

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH,
Vidyavihar, Mumbai- 400077

Program: PGDM Core and IB (Batch 2018-20) Trimester-VI
Subject: Negotiation Skills (Elective)
(End Term Examination)

Maximum Marks: 25
2019

Duration: 2 hours

Date: 17/04/

Instructions: *Answer any two questions from Question No. 1 to 4*
Question No. 5 is compulsory
Marks for each question is given in parenthesis

Q1 Assuming any situation explain the concept of interest based negotiation and position based negotiation

(5)

Q2. Joyleen needs a car and is negotiating with Shalini to purchase her car. Shalini offers to sell her car to Joyleen for rupees 2,00,000. Joyleen scours through Quicker and finds a similar car to which she assigns a value of rupees 1,75,000. Joyleen's BATNA is rupees 1,75,000 – if Shalini does not offer a price lower than rupees 1,75,000, Joyleen will consider her best alternative to a negotiated agreement. Joyleen is willing to pay upto rupees 1,75,000 but would ideally want to pay rupees 1,50,000. Explain the concept of BATNA and ZOPA with a diagram from the caselet.

(5)

Q3. “The more rigorous you are in preparing a detailed, specific understanding of the other party and their perspectives, the better your negotiated results are likely to be” – Justify.

(5)

Q4. Explain the different strategies to follow in a job offer negotiation by a candidate when the employer is better positioned.

(5)

Q5. Nivedita works in an administrative position with a small international law firm in India. She was new to the firm after spending years working as an assistant to a lawyer. Early on in her new job she noticed that one of the lawyers, Derek, was more demanding than the rest of her colleagues. He wanted her to do his typing, photocopying, cover for him with the clients when he was late to appointments. Nivedita knew that it was not part of her role to be this lawyer's secretary, but she knew she was expected to provide some assistance to all the lawyers. As time passed Derek started to ask for help more forcibly. He would be at her office on the dot of 9:00 am. If she didn't immediately address his needs he became belligerent, complaining that the support he got from administrative staff was not like the old days.

Nivedita tried to explain the competing demands of her job, but he would become angrier, raise his voice and sometime shout at her in another language. Derek sometime spoke in Spanish, his language of birth, when under stress. Nivedita started to dread going to work. She would arrive early and lock her door, but he would knock until she answered. She heard Derek whispering to other staff about her. Nivedita spoke to her supervisor who described the lawyer as ‘difficult’ and told her to do her best to get along with him as it was only a small firm. Nivedita heard from other staff that there have been many complaints about Derek but management had swept the complaints ‘under the carpet’.

Then one day she told Derek that his work would have to wait and he screamed at her that she was a disgrace and slammed her door as he left the room. She decided to put in a formal complaint and after some time the processes of the organization led to mediation. Now Nivedita was happy about this. She had heard about mediation. She understood it to be talking things over in an informal setting and she readily agreed to participate, although she was nervous about “facing” the lawyer. She had been told that he refuted her version of events and had accused her of being a racist. His view was that the trouble between them came from her inability to tolerate his nationality from a superior country.

At the mediation, there were two mediators. One woman called Genelia and a man called Saran. Both the mediators explained the process carefully to the participants. Each person was then given the opportunity to make an opening statement and Nivedita did so, stating that she hoped for an apology as an outcome of the mediation. When Derek began his statement, he said, “I’ll never apologize. Nothing you can say will make me apologize as I did nothing wrong.”

As the mediation unfolded it seemed to Nivedita that the mediators spent a great deal of time establishing the details of her position description. She felt that the events leading up to her complaint were skimmed over. In particular, one of the mediators, Genelia, kept speaking over the other mediator, Saran, and insisting that details of what was expected in Nivedita’s job were itemized and put on the whiteboard. Genelia said on several occasions that she wanted to go over the facts of what happened, as sometimes people didn’t remember things correctly. She told Nivedita and Derek that it was important to deal with the problem and not the emotional baggage associated with the problem. Nivedita thought that Saran seemed a bit doubtful about spending so much time writing up details on the whiteboard. He also looked irritated when Genelia kept talking over his comments.

After some time it became evident to Nivedita that the mediators wanted her to compromise. Genelia wanted Nivedita to forgo the apology in order to work out ways that she and Derek could continue working together. Genelia asked Nivedita, “Is it a good idea to shut your door and lock it if you want to do your job properly?”

In the private session Saran asked Nivedita if she was feeling happy with the way the mediation was going and Nivedita replied that she wanted to hear more detail from Derek

about why he acted as he did. Genelia then said, “We don’t want to go over that gain. We want to move forward.” Genelia then asked Nivedita to be “big” about the experience. “You can see what kind of man he is. He is stubborn.”

Later in the joint final session the mediators both talked about the need to put the past behind them and look to the future. “How can we get along?” Genelia asked and looked pointedly at Nivedita.

During the mediation Nivedita could see the mediators were also trying to get Derek see the event’s from Nivedita’s point of view. It was clear to Nivedita that the mediators were pressing them all to consider work place behavior. However, she felt that most of the compromises were coming from her. Nivedita was persuaded to give up the need for an apology. At the end of the mediation she was surprised to realize that the disturbing allegation of racism has been skated over by all participants.

In the final section of the mediation Nivedita agrees to help Derek in regards to certain designated administrative tasks. However, only a week later Derek is shouting again and Nivedita goes on an extended sick leave.

QA. Throw light on the power and cultural issues raised by the mediation process in the case. (5)

QB. Assume Nivedita wants to hire a lawyer who advises her to go for litigations. How should Nivedita proceed and what are the options Nivedita have before going for litigation? (5)

QC. Suggest the ideal process of negotiation in this scenario. (5)

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