**JAIPURIA INSTITUTE OF MANAGEMENT INDORE**

**PGDM**

**SIX TRIMESTER (BATCH 2020-22)**

**END TERM (SPECIAL) EXAMINATION, AUG-2022**

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| Course Name | Negotiation Skills | Course Code |  |
| Max. Time | 2 Hours | Max Marks | 40 |

Instruction(s): All questions are compulsory and carry equal marks

Q1. “It is not always possible to demonstrate a positive-sum outcome, but such a potential outcome is often overlooked when combatants are trapped in a zero-sum mindset.” Do you agree with the above-mentioned statement? Expound your viewpoint with the help of illustrations. (10 marks)

Q2. Consider a personal or professional situation that ended badly, with hurt feelings on both sides. Re-analyze the situation and using the concept of BATNA in terms of what concessions or tradeable could have been exchanged to achieve a more positive outcome. (10 marks)

Q3. You are working as an HR Manager responsible for managing compensation of over 200 plus employees in your branch. You have a young and ambitious divisional sales manager working in your branch. During his three years in this post, sales have more than doubled in his division. He thinks he can do even better and would like to stay with the company. What’s more, the CEO appreciated his results and does not want to lose him. Now, the only problem? His salary. Having shown what he can accomplish, he believes that he is entitled to a significant raise, from INR 1,25,000 to INR 2,00,000 annually. The CEO approaches you and in consultation on behalf of the company you offer him INR 1,45,000. You all feel that your offers are fair, but neither side wants to compromise. How can you resolve this dispute? (10 marks)

Q4. A recent study identified that when an individual used self-serving, egoistic orientation and high goal level strategy obtained better results for their organisations on the negotiation table. On the other hand experts in the domain of negotiation suggest that it is always others-serving “prosocial” orientation and low goal level strategy has a proven record to lead to successful outcomes in negotiation discussions. Before we jump to any conclusion, we need to also understand that culture plays a significant role in successful negotiations. Keeping this cultural context in mind discuss in not more than 500 words which out of the two strategies you shall recommend for organisations that are based out of India, Japan and USA. (10 marks)