

Printed Pages : 4



NMBAHR03

(Following Paper ID and Roll No. to be filled in your Answer Book)

**PAPER ID : 270425**

Roll No.

--	--	--	--	--	--	--	--	--	--

**M. B. A.**

(SEM. IV) THEORY EXAMINATION, 2014-15  
**NEGOTIATION & COUNSELLING**

Time : 3 Hours]

[Total Marks : 100

**Note :** Attempt question as per instruction.

**SECTION - A**

1. Attempt any four questions of the following : **5×4=20**
  - (a) What are general guidelines for an effective Negotiation?
  - (b) Explain the role of interpersonal Communication in business. How Communication is the essence of management and formal channels of communication provide for vertical, horizontal and lateral flow? Counseling and Mentoring with example.
  - (c) How does Counselling differ from Mentoring? Give examples.
  - (d) Describe the PRAM Model.

270425]

1

[ Contd...

- (e) Write short note on ZOPA its role & importance in negotiation process.
- (f) What are principles of successful Negotiation?

### SECTION - B

2. Read the case carefully and answer **10×3=30**  
the given question :

Mr. Dandekar works as Production Manager in Lakme India Ltd., since 2004 till now. At the same time Corporate Manager was S.Balachari. He discussed their annual targets with Mr. Dandekar that you have must to achieve in the current year i.e., 2008-09.

Mr.Dandekar hold a meeting with their line and staff associates and further discuss of all the objectives for current year 2015. A fresh meeting was taken place after this meeting with union representative of worker, Mr.Ramanna.

Ramanna explained to Mr. Dandekar that these targets are intangible and very difficult to achieve. Mr. Dandekar assures to Ramanna, line & staff associates that in case of accomplishment of these targets/objectives, 4% extra bonus will be governed to their salaries. He also intimates this motivational decision to the Corporate Manager S.Balachari.

Company achieves their targets effectively. Some changes take place in corporate hierarchy/

management. New Corporate Manager initiate a meeting with Mr.Dandekar and told them that company policy has been changed and there is very tough competition by external forces i.e., Technological up gradation, launching of new products and increased variable costs.

Due to all this, Extra Bonus cannot be disbursed right now and will be adjusted later after approval of top management and Strategic Planners of the organization.

- (a) What are the consequence of change in organizational policy that would helpful in reflecting the interests of employees concerned who are stake holders in this case?
- (b) What strategies and tactics of Negotiation adopted by Mr.Dandekar to recall the motivation level of employees?
- (c) Suppose you are on the position of Dandekar, then how do you negotiate in this situation with Management and employees?

### SECTION-C

Attempt all questions : 5×10=50

3. Explain the Growth and Emergence of Counselling and discuss the factors contributing to the emergence of Counselling.

**OR**

What are the essential Elements of Counselling Process? Explain the role of counsellor in Counselling Process.

4. What is Distributive Bargaining and Discuss the Pros and Cons of Distributive Bargaining.

**OR**

Discuss the advantage of communication with top Management in role negotiation Exercise at Bokaro Steel Plant.

5. Discuss the Seven Pillars of Successful Negotiation.

**OR**

Discuss the major theories of Counselling.

6. Explain the role of emotion in Negotiation. Discuss the brain response to acute stress during negotiation?

**OR**

How Individual Counselling is different by Group Counselling? Discuss the common techniques of group counselling.

7. Short note on any two of the following :
- (a) Complimentary and Conflicting Interests.
  - (b) Hardball tactics.
  - (c) Group Therapy
  - (d) Emerging trends of counselling.