



Strathmore
UNIVERSITY

SCHOOL OF HUMANITIES & SOCIAL SCIENCES

Bachelor of Arts in Communication

END OF SEMESTER EXAMINATION

BAC 2105: Communication and Negotiation Skills

DATE: Wednesday, 8th November 2017

Time: 2 Hours

Instructions

1. This examination consists of **FOUR** questions.
2. Answer **Question ONE (COMPULSORY)** and any other **TWO** questions.

Question 1

(30 marks)

Read the article below and answer the questions that follow

A Salary Negotiation Case Study

A friend of mine is a department manager at a large company. His secretary requested a 10 percent raise. She was worth it. The problem was that 10 percent represented a large raise compared to the 5 percent other employees had received. Was there a creative both-win way out of this problem?

As they explored the possibilities, several ideas emerged. The company starts work at 8am and closes at 5pm.

The manager learned that his secretary encountered heavy traffic every evening on the way home. They agreed to have her work from 7:30am to 4:30am. This saved her at least 20-25 minutes driving time. Certainly a benefit to her at little or no expense to the company.

They then studied her job in detail. Before long they jointly developed a new description which gave her more responsibility, and, at the same time, more interesting work.

Both parties benefitted from the changed scope of work. The raise itself was then discussed. A compromise was reached by agreeing on a 6 percent raise for three months and then an additional 2 percent later if the new responsibilities were adequately performed.

What was accomplished in this management situation was to move the talks from a confrontation and contest to a win-win arrangement.

Negotiation on the higher win-win level did the job. The company gained by enlarging the scope of work in exchange for a raise that was less than the 10 percent requested.

The manager also gained something that was even more valuable, an employee who knew she could work with her boss in a creative both-win way.

(from <http://www.karrass.com/blog/a-salary-negotiation-case-study/>)

Questions

- i. Describe whether the two parties claimed or created value and describe how this was accomplished. (5 marks)
- ii. Is the case above a zero sum or positive sum situation? Illustrate with an example. (3 marks)
- iii. My friend seems to have planned appropriately for this negotiation process. Identify and explain four elements of a plan that he could have prepared. (8 marks)
- iv. Elaborate four communication best practices that my friend could have employed to guarantee successful negotiation. (8 marks)
- v. Besides planning, list and explain 3 other steps that the negotiation process went through. (6 marks)

Question 2

(15 marks)

Narrate a brief scenario of your choice and use it to contrast three differences between Distributive and Integrative bargaining.

Question 3

(15 marks)

There are many reasons that the parties cannot reach agreement. Discuss five arguments that indicate why negotiations may fail.

Question 4

(15 marks)

Chester Karrass says, "In business as in life, you don't get what you deserve, you get what you negotiate." Describe five benefits of effective negotiation skills to a communication practitioner.