Q 1. Read the passage below and answer the questions that follow:

Negotiations are complex because one is dealing with both facts and people. It is clear that

negotiators must above all have a good understanding of the subject. They must also be

aware of the general policy of the company or institution in relation to the issues and they

must be familiar with the organizational structure and the decision-making process.

However, awareness of these facts may not necessarily suffice to reach a successful

outcome. Personal, human factors must be taken into account. The approach and strategy

adopted in negotiating are influenced by attitude as well as by a cool, clear logical analysis

of the facts and one’s interests. The personal needs of the actors in negotiating must

therefore be considered. These can include a need for friendship, goodwill, credibility,

recognition of status and authority, a desire to be appreciated by one’s own side and to be

promoted and, finally, an occasional need to get home reasonably early on a Friday

evening. It is a well-known fact that meetings scheduled on a Friday evening are shorter

than those held at other times. Timing can pressure people into reaching a decision and

personal factors can become part of the bargaining process.

Researchers who have studied the negotiating process recommend separating the people

from the problem. An analysis of negotiating language shows that, for example, indirect

and impersonal forms are used. This necessity to be hard on the facts and soft on the people

can result in the sometimes complex, almost ritualistic, style of negotiating language.

Language varies according to the negotiating style. In negotiating you can use either a cooperative

style or a competitive one. In the co-operative style the basic principle is that

both parties can gain something from the negotiation without harming the interests of the

other. Or in other words that both parties will benefit more in the long run in friendship

and co-operation even if they make some concessions. This type of negotiation is likely to

take place in-house between colleagues and departments, or between companies when

there is a longstanding relationship and common goals are being pursued.

Unfortunately co-operative style negotiations without a trace of competition are rare. In

most negotiating situations there is something to be gained or lost. There can be a danger

in adopting a co-operative mode, as unscrupulous people may take advantage of cooperative

people.

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The opposite mode to co-operative negotiating is competitive negotiating. Negotiators see

each other as opponents. Knowledge of the other party’s needs is used to develop strategies

to exploit weaknesses rather than to seek a solution satisfactory to both sides. This type of

negotiating may be appropriate in the case of one-off contracts where the aim is to get the

best result possible in negotiations. Needless to say, the language in this type of discussion

may become hostile and threatening even if it remains formal.

1a Why are negotiations not a simple matter? Discuss.

Ans 1(a) Negotiations are complex because one is dealing with both facts and people. It is clear that negotiators must above all have a good understanding of the subject. They must also be aware of the general policy of the company or institution in relation to the issues and they must be familiar with the organizational structure and the decision-making process.

1b Is a strong awareness of the facts sufficient? Give reasons for your answer.

Ans 1(b) No, awareness of these facts may not necessarily suffice to reach a successful outcome. Personal, human factors must be taken into account. The approach and strategy adopted in negotiating are influenced by attitude as well as by a cool, clear logical analysis of the facts and one’s interests.

1c When are meeting relatively short? Why?

Ans1 (c) The approach and strategy adopted in negotiating are influenced by attitude as well as by a cool, clear logical analysis of the facts and one’s interests. It is a well-known fact that meetings scheduled on a Friday evening are shorter than those held at other times. Timing can pressure people into reaching a decision and personal factors can become part of the bargaining process.

1d Fill in the blanks:

Research has shown that it can help to separate the ………..from the

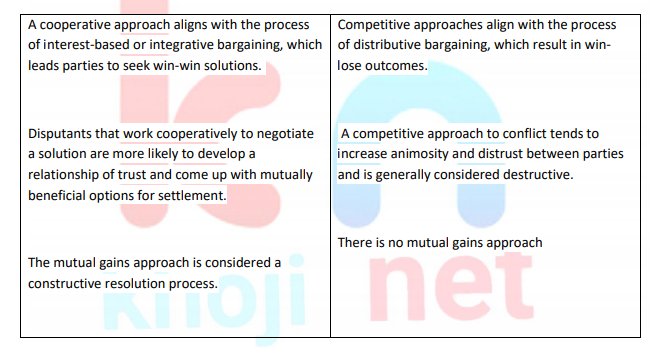
…………This can be done by using special negotiating…………….

Ans1(d) Research has shown that it can help to separate the PEOPLE from the PROBLEM. This can be done by using special negotiating STYLE.

1e what kind of language is used while negotiating?

Ans1(e) Language varies according to the negotiating style. In negotiating you can use either a cooperative style or a competitive one. In the co-operative style the basic principle is that both parties can gain something from the negotiation without harming the interests of the other. Or in other words that both parties will benefit more in the long run in friendship and co-operation even if they make some concessions. This type of negotiation is likely to take place in-house between colleagues and departments, or between companies when there is a longstanding relationship and common goals are being pursued.

1f Give three differences between the two styles of negotiations.



1g Which style of negotiation do you think the writer recommends? Why?

Ans 1 (g) “Competitive negotiators are more effective than cooperative negotiators and the lies they tell are ethically permissible." “Disputes are an inevitable element of human interaction and society needs to develop efficient and innovative methods of dealing with them." [1] To resolve disputes man has developed court system. However there is a huge amount of cases pending in the courts. Lack of sufficient machinery retards the process in resolving these disputes. An alternative to court, what we have is something called Alternative Dispute Resolution (ADR). It has been described as “A halfway house between the certainty of the adversarial system and flexibility of negotiation".

1h Give a suitable title to the passage.

Ans1 (h) “Importance of Negotiations”.

1i Given below are the opposites of the words in the passage.

What are these words? Select them from the passage:

Ans(i)

Simple: Complicated

Fiction: fact

Specific: Similar

Emotional: Impassive

Lose: win

Benefit: disadvantages

Frequent: infrequent

Honest: dishonest

Friend: Enemy/Stranger

Stregths: vigor

2. (i) You are the sales manager of Quick Track Technologies,

manufacturing anti-virus software. You had sent a consignment of goods

through Zedex, to your clients, Empire stores, in Hyderabad, but they have not

received the goods. Write a letter of complaint to Zedex.

Ans 2(a)

To

Zedex

Subject: - Complaint Regarding Consignment received against order.

Dear Sir,

This is with reference to the consignment sent against order for Empires stores Hyderabad.

The consignment has still not been received by the Client Empire stores, in Hyderabad, which was sent through you ( ZEDEX).

Request you to please let us know the status of the consignment and why it has not been delivered so far.

Also let us know when can the consignment be delivered at the earliest.

Thanks and Regards,

Quick Track Technologies

(ii) Draft a reply from the Manager, Zedex, apologizing to Quick Track

Technologies for the lapse and state what action you have taken in the matter.

Subject: Clarification for delay in delivery of consignment to Empire Stores Hyderabad.

Dear Sir,

This is with reference to the complaint for non delivery of consignment to Empire Stores Hyderabad.

We have investigated the matter and the consignment is stuck at KOLKATA FOREIGN LCAO with retention reason: Awaiting presentation to customs commissioner.

Hence there will be a delay in the delivery till the consignment clears the customs department.

We sincerely apologize for this delay and assure you that the consignment will be delivered on high priority once it clears the customs department.

Yours Sincerely

ZEDEX Manager

3. Put the verbs in the correct tense and form.

Jaya: If Nikhil got more pocket money, he would waste (waste) it all on stupid things.

Nikhil: That isn’t true. If I had more money, I will spend it on a guitar.

Vijay: If WON (win) a lottery, I would buy a racing bicycle.

Nikhil: I AM NOT BUYING (not buy) a racing bicycle, if I were you. They’re much too expensive.

Jaya: If I had more money, I will save.(save) it for a trip to England.

Nikhil: If I HAD (have) a lot of money, I BOUGHT.(buy) a motorbike.

Vijay: I AM NOT BUYING (not buy) a motor bike if I WOULD (be) for you. You wouldn’t get a license to

ride it.

Nikhil: If I didn’t have to go to school, I HAD (have) got a job.

Vijay: The only job you would get if you WOULD NOT GO(not go) to school is washing dishes in a dhaba.And you don’t like washing dishes.

4. Complete the passage below with the prepositions/particles in the box.

up at down through out

with for in from on

I’d like to take you the figures and spell the implications.

First of all, could you look the P&L account. As you can see, the

figures are basically line the budget, except the

fixed costs, which are 10 per cent last year. This means that the

operating profit is nearly 5 per cent last year. We need to relook

\_\_\_\_\_\_\_ our strategy for greater financial health the company.

Ans 4) I’d like to take you **OUT** the figures and spell **FROM** the implications. First of all, could you look AT the P&L account. As you can see, the figures are basically IN line WITH the budget, except FOR the fixed costs, which are ON 10 per cent last year. This means that the operating profit is nearly 5 per cent FROM last year. We need to relook THROUGH our strategy for greater financial health DOWN the company.

5. **Asking Wh-Questions.** Example:

You want to know where the nearest payphone is.

*Where’s the nearest payphone?*

Now make questions in a similar ways.

i. Find out when Mr. Ragavan will be back.

ii. You’d like to know why the sales office hasn’t called.

iii. Find out when the manager normally arrives at the office.

iv. You want to know why the consignment has been delayed.

v. Find out what number you should dial for directory inquiry.

vi. You’re interested in knowing where he is phoning from.

vii. You need to know where you could reach your boss.

viii. Find out what the mobile number of the Managing Director is.

ix. Find out how she spells her name.

x. Find out the way to the office.

Ans 5)

i. When Mr. Ragavan will be back.?

ii. Why the sales office hasn’t called, you want to Know.?

iii. When the manager normally arrives at the office.?

iv. Why the consignment has been delayed?

v. What number you should dial for directory inquiry.?

vi. Where he is phoning from and when?

vii. When you could reach your boss?

viii. What is the mobile number of the Managing Director?

ix. What does she spells her name?

x. Where is the way to the office?

6. Prepare a report for the Head Office on the collapse of a two storeyed

accommodation under your charge. Say why it happened, what was the

damage, whether anyone was hurt, what steps you took immediately. (About

300 words)

*(20Marks)*

On 1st May 2018 at about 1:40pm, the front portion of the building at No. 1J Pune collapsed.

The Buildings Department (BD) immediately mobilized its contractor to carry out emergency works to ensure safety of the remaining buildings and the public.

The rescue efforts were supervised by District Collector P. Velarasu and Municipal Commissioner R.A. Rajeev, and the rescue was conducted by incident medical teams and fire tenders. A number of local hospitals treated the injured. The most critically injured people were sent to Sion and JJ Hospitals. Moderate injuries were treated at Pune Civil Hospital , 36 injured people were still receiving treatment.

The building at 1J was a 2-storeyed building of reinforced concrete construction and was served by a front and a rear staircase. It was situated at the end of a row of tenement buildings of similar age and construction. The building comprised a G/F unit with an approved cockloft (or mezzanine floor) over and 1/F to 4/F approved with one flat on each floor for domestic use. Occupation permit was issued on 1 September 2001.

Why it happened

Cracks, loose plastering and spalled concrete were noted on the side elevation at the G/F and M/F level and the internal common area of the building. No signs of spalled concrete or obvious cracks were noted on the external wall of the building at upper floor level and no imminent structural danger was noted.

From the evidence available, the following situations were revealed :

(a) Alterations in the form of sub-divided flats were noted on all upper floors.

(b) Repair works and removal of unauthorized building works on G/F commenced on 23 January 2018 and were still in progress in the morning of 1st May 2018.

(c) Three columns, namely C11, C12 and C13, collapsed in the incident. Remnants of the three columns were noted at ground level after the collapse. The collapse of the building was described by the witnesses to be in a progressive failure mode, instead of crumbling down all at once. Based on the BD records available so far, laboratory test results on concrete and reinforcement samples and witness statements collected, the structural analysis was focused mainly on the three collapsed columns C11, C12 and C13. The re-assessment of the structural capacity of the building revealed that some of the balcony loads for column C11 were omitted in its original design. This was, however, counterbalanced by the surplus of the column reinforcement bars which were provided over and above that required.

The structural capacity of the building under the different scenarios of loading conditions, including additional loadings imposed by the sub-divided flats, material ageing conditions and appraised deteriorated condition. The reduction of the effective column sizes had led to a decrease in the bearing capacity of the columns. Based on the extent of defects of these columns, the factor of safety so evaluated was found to be at an un-acceptable level and have caused the building to collapse.