

Name:			
Enrolment No:			
UPES End Semester Examination, December 2025 Course: Negotiation Analysis Semester: VII Program: INT-BBA-MBA & INT-BCOMH-MBA Time: 03 hrs. Course Code: HRES8013 Max. Marks: 100			
Instructions: All short/ long answer questions will be evaluated based on Clarity, Connectedness, Critical treatment, Correctness, and Context. Include examples in all answers.			
SECTION A 10Qx2M=20Marks			
S. No.		Marks	CO
Q 1	Which of the following is not an intangible factor in a negotiation? A. the need to look good B. final agreed upon price on a contract C. the need to appear "fair" or "honorable" D. to maintain a good relationship E. All of the above are intangible factors.	2	CO1
Q 2	Interdependent parties' relationships are characterized by A. interlocking goals. B. solitary decision making. C. established procedures. D. rigid structures. E. Interdependent relationships are characterized by all of the above.	2	
Q 3	In intragroup conflict, A. sources of conflict can include ideas, thoughts, emotions, values, predispositions, or drives that are in conflict with each other. B. conflict occurs between individual people. C. conflict affects the ability of the group to resolve differences and continue to achieve its goals effectively. D. conflict is quite intricate because of the large number of people involved and possible interactions between them. E. None of the above describes intragroup conflict.	2	
Q 4	Most hardball tactics are designed to either _____ the appearance of the bargaining position of the person using the tactic or to _____ the appearance of the options available to the other party.	2	
Q 5	The more you can convince the other that you value a particular outcome outside the other's bargaining range, the more pressure you put on the other party to set by one of the following resistance points. A. High	2	

	B. low C. modest D. extreme E. None of the above.		
Q 6	An interest is instrumental if A. the parties value it because it helps them derive other outcomes in the future. B. the parties value the interest in and of itself. C. it relates to "tangible issues" or the focal issues under negotiation. D. the relationship is valued for both its existence and for the pleasure that sustaining the relationship creates. E. All of the above relate to instrumental interests.	2	
Q 7	Which of the following is not necessary for integrative negotiation to succeed? A. Each party should be as interested in the objectives and problems of the other as each is in his/her own)each must assume responsibility for the other's needs and outcomes as well as for his/her own. B. The parties must be committed to a goal that benefits both of them rather than to pursuing only their own ends. C. The parties must be willing to adopt interpersonal styles that are more congenial than combative, more open and trusting than evasive and defensive, more flexible (but firm) than stubborn (but yielding). D. Needs have to be made explicit, similarities have to be identified, and differences have to be recognized and accepted. E. All of the above are essential for integrative negotiation to succeed.	2	
Q 8	A negotiator should ask which of the following questions when presenting issues to the other party to assemble information. A. What facts support my point of view? B. Whom may I consult or take with to help me elaborate or clarify the facts? C. What is the other party's point of view likely to be? D. How can I develop and present the facts so they are most convincing? E. All of the above questions should be asked.	2	
Q 9	Ethical criteria for judging appropriate conduct define A. what is wise based on trying to understand the efficacy of the tactic and the consequences it might have on the relationship with the other. B. what a negotiator can actually make happen in a given situation. C. what is appropriate as determined by some standard of moral conduct. D. what the law defines as acceptable practice. E. All of the above are defined by ethical criteria for judging appropriate conduct.	2	

Q 10	Halo effects occur when A. attributes are assigned to an individual solely on the basis of his or her membership in a particular social or demographic group. B. people generalize about a variety of attributes based on the knowledge of one attribute of an individual. C. the perceiver singles out certain information that supports or reinforces a prior belief, and filters out information that does not confirm that belief. D. people ascribe to others the characteristics or feelings that they possess themselves. E. All of the above describe halo effects.	2	
SECTION B 4Qx5M= 20 Marks			
Q 11	What are the three reasons negotiations occur?	5	CO2
Q 12	Describe the strategies and tactics a negotiator would employ in a distributive bargaining situation.	5	
Q 13	Identify and define the four types of interests.	5	
Q 14	If power is in the eye of the beholder, then how is power effective?	5	
SECTION-C 3Qx10M=30 Marks			
Q 15	Describe how you would design a strategy using reciprocity and scarcity for a negotiation scenario in which building trust and securing agreement is a priority.	10	CO3
Q 16	Identify and evaluate the factors that strengthen a negotiator’s BATNA. Also describe briefly a plan showing how you would improve a weak BATNA before entering a high-stakes negotiation.	10	
Q 17	Using examples at all the three levels of the organization, describe one conflict-management tactics per level that resolves tensions ethically and sustainably. Also explain how you would implement and measure the effectiveness of each tactic.	10	
SECTION-D 2Qx15M= 30 Marks			
The setting is an outdoor hotel swimming pool on a warm July morning. At this particular time of day, there are only two persons present—a father who is fully clothed, sitting in a lounge chair beside the pool and reading the newspaper, and his five-year-old daughter, who is wading in the pool. While the father is engrossed in reading the sports page, he hears his daughter scream for help. She has waded into the deep end of the pool and is struggling to keep her head above water.			
Q 18	At this moment, what is the right thing for the father to do? And what system of ethics will he use? Justify your answer.	15	CO1, CO2
Q 19	Discuss with examples any one other type of ethics with an example. Also discuss if and how this type of ethics will apply to the situation given above.	15	CO2, CO3