

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
FIFTH TRIMESTER (Batch 2020-22)
END TERM EXAMINATIONS, January 2022

Course Name	Negotiation Skills	Course Code	NS501
Max. Time	2 hours	Max. Marks	40 MM

INSTRUCTIONS:

- a. It is an open book examination and you can refer any material to find your answers
- b. Overall Permitted Plagiarism is 10%; Penalty Clause: 11-20 % - Minus 5 Marks, **Above 20% - No Evaluation/Reappear Exam**
- c. All questions to be attempted and uploaded on Moodle after writing the examination on MS-Word.

- 1) Loosely defined, interests are the needs, hopes, fears, and desires that drive our actions and underlie our positions in negotiation. ... Understanding what interests are and how to utilize them in negotiation are essential skills to creating more value in negotiations. For example, two new friends discuss dinner plans for a first date. Vanshika suggests they go to Tong Garden, but Yash prefers Laidback. This represents each party's position. If they negotiate solely on these positions, the best that can happen is that one will win and one will lose. Things could go badly and they might fail to reach an agreement altogether. Vanshika and Yash both need to find what motivated the other's choice. If the two spend some time asking the other about their needs and desires with regard to dinner, they will identify the interests that are truly important to the negotiation. In this case, Vanshika chose Tong Garden because she wanted to walk to a restaurant near her apartment; Yash chose Laidback because he prefers a Chicken house to Indo-Chinese food. By taking the time to discover each other's interests, Vanshika and Yash learn that they can create an integrative solution that meets the desires of both parties by going to a Chicken house near Vanshika's apartment.
 - a. **What are the benefits of using interests to reach an integrative solution to a conflict? (5 Marks)**
 - b. **Discuss an example of how you used interests in a negotiation; personal or professional. (5 Marks)**

- 2) As the result of a series of financial reverses, you are faced with selling a portion of your antique car collection. You need to get at least Rs.11,55,000/-, and you need it in three days. The car you have up for sale is an antique Bentley that you know worth is at least Rs. 18,00,000/-. The car is in excellent shape and is easily worth that much, if not more. You haven't checked on the market value or whether there are any people looking, nor have you placed any advertisements. While you are discussing the situation with your spouse, a well-known collector approaches. After some brief conversation he indicates that he has heard, through mutual friends, of your interest in selling the Bentley. As the two of you are looking at the car, he says, "Look I don't like to haggle-it's not my style. I can give you \$10,45,000 for the car, and I can have a bank Cheque to you in 24 hours."
 - a. **What do you do? (5 Marks)**
 - b. **Briefly formulate on your BATNA? And elaborate the Why. (5 Marks)**

- 3) Mohit and Stuti are thinking of buying a new car. They have looked around a bit at cars their friends and neighbors are driving and have checked the local paper for advertisements. They think they will want to trade in their current noisy old car, a twelve-year-old vehicle that consumes fuel inefficiently with over 1,60,000 kilometers on the Odo. Mohit and Stuti care a lot about the car's mileage, because of the cost and because they worry about the environmental damage that burning fuel causes. Mohit and Stuti are expecting to have a child sometime in the next couple of years, and they would like a practical and safe car in which they could put infant restraints* when the time comes. Because they commute to work together (Stuti drops Mohit off and parks at an uncovered lot near her office) and use that time to chat, they don't care much

about the car's sound system, but they do care about the car's appearance and its ability to stand up to the weather year-round. Finally, being relatively ignorant about automotive mechanics, they would prefer a car that would not give them much trouble and a reliable, convenient service center to take it to when necessary. The dealer closest to their home, and therefore the most convenient is called "Mahindra First Choice", a Multi-brand certified used car company. Mohit and Stuti are expected to interact or negotiate with the salesperson of Mahindra First Choice.

**These seats are designed specifically to protect children from injury or death during collisions. Manufacturers may integrate child safety seats directly into their vehicle's design. Most commonly, these seats are purchased and installed by consumers.*

a. List down the key interests of Mohit and Stuti. (2 Marks)

b. Assume you are Mohit and you are interested in knowing the interests of salesperson. Which approach would you use to identify these interests? How would you identify the possible interests of the salesperson. (3 Marks)

3. Elaborate the learnings on cross cultural aspects from the article below: (15 Marks)

On a trip to Rwanda, the most interesting complain that we heard from our Rwandan friends are about Chinese facial expression: different from European Americans (EA), Chinese people have "poker-face" and people can never tell their feelings from their faces. Unfortunately, what they complained are true. Chinese traditional culture considers that people who want to be noble men should show neither joy nor anger. Apparently, the understandings on "poker-face" are different. Diverse cultures form various understandings and facial expressions.

In theory, facial expression is a fundamental element in human social interaction. People's facial expressions responding to emotions differ from culture to culture, with the exception of expressions to sensory stimuli like smells (Camras, Bakeman, Chen, Norris, Thomas, 2006). There is a significant difference between facial expression of Chinese and EA. The individualism and indulgence dimensions in Geert Hofstede's study can explain the differences as follows. This article introduces the three most significant facial expression differences between Chinese and EA. Then it will explain the cultural issues underlying these differences with the help of Hofstede's cultural dimensions theory. An interesting finding about the fundamental reason later will be addressed.

These have been interesting studies in scholars' facial expression researches. Chinese respondents express emotions primarily through eyes while EA respondents reveal through eyebrows and mouths (Jack, Caldara, Schyns, 2012); Compared to EA respondents, Chinese respondents rarely express interest-excitement and disgust-revulsion facial expressions (Chan, 1985). Chinese respondents facial expression of anger-rage is more easily identifiable than the one expressed by EA respondents (Chan, 1985).

Chinese are more reserved and calm when excited or disappointed. They use eyes to express emotions while the EA respondents use eyebrows and mouth. Facial expressions represent internal representations, which demonstrate emotional signals influenced by diverse cultures (Jack et al., 2012). According to Hofstede (2016), the United States culture is strongly individualistic and Chinese culture is more collectivist. EA people are aware of "I", would love to express personal feelings, and advocate the "right of privacy". On the contrary, Chinese culture, a collectivist culture, advocates "we" and harmony (Hofstede, 2016). Respondents who belong to Chinese culture fall under "stress on belonging". Moreover, as Confucius said, gentlemen should be able to control emotions and maintain gravity. Being able to control emotions and reveal neither joy nor anger is one of the characters of noble men in Chinese concepts. Therefore, EA respondents are likely to express emotions with explicit and incidental facial expressions by moving eyebrows and mouth. Chinese respondents influenced by the harmony and collectivism culture tend to express emotions with implicit and controlled facial expressions especially when expressing excitement and revulsion.

Though Chinese respondents can control mild emotions well, they are less reserved in strong negative emotions, such as anger. According to Hofstede (2016), people in restraint culture are "less likely to remember positive emotions" and fewer of them think that they are happy. They even consider leisure is not important. On the contrary, people with high indulgence, the EA respondents, value leisure more highly, like to remember positive emotions, and believe themselves to be happy. Think of it this way. Positive emotions and more sensitive in feeling happy can balance strong negative emotions. Besides, fewer restrictions allow people in less restraint culture express strong negative emotions freely. Therefore, it is possible for people who live in less restraint culture and more sensitive about positive emotions to weaken strong negative emotions. Thus, as the researches reveal, Chinese respondents are more likely to become irate and influenced by negative emotions while EA respondents respond to anger in a milder way.

Carmas (2006) provided another interesting possible explanation—mom. EA mothers express more positive emotions than Chinese mothers (Carmas, 2006). Chinese mothers are outstanding in aggravation and strictness (Carmas, 2006). Therefore, as revealed in the study, Chinese mothers' aggravation and strictness result in less

smiling and more negative mistrust (Carmas, 2006). Combining this finding with Freud's psychic determinism theory, no doubt the oppressive feeling and stress influenced by Chinese mothers' aggravation and strictness contribute to Chinese respondents' rare facial expressions in response to excitement and revulsion as well as their high levels of anger and restrained feelings. Mothers are the first and the most intimate teachers. By influencing individuals, mothers create human history, and influence diversity in cultures. While we think of facial expressions as innate and natural, they are clearly culturally determined. With a greater understanding of intercultural competence and people's facial expressions, intercultural communication can be conducted much more smoothly and effectively. However, people should not stereotype the general understanding of Chinese facial expression since Chinese people's backgrounds are varied from gender, ethnicity, region, social and economic status, and generation.