put together the business plan—but before it was finalized, the deal fell apart. The major point of conflict between Bell and Sharpe was royalties. Bell wanted to license the bicycle trailer design to Sharpe and collect a fee for each bicycle trailer produced. Sharpe wanted Bell to invest more in the venture and share the financial risk. However, Bell did not see any grounds for negotiation. Bell considered the bicycle trailer his idea. He had designed it, he had bought the materials to build it, and he had put in the time to develop the final product. When both parties hired lawyers and Bell demanded intellectual property rights, the great Canadian buggy war began. Bell planned a slow, steady campaign, working from the basement of his home with one employee. He started selling his cargo trailer, the WIKE, at the local farmers’ market. His goal was to sell 20 trailers the first year and in the coming year. Bell continued his “go slow, get it right” campaign, selling locally and fine-tuning his trailer to carry children. However, he eventually decided that making every bicycle trailer himself was not a good strategy. By 2002, Bob Bell just wanted his life back. Meanwhile, Sharpe had his own grand plan. He established his new company, Greenways, mortgaged his home, took a bank loan, rented a factory,</p>	(10+10+ 10=30)	CO4

and hired five employees. Sharpe began mass production of his version of the trailer, the Wonder Wagon, which accommodated small children. He projected sales of 2500 nationwide for the coming year. By the spring of 1994, Sharpe was selling to big specialty retailers and Toronto's largest sporting goods store. Later, bike shops across the country and two national retailers were selling his wagon. He was even a corporate sponsor in Vancouver's Ride for Life. So how did this end? Bell won the patent infringement case against Sharpe. Bell's company has expanded to six different versions of the bicycle trailer. It also has a licensed manufacturer in China, from whom Bell collects royalties. Sharpe eventually abandoned the whole buggy idea, and switched careers to . . . the fitness industry.

Questions

- a. What were the sources of conflict between Bell and Sharpe? Also state, this case is example of which type of conflict?**

- b. What are the five conflict resolution techniques in handling conflict?**

- c. How would you have handled the conflict between Bell and Sharpe? How would your personality have affected your approach to resolving the conflict?**