

THAKUR INSTITUTE OF MANAGEMENT STUDIES & RESEARCH

MMS - I - FMHO

Negotiation & Selling Skills

(100 Marks)

INDEX

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PROGRAM: MMS

Semester	:	I - Elective		
Title of the Subject / course	:	Negotiation & Selling Skills		
Course Code	:			
Credits	:	4	Duration in Hrs	: 40

Learning Objectives

1	The module will sensitize the students to the concepts and importance of Negotiations & Selling for all functions of Management.
2	The module is designed to introduce the students to the basic elements of the selling
3	The module will give the students a broad understanding regarding different models used for effective selling and negotiations.
4	It also creates awareness among the students about the basic qualities, traits and skills that they need to imbibe to be an effective management professional.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Meaning, Definition & Importance of Negotiation in Management, Types of Negotiation		Developing basic understanding of students related to Negotiation.
2	Understanding Negotiation Framework including Legal Aspects, Negotiation Process, Skills of a Negotiator		Providing deeper insight related to Negotiation framework
3	Negotiation Models (BATNA, Dyad, ZOPA, 9 Grid) & Strategies, Understanding Barriers to Agreement		Familiarizing students with basics of models in negotiation and strategies
4	Introduction to Marketing & Selling Concepts & Traits of a Successful Salesperson	Role Play on Negotiation	Introducing students to understand the difference between Marketing and Selling and giving them useful tips for succeeding in Sales
5	Understanding Successful Selling Process & Models (7 Steps Model)		Introducing students to understand the difference between Marketing and Selling and giving them useful tips for succeeding in Sales
6	Customer Focussed Selling, Art of Persuasion		Creating awareness about importance of customer in selling process

Sr. No.	Content	Activity	Learning outcomes
7	Selling to Various Stakeholders such as Dealers, Suppliers, Vendors, Channel Partners, Superiors, Subordinates, Team- Mates & Peers	Guest Session with industry experts	Familiarizing students with different approaches required For selling different stakeholders
8	Selling to Customers – B2C, B2B, C2C, Products, Services, Intangibles & Projects		Familiarizing students with different approaches required for selling to different segments of customers.
9	Strategic Selling for Start-ups	Guest Session with industry experts	Creating awareness about challenges and opportunities available in Start-ups domains
10	Body Language for Negotiation & Selling	Role Plays on Selling	To enhance effectiveness of a Salesperson by understanding Clues provided by body language.
11	Case Studies and Presentations		

Activity: In addition to classroom teaching, the Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Text books

1	The Essentials of Negotiation – Harvard Business School Press
2	Negotiations Selling by Sameer Kulkarni – Excel Books
3	Negotiation & Selling by R. K. Srivastava – Excel Books

Reference books

1	Organizational Behavior by Fred Luthans (9th edition)
2	Managing Conflict & Negotiation by B. D. Singh – Excel Books
3	Getting to Yes by Roger Fisher & William Ury –Random House
4	Negotiation Handbook by P. J. Cleary – Printice Hall of India
5	ABC's of Selling Skills by Charles M. Futrell – McGraw Hill
6	Sales Management Analysis and Decision Making by Thomas Ingram & Raymond LaFarge – Published by DRYDEN
7	How to Handle Conflict & Confrontation by Peg Pickering – Natl Seminars Publications

Assessment

a)	Internal	40%	40 Marks continuous assessment
b)	Semester End Examination	60%	60 Marks theory paper of 3 hours duration

Academic Year 2017-19
Program MMS
Specialization FMHO
Semester I
Course Negotiation and Selling Skills
Faculty Yesha Mehta

Program Outcomes

1. Apply knowledge of management theories, practices & technological skills to solve business problems
2. Ability to understand, analyze critically and communicate global, economic, legal and ethical aspects of business for decision making.
3. Foster development & team spirit, analytical & critical thinking
4. To develop value based leadership.

Course Outcome

1. To identify the different styles of negotiating and selling
2. To effectively close and confirm the negotiation and sales call
3. To deal with most commonly used strategies and tricks used in negotiation and selling
4. To effectively use clues provided by body language of opposite party while selling and negotiating

Table - 1 (CO-PO Mapping)					
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	S	L			
CO 2	S	M	M	M	
CO 3	S	M	M	M	
CO 4	S	M	S	M	
CO 5					

Yesha

Value added courses imparting transferable and life skills

Academic Year: 2017-18

Program: MMS

Semester: I

Course: Negotiation and Selling Skills

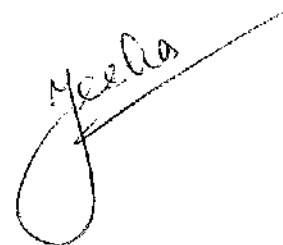
Faculty: Prof. Yesha Mehta

Course: Negotiations & Selling Skills

Skills are abilities to do something right from simple to complex task. With little support and practice these skills can be imbibed. Negotiations and selling is one such skill which is crucial and can be transferred with the help of little practice and inputs.

With the help of course on negotiators and selling skills we want equip our students with theses skills. The course starts with basics such as concept and importance of negotiations and moves to cover models, dayads and body language.

The course focuses upon the practical aspects and covers strategies & tactics coupled with some practice (role-play) sessions.

A handwritten signature in black ink, appearing to read 'Yesha Mehta', with a long, sweeping underline that extends to the right.

Mapping of Course Outcomes with Continuous Concurrent Evaluation

Academic Year	2017-18
Batch	2017-19
Program	MMS
Specialization	FMHO
Semester	I
Course	Negotiation and Selling Skills
Faculty	Prof. Yesha Mehta

Course Outcomes:

1. To identify the different styles of negotiating and selling
2. To effectively close and confirm the negotiation and sales call
3. To deal with most commonly used strategies and tricks used in negotiation and selling
4. To effectively use clues provided by body language of opposite party while selling and negotiating

Component for CCE	Topic	Description	Course Outcome
MCQ	Multiple Choice Question test	Quiz was taken for students to test their conceptual clarity	CO1, CO2, CO3, CO4
Class Test	Covered 50% of Syllabus	Question paper based written exam	CO1, CO3
Assignment	Negotiation & Selling Exercise	Role play for effective negotiation and selling	CO1, CO2, CO3, CO4

Mapping CCEs with CO				
	Course Outcome (CO)			
CCEs	CO1	CO2	CO3	CO4
Class Test	*		*	
MCQ	*	*	*	*
Assignment	*	*	*	*
Attendance & Participation	*	*		
Semester End Exam	*	*	*	*

Program: MMS

Semester : I

Div: A

Course: Negotiation and Selling Skills

Credit: 4

Name of the faculty: Prof. Yesha Mehta

Semester Duration: From: 7/8/2017 to 10/11/2017

Evaluation Criteria	Marks
Attendance (4) & Class Participation (6)	10
Pre Mid Term (10) + Mid Term (20)	10
MCQ (20)	10
Component 1 Negotiation & Selling Exercise	10
Term End Exams	60
Total	100

Session No.	Topics to be Covered : Session Details (session wise details to be mentioned)	Type of Session* (L/T/E/R)	Planned Date	Actual Date	Teaching Pedagogy	Signature of Faculty	Signature of HOD
1	Introduction to Negotiation – Meaning, Definition & Importance of Negotiation in Management	L	7/8/17	5/8/17	Lecture	Yesha	
2	Skills of a negotiator	L	8/8/17	5/8/17	Interactive Lecture	Yesha	
3	Negotiation exercises – 1	T	12/8/17	2/8/17	Role plays	Yesha	
4	Negotiation exercises – 2	T	14/8/17	3/8/17	Role plays	Yesha	
5	Types of Negotiation – Distributive & Integrative Negotiation	L	19/8/17	14/8/17	Lecture	Yesha	
6	Exercise on Distributive & Integrative Negotiation	T	21/8/17	21/8/17	Interactive Lecture	Yesha	
7	Types of Negotiation – Principled Negotiation	L	22/8/17	22/8/17	Lecture	Yesha	
8	Role play on negotiation using Principled Negotiation	T	4/9/17	16/9/17	Role plays	Yesha	
9	Pre-midterm	E	5/9/17	18/9/17	Evaluation	Yesha	
10	Understanding Negotiation Framework including Legal aspects	L	9/9/17	19/9/17	Lecture	Yesha	
11	Process of Negotiation	L	11/9/17	23/9/17	Interactive Lecture	Yesha	

12	Remedial	R	11/9/17	25/9/17	Class Discussion	yeslo
13	Role play on process of negotiation	T	16/9/17	25/9/17	Role plays	yeslo
14	Negotiation Strategies & Tactics	L	18/9/17	26/9/17	Interactive Lecture	yeslo
15	Exercise on Negotiation Strategies & Tactics	T	19/9/17	26/9/17	Role plays	yeslo
16	Negotiation Models (BATNA & ZOPA)	L	23/9/17	3/10/17	Lecture	yeslo
17	Mid term	E	12/9/17	13/9/17	Evaluation	yeslo
18	Negotiation Models (Dyad, 9 Grid)	L	25/9/17	3/10/17	Lecture	yeslo
19	Role play on negotiation models	T	26/9/17	9/10/17	Role plays	yeslo
20	Introduction to Marketing & Selling Concepts & Traits of a Successful Salesperson	L	3/10/17	10/10/17	Interactive Lecture	yeslo
21	Understanding Successful Selling Process & Models (7 Steps Model)	L	7/10/17	10/10/17	Interactive Lecture	yeslo
22	Remedial session	R	9/10/17	11/10/17	Class Discussion	yeslo
23	Activities on Sales Process	T	10/10/17	11/10/17	Role plays	yeslo
24	Customer Focussed Selling, Art of Persuasion	L	23/10/17	13/10/17	Guest Session	yeslo
25	Selling to Various Stakeholders such as Dealers, Suppliers, Vendors, Channel Partners, Superiors, Subordinates, Team- Mates & Peers	L	24/10/17	13/10/17	Guest Session	yeslo
26	Selling to Customers - B2C, B2B, C2C, Products, Services, Intangibles & Projects	L	24/10/17	27/10/17	Guest Session	yeslo
27	Strategic selling for start - ups	L	24/10/17	30/10/17	Guest Session	yeslo
28	Post Mid term	E	28/10/17	31/10/17	Evaluation	yeslo
29	Role plays on selling to stakeholders, customers	T	30/10/17	7/11/17	Role plays	yeslo
30	Body language for negotiation and	L	31/10/17	7/11/17	Interactive Lecture	yeslo

	selling					
31	Remedial, Role plays - Sales & Negotiation	R/T	6/11/2017	8/11/17	Role plays	yeslo
32	Role plays - Sales & Negotiation	T	7/11/2017	8/11/17	Role plays	yeslo
33	Tactics for Negotiation & Selling	L/T	9/11/2017	9/11/17	Role plays	yeslo

Reference Books:

- The Essentials of Negotiation - Harvard Business School Press
- Negotiations Selling by Sameer Kulkarni - Excel Books
- Negotiation & Selling by R. K. Srivastava - Excel Books
- Organizational Behavior by Fred Luthans (9th edition)
- Managing Conflict & Negotiation by B. D. Singh - Excel Books
- Getting to Yes by Roger Fisher & William Ury - Random House
- Negotiation Handbook by P. J. Cleary - Printice Hall of India
- ABC's of Selling Skills by Charles M. Futrell - McGraw Hill
- Sales Management Analysis and Decision Making by Thomas Ingram & Raymond LaFarge - Published by DRYDEN
- How to Handle Conflict & Confrontation by Peg Pickering - Natl Seminars Publications

Period of Review	Date	Signature of Faculty	Signature of HOI	Signature of HOI
Commencement of Semester	7/8/17	yesha yelala	yeslo	yeslo
End of Semester	10/11/17	yesha yelala	yeslo	yeslo

Remarks by HOD	
Remarks by HOI	

* L=Lecture T=Tutorial, E=Evaluation R=Remedial Session

Program: MMS

Semester : I

Div: B

Course: Negotiation and Selling Skills

Credit: 4

Name of the faculty: Prof. Yesha Mehta

Semester Duration: From: 7/8/2017 to 10/11/2017

Evaluation Criteria	Marks
Attendance (4) & Class Participation (6)	10
Pre Mid Term (10) + Mid Term (20)	10
MCQ (20)	10
Component I Negotiation & Selling Exercise	10
Term End Exams	60
Total	100

Session No.	Topics to be Covered : Session Details (session wise details to be mentioned)	Type of Session* (L/T/R)	Planned Date	Actual Date	Teaching Pedagogy	Signature of Faculty	Signature of HOD
1	Introduction to Negotiation – Meaning, Definition & Importance of Negotiation in Management	L	8/8/17	4/8/17	Lecture	yesha	JPP
2	Skills of a negotiator	L	9/8/17	4/8/17	Interactive Lecture	yesha	
3	Negotiation exercises – 1	T	12/8/17	8/8/17	Role plays	yesha	
4	Negotiation exercises – 2	T	16/8/17	16/8/17	Role plays	yesha	
5	Types of Negotiation – Distributive & Integrative Negotiation	L	19/8/17	22/8/17	Lecture	yesha	
6	Exercise on Distributive & Integrative Negotiation	T	22/8/17	23/8/17	Interactive Lecture	yesha	
7	Types of Negotiation – Principled Negotiation	L	23/8/17	8/9/17	Lecture	yesha	
8	Role play on negotiation using Principled Negotiation	T	5/9/17	19/9/17	Role plays	yesha	
9	Pre-midterm	R	6/9/17	21/9/17	Evaluation	yesha	
10	Understanding Negotiation Framework including Legal aspects	L	9/9/17	26/9/17	Lecture	yesha	
11	Process of Negotiation	L	16/9/17	22/9/17	Interactive Lecture	yesha	

12	Remedial	R	9/9/17	27/9/17	Class Discussion	yes
13	Role play on process of negotiation	T	19/9/17	28/9/17	Role plays	yes
14	Negotiation Strategies & Tactics	L	20/9/17	3/10/17	Interactive Lecture	yes
15	Exercise on Negotiation Strategies & Tactics	T	23/9/17	4/10/17	Role plays	yes
16	Negotiation Models (BATNA & ZOPA)	L	26/9/17	10/10/17	Lecture	yes
17	Mid term	E	12/9/17	13/10/17	Evaluation	yes
18	Negotiation Models (Dyad, 9 Grid)	T	27/9/17	10/10/17	Lecture	yes
19	Role play on negotiation models	T	3/10/17	11/10/17	Role plays	yes
20	Introduction to Marketing & Selling Concepts & Traits of a Successful Salesperson	L	4/10/17	11/10/17	Interactive Lecture	yes
21	Understanding Successful Selling Process & Models (7 Steps Model)	L	7/10/17	13/10/17	Interactive Lecture	yes
22	Remedial session	R	10/10/17	13/10/17	Class Discussion	yes
23	Activities on Sales Process ✓	T	11/10/17	22/10/17	Role plays	yes
24	Customer Focussed Selling, Art of Persuasion ✓	L	24/10/17	30/10/17	Guest Session	yes
25	Selling to Various Stakeholders such as Dealers, Suppliers, Vendors, Channel Partners, Superiors, Subordinates, Team- Mates & Peers ✓	L	25/10/17	31/10/17	Guest Session	yes
26	Selling to Customers - B2C, B2B, C2C, Products, Services, Intangibles & Projects ✓	L	28/10/17	1/11/17	Guest Session	yes
27	Strategic selling for start - ups	L	31/10/17	1/11/17	Guest Session	yes
28	Post Mid term	E	1/11/17	4/11/17	Evaluation	yes
29	Role plays on selling to stakeholders, customers ✓	T	4/11/17	4/11/17	Role plays	yes
30	Body language for negotiation ✓ and	L	7/11/17	6/11/17	Interactive Lecture	yes

	selling						
31	Role plays – Sales & Negotiation	T	8/11/17	6/11/17	Role plays	yesha	ACP
32	Role plays – Sales & Negotiation	T	11/11/17	9/11/17	Role plays	yesha	ACP

Reference Books:

- The Essentials of Negotiation – Harvard Business School Press
- Negotiations Selling by Sameer Kulkarni – Excel Books
- Negotiation & Selling by R. K. Srivastava – Excel Books
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- How to Handle Conflict & Confrontation by Peg Pickering – Natl Seminars Publications

Period of Review	Date	Signature of Faculty	Signature of HOD	Signature of HOI
Commencement of Semester	7/8/17	yesha yelko	ACP	ACP
End of Semester	8/11/17	yesha yelko	ACP	ACP

Remarks by HOD	
Remarks by HOI	

* L=Lecture T=Tutorial, E=Evaluation R=Remedial Session

Event Report

Name of the Event	:	Guest Session – Strategic Selling for Startups
Resource Person / Key Note Speaker	:	Mr. Harshit Kashiv
Chief Guest	:	NA
Date of the event	:	13 th October 2017
Time & Duration	:	1.00 pm to 3.00 pm
Objective as Per NBA	:	Initiatives related to industry interaction 7.1.3 (New)
Team Responsible (Name, Designation & Department)	:	Prof. Yesha Mehta, Assistant Professor, Marketing Department Dr. Sushil Kumar Pare, HOD, Marketing Department

Details showing compliance of objective.

Session started with the discussion on difference between marketing and selling, lead generation. He further discussed the sales cycle and importance of cold calling – good or bad.

Mr. Kashiv spoke about how Indian Start Ups are using technology innovatively and why are VCs funding them. He discussed some live cases like Toppr – IIT JEE tutor, Teewe – (chromecast) – USB device to make your TV smart, SmartMedics – Selling a product to doctors and Zee TV – BARC data/Advertising agencies/Direct consumer. He recommended students to word on their selling skills and use technology efficiently for the same. As Mr. Kashiv works with marketing of a startup company; the session builds strong connect between industry and academia.

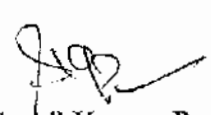
Learning outcome:

- Lead generation
- Sales cycle
- Strategic selling for startups

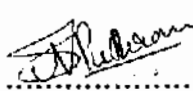
Enclosure

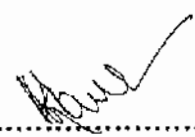
(Any data in an electronic mode, needs to be verified by IT & Head of Institute with their Name and Signature)

- * List of Participants – NA
- * Details of Team – Mentioned above
- * Attendance Sheet - Enclosed


Dr. Sushil Kumar Pare,
HOD Marketing Department


Prof. Yesha Mehta,
Asst. Professor, Marketing Department


Receiver of Report


Head of Institute

UOD
TIMSR

TIMSR/ANX/16

TIMSR

REVISION: A

Resource Person Feedback Form

Date

Session :

Name & Designation of the Resource Person :

HARSHIT KASHIV (PRODUCT MANAGER)

Please rate the sessions on a scale of 1 to 5, 5 being the highest, on the following parameters by putting a tick (✓) mark

Contents	Poor				Excellent
a) Student's Participation	1	2	3	4 ✓	5
b) Infrastructure & other facilities	1	2	3	4	5 ✓
c) Hospitality	1	2	3	4	5 ✓
d) Programme Relevance	1	2	3	4	5 ✓
e) Time Adequacy	1	2	3	4 ✓	5

Suggestions for refinement & other inputs

Duration could be reduced to 1 hour.

Name of the Organization : DREAM II PVT. LTD.

Contact no: 9769278086

Email ID: harsh1988@gmail.com

Signature : 

Harshit Kashiv

Entrepreneur | Startups | Machine Learning | Product Management | Predictive Analytics | Product Manager at Dream11

Data guy turned into a pm with an experience of over 2 1/2 years in personas, visualization, data access tools and an experience of over 5 years in analytics/ data sciences.

I began my career as an analyst in the finance sector wherein I identified relevant metrics, impact of prediction potential, etc. this led my career to a higher level view of data sciences, i.e. product management wherein I looked at the impact of new features on my product and how my product will be successful.

Specialties: - General Management , Product Management , Product Marketing , Data Science and Business Analytics

- e-Commerce, Online Consumer and Credit Card business.
- Start Up and Large Company Experience
- Building and Managing products in Digital , Mobile Consumer Internet , E-commerce
- Building and leading high profile teams

Interested in Leading companies in Digital /Mobile Space and fast growing new areas , Venture Capital Industry , Payments and Logistics.

Product Manager at Dream11

October 2016 - Present

Referral Fraud Prevention

- Restructured the strategy for fraud management in referral marketing.
- Analyzed data of 450K users to identify fraudulent referrals, to define a fraud score for detecting frauds in new registrations.
- The strategy increased the retention rate from 32% to 39% and decreased the fraudulent referrals from 5.2% to 4.3%.

Customer Retention & Life Cycle Analysis (Aha Moment)

- Analyzed a sample of 1.4 M users from past 12 months.
- Employed random forest to investigate a set of features, including cash deposits, withdrawal, paid leagues joined etc. for binary classification of top user base
- The analysis redefined the target for conversion as depositing INR 100 or more in 10 days or less.

Product Manager at Tickled Media

June 2015 - March 2016 (9 months)

- Built, managed and laid down a product vision for ParentTown: a new parenting Q&A platform for Singapore based digital content startup, and successfully launched it with ~25K MAU and 5000 App installs.
 - Analyzed the target group, studied competitors to create prototypes and roadmaps for the content and engineering teams respectively.
 - Defined data points (bag of words, user meta tag, etc.), system architecture (apache solr, mongodb, etc.) for features like personalized search, recommendation, etc. which was implemented by data science team.
- Configured a MVP with features based on A/B hypothesis testing generated via TG interactions & mock up surveys.

Product Manager at FabFurnish.com

January 2015 - June 2015 (6 months)

Spearheaded the mobile first strategy, Launched new mobile website, Android and iOS Apps.

- Achieved a highest rank of 18th for the Android app in Shopping category.
- Evaluated CRM tools like Responsys, Experian CCMP, Exact target as alternatives for CheetahMail & Unica.
- Initiated the integration of personalised recommendation via Rich-Relevance in email campaigns.
- Optimized use of webengage to reduce cart abandonment and exit from product page in website.
- Learned the basics of writing a specs doc and create and manage timelines in JIRA.

Business Analyst at American Express

October 2013 - December 2014 (1 year 3 months)

My responsibilities include

- Credit Score development for Australia, Hong Kong, Germany and India Market's underwriting in credit cards, charge cards and small business cards
- Initial Credit Line Assignment for Canada Portfolio
- Performing Health check for various acquisition channels- personal sales, internet, co-brand etc.
- Negotiations with Credit bureau such as VEDA in Australia and CIBIL in India
- Implementing propensity to default models on big data techniques like Gradient boosting Machines

Business Analyst at HSBC

June 2012 - October 2013 (1 year 5 months)

Analyst, Collections Analytics HBUS

- Analysis of foreclosure & bad-debt portfolios based on severity of delinquency
- Implemented the framework on SAS and VBA for process automation
- Studied the performances of Restructuring a delinquent loan based on various parameters

Indian Institute of Technology, Kanpur

Student Attendance Sheet for Guest lecture/Event/Industrial Visit/Other Activities

Topic: <u>Strategic Selling for Startups</u>				Date: <u>13/10/17</u>
Name of the Speaker/ Activity: <u>HARSHIT KASHIN</u>				
Sr. No.	Name of Student	Course	Specialization	Signature
1.	Jay. P. Mandm	MMS	Marketing	Jay
2.	Adil Khan	MMS	Marketing	Adil
3.	Vikram Singh	MMS	Marketing	V. Singh
4.	Somit Kamungalekar	MMS	HR	Somit
5.	Ajeet Singh	MMS	Finance	Singh
6.	Rohit Kait	MMS	Finance	Rohit
7.	Manisha Tak	MMS	Finance	Manisha
8.	Siddharth Chavga	MMS	Finance	Siddharth
9.	Riya V. Mishra [24]	MMS-A	Finance	Riya
10.	Vidya Salian [37]	MMS-A	Finance	Vidya
11.	Shreya Shetty (46)	MMS-A	Finance	Shreya
12.	Pinky Sharma (41)	MMS-A	Finance	Pinky
13.	Bhavika Jain (17)	MMS-A	Finance	Bhavika
14.	Ravishankar Paw (28)	MMS-A	Finance	Ravi
15.	Shiva Aprajtha (95)	MMS-B	Finance	Shiva
16.	Raksha Shetty (45)	MMS-A	HR	Raksha
17.	Kamini Pandey (93)	MMS-B	Marketing	Kamini
18.	Yashvi Shah (38)	MMS-A	Finance	Yashvi
19.	Bhoomika Shetty (44)	MMS-A	Finance	Bhoomika
20.	Kartik Vala (52)	MMS-A	Operations	Kartik
21.	Sumita Gupta (72)	MMS-B	Finance	Sumita
22.	Jessica Bali (62)	TMMS-B	Finance	Jessica
23.	Banpada Belore (60)	TMMS-B	HR	Belore
24.	Shivani Goenka (70)	MMS-B	Finance	Shivani

Signature & Name of the External Resource

Harshit Kashin


Signature & Name of Team

Veeru (Veeru M)

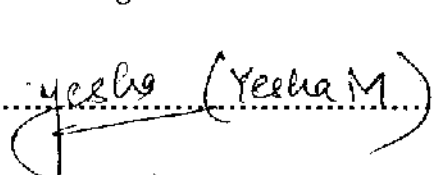
Student Attendance Sheet for Guest lecture/Event/Industrial Visit/Other Activities

Topic: <u>Strategic Selling for Startups</u>				Date: <u>13/10/17</u>
Name of the Speaker/ Activity: <u>HARSHIT KASHIV</u>				
Sr. No.	Name of Student	Course	Specialization	Signature
25.	Nimati Waghela (116)	MMS-B	Finance	Nimati
26	Lakshmi M. Shah (102)	MMS B-102	Finance	Lakshmi
27	Sushila Yadav (59)	MMS A	Finance	Sushila
28	Bhavna Pandey (29)	MMSA	HR	Bhavna
29	Neha Vukhatasma (54)	MMS A	Finance	Neha
30	Sayli Daga (10)	MMS A	Finance	Sayli
31	Sandeep Basai (4)	MMSA	Marketing	Sandeep
32	MITUL JAIN (18)	MMS A	FINANCE	Mitul
33	Navya Shenoy (42)	MMS A	Finance	Navya
34	Sushant Yadav (58)	MMS A	Operations	Sushant
35	Aparna Singh (47)	MMSA	HR	Aparna
36	Kanishk Sanki (50)	MMSA	Marketing	Kanishk
37	Priya Poddar (33)	MMS A	Finance	Priya
38	Saurabh Singh (43)	MMS A		Saurabh
39	Rishabh Jain (74)	MMS B	Finance	Rishabh
40	Jay Shah (101)	mms B	Finance	Jay
41	Abhishek Desai (65)	mms B	Finance	Adesai
42	Rumani Chandaliya (07)	MMSA	Finance	Rumani
43	Niti Patel (96)	MMS B	Finance	Niti
44	Shrishti Singhania (109)	MMSB	Finance	Shrishti
45	AKSHAY RATHI (98)	MMSB	Marketing	Rathi
46	Rahul R. Verma (53)	MMS A	Marketing	Rahul
47	Farida & Lad (84)	MMS B	Finance	Farida
48	AKSHAY Madan (23)	MMS-A	Finance	AK

Signature & Name of the External Resource

Harshit Kashiv 

Signature & Name of Team

Yash (Yash M.) 

Student Attendance Sheet for Guest lecture/Event/Industrial Visit/Other Activities

Topic: Strategic Selling for StartupsDate: 13/10/17Name of the Speaker/ Activity: HARSHIT KASHIN

Sr. No.	Name of Student	Course	Specialization	Signature
1.	Jay. P. Mandm	MMS	Marketing	Jay
2.	Adil Khan	MMS	Marketing	Adil
3.	Vikram Singh	MMS	Marketing	V. Singh
4.	Somit Kamungalekar	MMS	HR	Somit
5.	Ajeet Singh	MMS	Finance	Ajeet
6.	Rohit Kait	MMS	Finance	Rohit
7.	Manisha Tak	MMS	Finance	Manisha
8.	Siddharth Chavga	MMS	Finance	Siddharth
9.	Riya V. Mishra [27]	MMS-A	Finance	Riya
10.	Vidya Salian [37]	MMS-A	Finance	Vidya
11.	Shreya Shetty (46)	MMS-A	Finance	Shreya
12.	Pinky Sharma (41)	MMS-A	Finance	Pinky
13.	Bhavika Jain (17)	MMS-A	Finance	Bhavika
14.	Ravishankar Paw (28)	MMS-A	Finance	Ravi
15.	Shiva Apragtha (95)	MMS-B	Finance	Shiva
16.	Raksha Shetty (45)	MMS-A	HR	Raksha
17.	Kamini Pandey (93)	MMS-B	Marketing	Kamini
18.	Yashvi Shah (38)	MMS-A	Finance	Yashvi
19.	Bhoomika Shetty (44)	MMS-A	Finance	Bhoomika
20.	Karvik Vala (52)	MMS-A	Operations	Karvik
21.	Sumita Gupta (72)	MMS-B	Finance	Sumita
22.	Jessica Bali (62)	TMMS-B	Finance	Jessica
23.	Bhampada Belore (60)	TMMS-B	HR	Bhampada
24.	Shivani Goenka (70)	MMS-B	Finance	Shivani

Signature & Name of the External Resource

Harshit Kashin

Signature & Name of Team

Yashvi (Yashvi M.)

Student Attendance Sheet for Guest lecture/Event/Industrial Visit/Other Activities

Topic: <u>Strategic Selling for Startups</u>				Date: <u>13/10/17</u>
Name of the Speaker/ Activity: <u>HARSHIT KASHIN</u>				
Sr. No.	Name of Student	Course	Specialization	Signature
49	Pankaj Pranjapati	35	MMS A	Marketing
50	Disha Gupta	15	MMS A	Human Resource
51	Sakshi Agarwal	01	MMS A	Finance
52	Surati Zale	120	MMS B	Marketing
53	PRITESH SHAH	103	MMS B	Finance
54	Kamlesh Singh	48	MMS A	Operations
55	Dakshina D Desai		MMS B	Finance
56	Bhavya Hegde		MMS B	Marketing
57	Shruti Patil		MMS B	Finance
58	Arshvini Wani		MMS B	Finance
59	Shweta Dwidari		MMS B	Marketing
60	Kavita Mishra		MMS B	Marketing
61	Piyush Pandey	94	MMS B	Finance
62	Karan Shrivastava	105	MMS B	Finance
63	Rohit Singh	106	MMS B	Finance
64	Vaibhav Bora	06	MMS B	Marketing
65	Prathamesh Sabnis	99	MMS B	Human Resource
66	Ashwin Gaur		MMS A	Marketing
67	Dharal Bhatt		MMS A	Marketing
68	Saurabh Choke		MMS A	Finance
69	Seegor Chheda		MMS B	Finance
70	Yash Nagrani		MMS B	Marketing
71	Harish Kothari		MMS B	Opt.

Signature & Name of the External Resource

Harshit Kashin

Signature & Name of Team

Yash (Yash M)

Student Attendance Sheet for Guest lecture/Event/Industrial Visit/Other Activities

Topic: <u>Strategic Selling for Startups</u>				Date: <u>13/10/17</u>
Name of the Speaker/Activity: <u>HARSHIT KASHIV</u>				
Sr. No.	Name of Student	Course	Specialization	Signature
26	Anand S. Meshra	MMSA		
08	Karan Singh Chandel	MMSA		
56	Ajay Yadav	MMSA		(A)
03	Gaurav Bajaj	MMSA		
36	Akshay Rajpurohit	-		
43	Akshay Jure	-		
25	Anand R. Mishra	-		
22	Shubham Lodha	-		
02	Manish			
31	Niraj Panpalia			
30	Harshvardhan Pandit	-		HVP
31	NILESH WAKADE	MMSB		
51	Rahul Ukar	MMSA		
21	Garen Lobo	MMSA		
12	Rupesh Garadi	-		
14	Anon Gupta	MMSA		
119	Zonkey Yadav	MMSB		
24	Chirag Marathe	MMSA		
100	Rishabh Sarang	MMSB		
114	Sumit Valse	MMSB		
110	Neeraj Soni	MMSB		NRSONI
112	Pravesh Tiwari	MMSB		
92	Abhishek Pal	MMSB		
40	Titendra Sharma	MMSA		

Signature & Name of the External Resource

Harshit Kashiv

Signature & Name of Team

Yeshu (Yeshu M)

[illegible]

Signature & Name of Team

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INTERNAL ASSESSMENT RECORD

Course: MMS

Semester: I

FMHO

Subject: Negotiation and Selling Skills

Roll No	Name	Class Test [10]	MCQ (10)	Assignment [10]	Attendance & Participation [10]	Internal Total (Max/Min) [40/20]
MIT19011	AGARWAL SAKSHI PAWAN SANGEETA	7	6	9	9	31
MIT19012	BAGANI MANISH PRAKASH UMA	6	7	7	7	27
MIT19013	BAJAJ GAURAV SUNIL SUNITA	6	8	8	8	30
MIT19014	BARAI SANDEEP PRAHLAD SHEELA	5	7	8	8	28
MIT19015	BHATT DHAVAL JAYESHI KADAMBARI	6	8	7	7	28
MIT19017	CHANDALIYA RUMANI NIRMAL ANITA	7	8	8	8	31
MIT19018	CHANDEL KARANSINGH VINODSINGH MILAN	5	5	9	9	28
MIT19019	CHATURVEDI SHALINI MADANLAL PUSHPADEVI	6	6	7	7	26
MIT19020	DAGA SAYLI SUNIL SWATI	6	7	8	8	29
MIT19021	DHOKE SAURABH DNYANESH MANISHA	6	8	9	9	32
MIT19022	GARADE RUPESH KUMAR MADANLAL KAUSHAL	6	7	8	8	29
MIT19023	GUNJAL ASHWIN PRABHAKAR VIDYA	4	5	7	7	23
MIT19024	GUPTA AMAN PREMKUMAR KUSUM	7	6	8	8	29
MIT19025	GUPTA DISHA DAYANAND SUNITA	6	4	8	8	26
MIT19026	GUPTA JITENDRA RAMPRATAP BINDRAVATI	7	7	7	7	28
MIT19027	JAIN BHAVIKA JAIRAJ PUSHPA	6	6	9	9	30
MIT19028	JAIN MITUL GAJENDRA RITU	6	5	9	8	28
MIT19029	JHA NEHA SHASHINATH USHA	6	8	7	7	28
MIT19030	KANAKIA BHAVIK NILESH MAMTA	6	7	7	7	27
MIT19031	LOBO GAVIN PAUL HAZEL	6	7	7	7	27
MIT19032	LODHA SHUBHAM SANTOSH ARCILANA	6	5	8	8	27
MIT19033	MADAN AKSHAY JAGDISH NEHA	6	5	9	9	29
MIT19034	MARATHE CHIRAG AVINASH ANURADHA	5	6	8	8	27
MIT19035	MISHRA ANAND RAKESH DEEPA	6	6	7	7	26
MIT19036	MISHRA ANAND SHANKAR RANJANA	6	7	9	8	30
MIT19037	MISHRA RIYA VINOD VEENA	7	7	8	8	30
MIT19038	PAL RAVISHANKAR NANDLAL KAMLA	7	6	7	7	27

INTERNAL ASSESSMENT RECORD

Course: MMS

Semester: I

FMHO

Subject: Negotiation and Selling Skills

Roll No	Name	Class Test [10]	MCQ (10)	Assignment [10]	Attendance & Participation [10]	Internal Total (Max/Min) [40/20]
M1719029	PANDEY BHAVANA DEVENDRA MAMATA	7	0	9	9	25
M1719030	PANDIT HARSHVARDHAN NARESH MUGDHA	5	7	8	8	28
M1719031	PANPALIYA NIRAJ NARESHKUMAR NAMRATA	6	6	8	8	28
M1719032	PHILIPS ALDRIN LENDYL SYLVESTER ASTRID	5	8	7	7	27
M1719033	PODDAR PRIYA NIRMAL MRIDULA	6	7	9	8	30
M1719034	POTDAR SHAURYA MOHAN ANITA	6	6	8	8	28
M1719035	PRAJAPATI PANKAJ LAXMISHANKAR KAMALA	7	6	8	8	29
M1719036	RAJPUROHIT AKSHAY RANJEET SINGH TARA	7	7	9	9	32
M1719037	SALIAN VIDYA KRISHNA SUGUNI	7	6	9	9	31
M1719038	SHAH YASHVI NILESH DIPALI	6	7	9	9	31
M1719039	SHARMA ANSHU KRISHNADUTTA MANJU	6	8	6	6	26
M1719040	SHARMA JITENDRA DINESH KAMLESH	7	7	7	7	28
M1719041	SHARMA PINKY RAVINDRA SANTOSHI	6	8	7	7	28
M1719042	SHENOY NAVYA GANESH PADMINI	7	8	9	9	33
M1719043	SHEDE AKSHAY EKNATH POORNIMA	7	5	8	8	28
M1719044	SHETTY BHOMIKA ANNAPPA SUJATHA	6	5	9	9	29
M1719045	SHETTY RAKSHA DIWAKAR DHARMINI	6	7	8	8	29
M1719046	SHETTY SHREYA BALAKRISHNA VINODA	8	8	8	8	32
M1719047	SINGH APARNA MANOJ NEELAM	7	8	9	9	33
M1719048	SINGH KAMLESH KUMAR SANTOSH KUMAR	7	7	8	8	30
M1719049	SINGH SAURABH ASHWINI SHASHIBALA	6	6	8	8	28
M1719050	SOLANKI KAUSHIK MAHENDRA KAMLA	7	6	8	8	29
M1719051	UKEY RAHUL PRAKASH SANGEETA	7	8	8	8	31
M1719052	VALA KARTIK RAJU JITUBEN	6	7	7	7	27

INTERNAL ASSESSMENT RECORD

Course: MMS

Semester: I

FMHO

Subject: Negotiation and Selling Skills

Roll No	Name	Class Test [10]	MCQ (10)	Assignment [10]	Attendance & Participation [10]	Internal Total (Max/Min) [40/20]
M171953	VERMA RAHUL RAMA SHANKER SUMAN	7	5	8	8	28
M171954	VISHWAKARMA NEHA JAGDISH URMILA	6	5	9	10	30
M171955	WADHWANA ANUJ DEEPAK ALKA	7	7	6	6	26
M171956	YADAV AJAY LALCHAND MINTI DEVI	5	5	9	9	28
M171957	YADAV RANJEET RAMAKANT KAMLAVATI	6	6	7	7	26
M171958	YADAV SUSHANT RAM VICHAR JAGRITI	5	8	8	8	29
M171959	YADAV SUSHILA JAIRAJ JAYA	7	8	9	9	33
M171960	BELOSE SAMPADA JITENDRA PRITI	8	6	7	7	28
M171961	BENDRE YASH SUDHIKAR NEELAM	5	2	7	6	20
M171962	BOLI JESSICA ABRAHAM SATYA	5	6	8	8	27
M171963	CHARYA SIDDHART RAJU SARITA	6	5	9	9	29
M171964	CHHEDA SAGAR JAYANTI URMILA	7	5	9	9	30
M171965	DESAI ABHISHEK RASIK AMITA	7	7	9	9	32
M171966	DESAI CHANDRANIL SANDEEP SANGEETA	6	5	8	8	27
M171967	DEWARKAR DAKSHINA DILIP DIKSHA	5	7	9	9	30
M171968	DWIVEDI SWETA RUDRAPRASAD ASHA	6	6	8	8	28
M171969	GAIKWAD PRATHMESH PRADEEP BHARTI	7	8	8	8	31
M171970	GOENKA SHIVANI SHIVSILANKAR NIRMALA	8	9	8	8	33
M171971	GUPTA ABHISHEK MUNNIRAM URMILA	6	7	9	9	31
M171972	GUPTA SUNITA SHIVNATH SHUBHAVATI	8	7	8	8	31
M171973	HEGDE BHAVYA MANMATHA MOHINI	7	6	8	8	29
M171974	JAIN RISHABH TARUN TRISHALA	8	7	8	8	31
M171975	KAIT ROHIT VEDSINGH SUSHILA	7	6	9	9	31
M171976	KAMTEKAR SIRADDHA SUBHASH ARCHANA	6	7	8	8	29
M171977	KARUNGALEKAR SUMIT SURESH RANJANA	6	0	6	6	18

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INTERNAL ASSESSMENT RECORD

Course: MMS

Semester: I

FMHO

Subject: Negotiation and Selling Skills

Roll No	Name	Class Test [10]	MCQ (10)	Assignment [10]	Attendance & Participation [10]	Internal Total (Max/Min) [40/20]
M1719107	SINGH SEFALI RAJKUMAR MAMATA	7	5	8	8	28
M1719108	SINGH VIKRAM TRIVENI GEETA	7	7	7	7	28
M1719109	SINGHANIA SIIRISHTI SANJAY SHILPA	8	8	8	8	32
M1719110	SONI NEERAJKUMAR RAJENDRAKUMAR PREMLATA	6	5	9	10	30
M1719111	TAK MANISHA LALARAM SHANTI	7	6	9	9	31
M1719112	TIWARI PRAVESH KETAN SUNEETA	6	5	9	9	29
M1719113	TIWARI SHUBHAM DHARMENDRA MITHILESH	7	8	8	8	31
M1719114	VALSE SUMIT PRAKASH SUNITA	4	4	7	7	22
M1719115	VEKHANDE SAKSHI SHARAD HARSIA	8	7	7	7	29
M1719116	WAGHELA NIRALI JAYESH PANNA	6	6	8	8	28
M1719117	WAKODE NILESH DASHRATH SUSIIMA	6	4	9	9	28
M1719118	WANI ASHWINI HIMANSHU JAYSHREE	6	5	9	9	29
M1719119	YADAV SANJAY RAJENDRAPRASAD SHANTIDEVI	7	8	7	7	29
M1719120	ZELE SWATI AJAYKUMAR AMITA	5	6	9	9	29
M1719006	BIRLA VAIBHAV SOHANLAL MANJU	6	8	8	8	30

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TIMSR

Program : MMS

Semester : I

Seat No: _____

Month & Year : Nov 2017

Duration : 3 hours

Course : Negotiation & Selling Skills

Marks: 60

		Instructions: <ul style="list-style-type: none"> Q. No 1 is compulsory. Attempt Any Four from the Remaining Six Questions. 	
Q. 1			
	a.	<p>Ishita needs to make a final sale today to take her over her sales quota for the quarter and earn her the much needed bonus for her upcoming holiday. There is a 'hot prospect' customer in the shop looking at buying a digicam, and has indicated if there is a deal to be done, he might buy it today. Unfortunately, the model which the customer, Mr. Manav, is looking at has a very tight margin and Ishita can't afford to knock too much off the asking price without attracting the rage of her Store Manager. The camera price is 25,000/-, and she can go as low as 22,000/-, but no more for this model. Mr. Manav has made an offer of only 20,000/-. It is close to her exit, but Ishita just cannot sell the camera for that price. Describe the above negotiating problem with reference to Distributive Bargaining, and explain how Ishita might improve her negotiation performance.</p> <p>Seller's position</p> <p>Buyer's position</p> <ul style="list-style-type: none"> Step 1: Assess your BATNA. Step 2: Calculate your reservation value. Step 3: Assess the other party's BATNA Step 4: Calculate the other party's reservation value Step 5: Evaluate the ZOPA 	10
	b.	<p>i. Assume you are a sales rep for an interactive advertising company. Your prospect is learning about how social networking works and has responded to your presentation with the following comment: "I'm not sure this is really for us." What type of objection is this? How would you respond? (5 marks)</p> <p>a. No need</p> <p>ii. Assume you college is going to have an annual fest – "Evoke" and are responsible for selling sponsorships of campus events to local companies such as restaurants, gyms, and retail stores. If your prospects say the price is too high, how would you overcome this objection? (5 marks)</p> <p>a. Price objection – APAC, FFF</p>	10
		i.	
Q. 2		Answer Any two from the following.	5+2 =
	a.	Discuss the steps of sales process by taking an example of your choice.	

	Prospecting, Approach, Need Assessment, Presentation, Handling Objection, Closing, Referral.	
b.	<p>What are hardball tactics and discuss and 5 tactics of your choice.</p> <ul style="list-style-type: none"> ▪ They are designed to pressure targeted parties to do things they would not otherwise do. ▪ They are tactics which result in a change out come of Distributive Bargaining Process. ▪ They are tactics which work on poorly prepared negotiators. ▪ Good Cop/Bad Cop ▪ Highball/Lowball ▪ Bogey ▪ Nibble ▪ Chicken ▪ Intimidation ▪ Snow Job ▪ Aggressive Behavior 	
c.	<p>Sangsom S-360 has introduced a cooking system. Their ads say: <i>Sangsom S-360 is a fan forced cooking system. You can now cook upto 3 levels. Rather than just circulating hot air with a fan, S-360 uses a mini turbine together with a ring heater element to force hot air evenly through the interior. Reducing cooking time and energy consumption and....above all providing even cooking results EVERYTIME.</i></p> <p>Discuss FAB in context of the above ad.</p> <p>Features: Fan forced cooking system, mini turbine, and ring heater element. Advantages: Cooking on up to <u>three</u> levels, hot air forced evenly through the interior. Benefits: Reduced <u>cooking time</u>, reduced <u>energy consumption</u>, perfectly even cooking results.</p>	
Q. 3	Answer Any two from the following.	5x2= 10
a.	Selling and negotiation skills are learnt and not inborn. Comment and discuss.	
b.	Why do salespeople qualify their leads before they call on them?	
c.	<p>What is negotiation? Discuss situations when to negotiate and when not to negotiate.</p> <ul style="list-style-type: none"> ▪ Negotiation – a process in which two or more parties attempt to reach acceptable agreement in a situation characterized by some level of disagreement. ▪ Negotiation – a process which takes place when <u>two or more interdependent parties</u> who have <u>different needs and goals</u>, work together to find a <u>mutually acceptable & beneficial outcome</u>. ▪ When u shouldn't negotiate? <ul style="list-style-type: none"> • When you would loose the farm • When the demands are unethical • When you don't care • When you don't have time • When they act in bad faith • When waiting would improve your position • When you are not prepared 	
Q. 4	Answer Any two from the following.	5x2 = 10
a.	Name the type of close that is used in each of the following examples and justify your point.	

	<ol style="list-style-type: none"> i. "Would you like the pay-as-you-go or the family plan?" <ol style="list-style-type: none"> a. Direct close / Assumptive close ii. "With the extra capacity, you'll be able to expand your service as you need it, yet it won't cost you any additional monthly fees. You can sign right here, and we can start your service on Monday." <ol style="list-style-type: none"> a. Sell by date close 	
	b. State the steps of negotiation process by taking an example of your choice. <ol style="list-style-type: none"> 1. Pre-Negotiation Stage <ol style="list-style-type: none"> a. Prioritize & rank the goals b. Look into priority of other party c. Find out real motivation d. Plan factual inquires e. Quantification of the objectives 2. Conceptualization stage 3. Setting the Norms 4. Discussion/Talks 5. Agreement 	
	c. Discuss different methods of prospecting. <ul style="list-style-type: none"> ■ E-prospecting on the Web <ul style="list-style-type: none"> ■ Individuals ■ Organizations ■ Family Tree - Prospects from your family ■ Natural Market - Prospects from people you know ■ Endless chain customer referral / Referral Prospecting - Prospects through clients or other prospects ■ Cold Canvassing / Calling - Prospects from a database/directory, etc. ■ Orphaned customers ■ Public Exhibitions and Demonstrations ■ Direct Mail 	
Q. 5	Answer Any two from the following.	5x2 = 10
	a. List the seven steps of the selling process. <i>BODY LANGUAGE</i> Prospecting, Approach, Need Assessment, Presentation, Handling Objection, Closing, Referral.	
	b. What is need analysis? Explain in detail why need analysis is important in the whole selling cycle. <ul style="list-style-type: none"> ■ The sales person generally opens with probing questions to gain a better understanding of the client. ■ Three primary Phases: <ul style="list-style-type: none"> ■ Need-Development – devoted to a discussion of the buyer's needs ■ Need-Awareness – clarify the client needs by restating the buyer's needs ■ Need-Fulfillment – sales person knows how the product will satisfy mutual needs and demonstrates these needs to the customer ■ Used to develop a detailed analysis of a prospect's needs. ■ After the analysis the sales person will develop a solution(s) and present written and orally. ■ The sales person is considered more of a partner or partnering, helping creatively resolve a problem 	

	<p>c. Explain integrative negotiation.</p> <ul style="list-style-type: none"> ▪ <i>"A negotiating process in which the parties involved strive to integrate their interests, as effectively as possible in the final agreement"</i> ▪ Also called: <ul style="list-style-type: none"> • "Win-Win" (<i>Getting to Yes</i> by Fisher and Ury) • "Mutual-gains" approach • "Collaborative negotiation" • "Expandable pie" approach ▪ All have in common the integrative approach: <ul style="list-style-type: none"> • <u>Create</u> as much value as possible for both sides • <u>Claim</u> as much value as possible to meet your interests 	
Q. 6	Answer Any two from the following.	5x2 = 10
	<p>a. Discuss Sequential request model.</p> <ul style="list-style-type: none"> ▪ Foot in the door (FITD) <ul style="list-style-type: none"> ▪ Make small offer then increase ▪ Door in the Face (DITF) <ul style="list-style-type: none"> ▪ Cause rejection then make small offer ▪ Bait and Switch <ul style="list-style-type: none"> ▪ Great offer that never happens ▪ That's not all (TNA) <ul style="list-style-type: none"> ▪ Add a string of benefits ▪ Disrupt then reframe (DTR) <ul style="list-style-type: none"> ▪ Break the pattern then rebuild differently ▪ Fear the relief (FTR) <ul style="list-style-type: none"> ▪ Scare them then rescue them ▪ Selling the top of the line (TOTL) <ul style="list-style-type: none"> ▪ First promote an expensive product than cheaper product ▪ Dump and chase (DAC) <ul style="list-style-type: none"> ▪ Provoke objections then negotiate on them 	
	<p>b. What is BATNA? Explain the importance of BATNA during negotiation.</p> <ul style="list-style-type: none"> • The ability to identify a negotiator's best alternative to a negotiated agreement, is among one of the many pieces of information negotiators seek when formulating deal making and negotiation strategies. • When a proposal is better than your BATNA: ACCEPT IT • When a proposal is worse than your BATNA: REJECT IT • Stronger Negotiation Power 	
	<p>c. What presentation strategy you would adopt if you have to sell personal computers door-to-door?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p>Memorized Selling</p> <p>↓</p> <div style="border: 1px solid black; padding: 5px;">Structured</div> </div> <div style="text-align: center;"> <p>Formula Selling</p> <p>↓</p> <div style="border: 1px solid black; padding: 5px;">Semi-structured</div> </div> <div style="text-align: center;"> <p>Need-Satisfaction Selling</p> <p>↓</p> <div style="border: 1px solid black; padding: 5px;">Unstructured</div> </div> <div style="text-align: center;"> <p>Problem-Solution Selling</p> <p>↓</p> <div style="border: 1px solid black; padding: 5px;">Customized</div> </div> </div>	
Q. 7	Write short notes on any 2	5x2 = 10
	<p>a. Soft negotiation v/s Hard negotiation</p>	

Soft	Hard
Participants are friends	Participants are adversaries
The goal is agreement	The goal is victory
Make concessions to cultivate the relationship	Demand concessions as a condition of the relationship
Be soft on the people and the problem	Be hard on the problem and the people
Trust others	Distrust others
Change your position easily	Dig in to your position
Make offers	Make threats
Disclose your bottom line	Mislead as to your bottom line
Accept one-sided losses to reach agreement	Demand one-sided gains as the price of agreement
Search for the single answer: the one they will accept	Search for the single answer: the one you will accept
Insist on agreement	Insist on your position
Try to avoid a contest of will	Try to win a contest of will
Yield to pressure	Apply pressure

b. **Objections handling techniques (any 5)**

Objections are concerns, hesitations, doubts, or other honest reasons a customer has for not making a purchase. Objections give you an opportunity to present more information to the customer.

APAC

- **Be Curious:** Last resort. Ask why you didn't get it
Ex: "I really thought this product was a fit for your needs. Can you let me know why you decided not to buy?"
- **Boomerang:** Use their objection to weaken their point and reinforce your point.
Ex: Customer: "This widget is way too light." Salesperson: "It is remarkably light, isn't it? We've started using a lighter, more durable metal. We've found that it's much safer."
- **Can You Clarify?** Ask the customer for more information before responding to the objection. Ex: Customer: "I would never buy this product. It's not built to last." Salesperson: "I'm interested in why you think that. Would you mind explaining that further?"
- **Certain Closure:** Offer to resolve their objection if they make the purchase.
Ex: "If I get the author to autograph this book, do we have a deal?"
- **Deflection:** Avoid the objection. Use this one sparingly, and make sure you're doing it politely. Ex: "That's an interesting point. Now, let me show you the colors this model comes in."
- **Disagree:** Politely and assertively disagree with the customer, But make sure you have facts to back you up. Ex: Customer: "Acme Widgets doesn't require anything like this." Salesperson: "In fact, Acme Widgets does also require a service plan, although their's is quite a bit more expensive."
- **FFF (Feel, Felt, Found):** Empathize with the customer, tell them how others have felt, and tell them what they have found. Ex: "I understand that you feel that this plan is a big investment. Others (including myself) have felt the same way. However, they have found it really gives them peace of mind."
- **Reframe:** Interpret their objection as something other than an objection. Ex: "I

	<p>can see that I'm not making sense. Sorry – let me put it another way.”</p> <ul style="list-style-type: none"> • Tip the bucket: What you do is to ask for <i>more</i> objections. In fact you ask for all the objections you can get, thus 'tipping the bucket' of objections that they have been thinking about. • The advantage of this is that you now know all the reasons they have for not buying and can decide what to do about them. • Substitution method: Recommending a different product that would still satisfy the customer's needs. • Superior-point method: A technique of overcoming objections by permitting the salesperson to acknowledge objections as valid, yet still offset them with other features and benefits. • Third-party method: A technique that involves using another customer or neutral person who can give a testimonial about the product. 	
	<p>c. Selling to a boss v/s selling to a peer</p> <p>a) Boss</p> <ul style="list-style-type: none"> • <i>“Sell the Sizzle and not the Steak”</i> • Includes – logistics buyers, i.e. bulk buying agents, material managers, office managers, etc. • Well equipped with substantial amount of influencing, a buying decision in terms of both its quality and quantity matters. <p>b) Peers</p> <ul style="list-style-type: none"> • Maintain integrity • Focus on shared, rather than personal goals • Team cohesion is the key • Use lot of activities • Do what is right, regardless of personal risk • Spend time with peers • Frank & open communication is the key 	
	<p>d. Principled negotiation</p> <p>a) Separate the PEOPLE from the Problem</p> <p>b) Focus on INTERESTS, Not Positions</p> <p>c) Invent OPTIONS for Mutual Gain</p> <p>d) Insist on Using Objective CRITERIA</p>	

Mapping of Course Outcomes with Question Papers

Academic Year 2017-18
Batch 2017-19
Program MMS
Specialization FMHO
Semester I
Course Negotiation and Selling Skills
Faculty Prof. Yesha Mehta

Course Outcomes:

1. To identify the different styles of negotiating and selling
2. To effectively close and confirm the negotiation and sales call
3. To deal with most commonly used strategies and tricks used in negotiation and selling
4. To effectively use clues provided by body language of opposite party while selling and negotiating

Question Number	CO 1	CO 2	CO 3	CO 4
Q1 a	*			
Q1 b	*	*	*	
Q2 a	*	*		
Q2 b	*		*	
Q2 c			*	
Q3 a	*			
Q3 b	*	*		
Q3 c	*		*	
Q4 a		*	*	
Q4 b	*	*		
Q4 c	*			
Q5 a		*		*
Q5 b		*		
Q5 c	*			
Q6 a	*			
Q6 b	*			
Q6 c		*	*	
Q7 a	*			
Q7 b	*	*	*	*
Q7 c		*	*	*
Q7 d	*			

Yesha

TIMSR

Program: MMS Semester I, Batch 2017-19

Course: Negotiation and Selling Skills

WEAK STUDENTS IDENTIFIED AND COUNSELLING

Roll No	Name	Class Test [10]	Topic Discussed (Remedial)
M1719013	GUNJAL ASIWIN PRABHAKAR VIDYA	4	Concepts discussed negotiation and strategies
M1719114	VALSE SUMIT PRAKASH SUNITA	4	

yes
11/10/17

Sr.no	Course	Title	Case studies national / International	Research Papers	Management Videos	Others
1	Negotiation and Selling Skills	A scene from movie Don an example of Integrative negotiation			Video - Soft copy	—
2		Analysis of Negotiation Scenes From Movie “Jobs (2013)			Video - Soft copy	—
3		August (2008) - Scene - The Negotiation			Video - Soft copy	—
4		Brilliant negotiation lessons in this short video			Video - Soft copy	—
5		Analysis of Negotiation Scenes From Movie “Jobs (2013)			Video - Soft copy	—
6		Wolf of Wall Street - Sales Pitch			Video - Soft copy	—
7		Wolf of Wall Street - Negotiation			Video - Soft copy	—
8		Boiler Room Scene 1			Movie	—
9		Boiler Room Scene 2			Movie	—
10		The Negotiator			Movie	—
11		12 Angry Men - Negotiation			Movie	—

23/10

Academic Year 2017-19
Program MMS
Specialization FMHO
Semester I
Course Negotiation and Selling Skills
Faculty Yesha Mehta

Table - 1 (CO-PO Mapping)					
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	S	L			
CO 2	S	M	M	M	
CO 3	S	M	M	M	
CO 4	S	M	S	M	
CO 5					

Table - 2 (Auto Generated)					
	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3.00	1.00			
CO 2	3.00	2.00	2.00	2.00	
CO 3	3.00	2.00	2.00	2.00	
CO 4	3.00	2.00	3.00	2.00	
CO 5					
Average	3.00	1.75	2.33	2.00	#DIV/0!

Table - A (Mapping CCEs with Cos)					
	Course Outcome (CO)				
CCEs	CO1	CO2	CO3	CO4	CO5
Class Test	*		*		
MCQ	*	*	*	*	
Assignment	*	*	*	*	
Attendance & Participation	*	*			
Semester End Exam	*	*	*	*	

Table - B					
	Course Outcome (CO)				
CCEs	CO1	CO2	CO3	CO4	CO5
Class Test	3.00		3.00		
MCQ	3.00	3.00	3.00	3.00	
Assignment	3.00	3.00	3.00	3.00	
Attendance & Participation	2.00	2.00			
Semester End Exam	3.00	3.00	3.00	3.00	
Average	2.80	2.75	3.00	3.00	#DIV/0!

Table - 3 (Product of CO & PO)					
CO's	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	8.40	4.90	6.53	5.60	#DIV/0!
CO 2	8.25	4.81	6.42	5.50	#DIV/0!
CO 3	9.00	5.25	7.00	6.00	#DIV/0!
CO 4	9.00	5.25	7.00	6.00	#DIV/0!
CO 5					
Average	8.66	5.05	6.74	5.78	#DIV/0!

Attainment %	0.96	0.56	0.75	0.64	#DIV/0!
Normalization	2.89	1.68	2.25	1.93	#DIV/0!

Yesha

Movie Review – Negotiation & Selling Skills

Objective:

- To develop basic understanding of students related to negotiation
- To provide deeper insights related to negotiation framework
-

Activity:

The concept of effective negotiation is brilliantly brought out in an old classic English Movie, Twelve Angry Men. The story revolves around one person slowly winning over other eleven jurors solely on the basis of his negotiation skills. 12 Angry Men illustrates how successful negotiations necessitates careful observation and analysis of different, conflicting arguments presented by the various parties involved, such that emotions and positions are effectively separated from the more deeply-entrenched and often concealed interests. These actions were performed by Juror 8, who proceeded to question the other jurors' motivations behind their assertion of a "guilty" verdict (position). This movie illustrates how specific positions were of little significance in determining the negotiation's outcome; the parties who focused on superficial claims to "substantiate" their positions (Juror 3 and 10) and failed to evaluate theirs and the other jurors' intrinsic beliefs and motivations for choosing the "guilty" option (like Juror 8 did), lost their credibility and influence in the negotiation process. Eventually, the audience and jurors do not know if the boy truly committed the murder or not (only 'reasonable doubt' was established, based on the testimonial evidence presented); the boy's true innocence or guilt had no bearing on the jury's final agreement; the agreement was derived by systemically questioning and addressing the assumptions and motivations (interests) backing the jurors' decisions. Students were made to see the movie and answer the below questions:

1. Can you explain the negotiation strategies and tactics that was later evident to you in this movie?
2. What instructions does the judge give to the jurors? Discuss in context with principled negotiation.

Learning Outcome:

- Effective Negotiation - Nuggets
 - Separate facts and fiction
 - Human prejudices color decision making process
 - Patience is a virtue
 - Do not get carried away by majority opinion
- Leadership Skills
- Interpersonal Skills
- Decision making skills

Yesha

2. Differentiate between Distributive Negotiation and Integrative Negotiation. (6 marks)

Negotiation and Selling Skills Test 1:

CJ

FYMMS B

Roll No. Roll no. 65

1. Just recall the situation, where you could have negotiated for a better deal. Analyze and think – what stopped you from doing better? Were you afraid of anything? (3 marks)

At Ranthambore National Park I was buying t-shirts from the souvenir shop, I got a t-shirt for ₹600. And seeing the quality of the t-shirt I didn't negotiate. Then I got to know that another one of my four buddies managed to get the same t-shirt for ₹350 & also managed to get free keychains. I could've negotiated as well, which I didn't because of 2 things: i. Embarrassment ii. I got happy when I heard the initial price. I could've negotiated instead of getting happy for the given price.

2. Explain Distributive Negotiation. (3 marks)

• Usually carried out on day to day basis. Buyer & Seller may not know each other. There is no importance given to building/maintaining relationships. The only objective is to win, as both the parties concentrate on winning. No focus on Mutual gain. Objective of the each of the party may not be clear to one another. All your cards aren't opened at a time. One party's win means other party's loss.

3. State four basic points and their sub points in principled negotiation. (4 marks)

1. Separate the people from the problem: Try to put yourself into their shoes.

Identify the interests of the people involved.

2. Use of objective criteria: Be objective & reasonable in order to look for solutions.

3. Identify the problems: Identify the problem & try to solve it.

4. Look for mutual gain: Main objective is to find options for a win-win situation.

07

1. Explain negotiation. (3 marks)

- Q1) Negotiation is when two or more interdependent parties come together to obtain mutual gains by clearing out differences between them and arriving at a mutual decision where all the parties involved are benefited.
- Q2) This happens when one of the parties disagrees with the given deal and tries to close the deal by negotiating with the other party thereby satisfying the objectives of all the parties involved.

2. Differentiate between Distributive Negotiation and Integrative Negotiation. (3 marks)

- | <u>Distributive Negotiation</u> | <u>Integrative Negotiation</u> |
|---|--|
| i) Focus is on winning for negotiator at any cost. | i) Focus is on creating a win-win situation. |
| ii) It can be a one time negotiation, ex - cars, houses, etc. | ii) It may not be a one time negotiation since win-win situation is emphasized on. ex - supplying of goods, etc. |
| iii) Building relationship is not considered important. | iii) Building relationship is one of the important features of this negotiation. |
| iv) Hard negotiation strategy is used. | iv) Soft negotiation strategy is used. |

3. Explain in brief four basic points to be taken care of in principled negotiation. (4 marks)

- Principled negotiation is sometimes referred to as a situation-based negotiation. The negotiator may not necessarily be pre-planned like distributive or integrative ones. The four basic points to be taken care of are:
- Q3)
- i) Separate People from interests.
 - ii) Insist on objective criteria.
 - iii) Concentrate on the needs and not on unnecessary things.
 - iv) Problem solving approach.

ET

Negotiation and Selling Skills Test 1:

Roll No. 1

1. Explain negotiation. (3 marks)

Q12 Negotiation is a situation where two or more people come together and discuss on the issue, deal, contract etc. Negotiation can happen in any where you may say that you negotiate with the situation in court, while purchasing any thing that time the negotiation came into force. Negotiation is may or may not be a mutual understanding of the person.

2. Differentiate between Distributive Negotiation and Integrative Negotiation. (3 marks)

Q12 Distributive negotiation is also called as competitive negotiation & Integrative negotiation is also called as collaborative negotiation. In distributive negotiation there is win-lose situation, tug-of-war, & zero-sum situation & in the integrative negotiation there is win-win situation, because in distributive negotiation long-term relationship is not mandatory & in integrative negotiation they deal for the long-term relationship.

3. Explain in brief four basic points to be taken care of in principled negotiation. (4 marks)

principled negotiation is also an important point of negotiation.

Q12 1) principled negotiation is based on people's interests, emotions & communications.

2) Separate the people from the problem.

3) Focus on interest not on position.

4) Develop a optimum solution.

Q12 5) standardised objective.

TIMSR (mid term)**Program: MMS****Semester : I****Seat No: _____****Course: Negotiation & Selling Skills****Duration : 60 mins****Month & Year : September 2017****Marks: 20****Instructions:** Attempt Any Two from the following.

- Q. 1** Explain negotiation. Discuss your own negotiation experience. Analyze and think – what stopped you from doing better? **10**
- Q. 2** “By far, the most common and costly mistakes in negotiation take place before talks even begin. Interestingly, the problem is usually not faulty preparation, but a lack of “preparation altogether!” Comment. **10**
- Q. 3** a. Explain the Distributive negotiation with an example. **05**
b. Explain the Steps in Integrative Negotiation Process. **05**

TIMSR (mid term)**Program: MMS****Semester : I****Seat No: _____****Course: Negotiation & Selling Skills****Duration : 60 mins****Month & Year : September 2017****Marks: 20****Instructions:** Attempt Any Two from the following.

- Q. 1** Explain negotiation. Discuss your own negotiation experience. Analyze and think – what stopped you from doing better? **10**
- Q. 2** “By far, the most common and costly mistakes in negotiation take place before talks even begin. Interestingly, the problem is usually not faulty preparation, but a lack of “preparation altogether!” Comment. **10**
- Q. 3** a. Explain the Distributive negotiation with an example. **05**
b. Explain the Steps in Integrative Negotiation Process. **05**

TIMSR (mid term)**Program: MMS****Semester : I****Seat No: _____****Course: Negotiation & Selling Skills****Duration : 60 mins****Month & Year : September 2017****Marks: 20****Instructions:** Attempt Any Two from the following.

- Q. 1** Explain negotiation. Discuss your own negotiation experience. Analyze and think – what stopped you from doing better? **10**
- Q. 2** “By far, the most common and costly mistakes in negotiation take place before talks even begin. Interestingly, the problem is usually not faulty preparation, but a lack of “preparation altogether!” Comment. **10**
- Q. 3** a. Explain the Distributive negotiation with an example. **05**
b. Explain the Steps in Integrative Negotiation Process. **05**

	Answer1	Answer2	Answer3	Answer4	Answer5	CorrectOption
A situation in which solutions exist so that both parties are trying to find a mutually acceptable solution to a complex conflict is known as which of the following?	A) mutual gains	B) win-lose	C) zero-sum	D) win-win	E) None of the above.	Answer4
Which is not a characteristic of a negotiation or bargaining situation?	A) conflict between parties	B) two or more parties involved	C) an established set of rules	D) a voluntary process	E) None of the above is a characteristic of a negotiation.	Answer3
A zero-sum situation is also known by another name. Which of the following is that?	A) integrative	B) distributive	C) win-lose	D) negotiative	E) None of the above.	Answer2
BATNA stands for	A) best alternative to a negotiated agreement.	B) best assignment to a negotiated agreement.	C) best alternative to a negative agreement.	D) best alternative to a negative assignment.	E) BATNA stands for none of the above.	Answer1
The resistance point is the point at which a negotiator would like to conclude negotiations.	TRUE	FALSE				Answer2
Hardball tactics work most effectively against powerful, well-prepared negotiators.	TRUE	FALSE				Answer2
An integrative negotiation problem should be defined as a solution process rather than as a specific goal to be attained.	TRUE	FALSE				Answer2
"Expanding the pie" as a method of generating alternative solutions is a complex process, as it requires much more detailed information about the other party than do other methods.	TRUE	FALSE				Answer2
Single-issue negotiations and the absence of a long-term relationship with the other party are the strongest drivers of claiming value strategies.	TRUE	FALSE				Answer1
Gathering information about the other party is a critical step in preparing for negotiation.	TRUE	FALSE				Answer1
The five conflict management style orientations are:	Competing, accommodating, avoiding, collusion, and conflict.	Competing, accommodating, avoiding, competition, and compromising.	Competing, accommodating, avoiding, cooperation, and compromising.	Competing, accommodating, avoiding, collaborating, and compromising.		Answer4

jeetu

The area between resistance points where there exists point where two parties can meet their aspirations is known as:	Agreement	Settlement range	Negotiation	Bargaining		Answer2
Which term refers to someone who is assertive and uncooperative is using the conflict-handling intention?	accommodating	competing	compromising	collaborating		Answer2
Selling and marketing are synonymous.	TRUE	FALSE				Answer2
Aditi goes door-to-door in her neighborhood taking orders for Classic beauty products. Aditi is most likely involved with:	detail selling.	wholesale selling.	direct selling.	account representation.	sales engineering.	Answer3
Rajeev is a salesperson for a wholesale cheese company. It would NOT be part of his job to sell cheese to:	a hotel cafeteria.	the government.	a restaurant like Mcdonalds.	a final customer.	None	Answer4
Amisha's job is to ask prospects their opinions during and after sales presentations. She is:	prospecting.	providing follow-up and service.	performing a trial close.	handling customer objections.	developing a preapproach.	Answer2
The acronym L-O-C-A-T-E is useful for remembering how to uncover important customer needs.	TRUE	FALSE				Answer1
Sumeet loves his new lawn mower because it has a six-foot wide cutting deck that allows him to mow his lawn in half the time it used to take him. The six-foot wide cutting deck is an example of a product:	benefit.	feature.	advantage.	variable.	advancement.	Answer2
The "A" in L-O-C-A-T-E indicates that the salesperson should:	analyze the buying situation.	assess the prospect's personality.	ask the prospect questions.	allow time for socialization.	assume the prospect will buy.	Answer3
The _____ involves showing a product feature, explaining the advantage, leading into a benefit, and then letting the customer ask questions.	generic selling process	L-O-C-A-T-E method	FAB selling technique	SELL Sequence	trial close	Answer3
Which of the following is a social influence on consumers' buying behavior?	Average income	Friends' opinions	Buying experience	Employment status	Personal beliefs	Answer2
All of the following are examples of the major nonverbal communication channels EXCEPT:	the physical space between buyer and seller.	general appearance.	body movement.	a handshake.	ethical similarity.	Answer5

Suhana is a sales representative at a uniform rental company. She continually looks for workers in uniforms and assesses the uniform's fit, quality, and style to form conclusions about the workers' employers. What prospecting method is Suhana using?	Networking	Cold canvassing	Observation	Center of influence	Endless chain	Answer3
You need to call a prospect and ask for a sales appointment. Which of the following would be LEAST effective when making a telephone appointment?	Always stating the purpose of your call.	Preparing a brief sales message to stimulate interest in your product.	Using spontaneity when dealing with the prospect.	Briefly outlining how the prospect may benefit from your sales call.	Clearly identifying yourself and your company.	Answer3
Govinda is going on his first sales call, and he is very nervous. A professional salesperson would most likely tell him that the key to selling success is the willingness to:	ignore customer objections.	plan and rehearse the sales call.	continually monitor the competition for new products.	motivate the customer to buy even if the product is unnecessary.	schedule the length of each sales call to be no more than 30 minutes.	Answer2
Which of the following is LEAST relevant when developing a customer benefit plan?	Writing a business proposition	Suggesting a purchase order	Rehearsing the sales presentation	Developing a marketing plan	Utilizing the FAB formula	Answer3
The primary difference between the four sales presentation methods is the frequency and timing of trial closes.	TRUE	FALSE				Answer2
The formula sales presentation method is the only method which can be applied without any prior knowledge of the prospective customer.	TRUE	FALSE				Answer2
The formula presentation is based on tested and proven procedures of developing and giving the sales presentation.	TRUE	FALSE				Answer1
During negotiations, it is recommended that a salesperson look for items other than price that can be negotiated, such as financing terms and delivery schedules.	TRUE	FALSE				Answer1
According to Futrell, the most customized of the sales presentation methods is the _____ method.	formula	problem solving	memorized	problem-solution	none of the above	Answer4

The characteristics of your voice, such as inflection, pitch, and when you pause between words are all a part of _____ communication.	imagery	written	nonverbal	decoding	vocal	Answer5
Which of the following is primarily a trade sales promotion?	Free samples	Rebates	Demonstrations	Sales contests	Coupons	Answer3
Prospecting is the first step in the selling process.	TRUE	FALSE				Answer1
The latest advancement in prospecting is the use of the Internet to find potential buyers.	TRUE	FALSE				Answer1
A referral is a person recommended to you by someone who feels that this person could benefit from your product.	TRUE	FALSE				Answer1
Many firms use telemarketing centers to gather marketing information, such as demographic data and consumer orders.	TRUE	FALSE				Answer1
Which of the following statements about prospecting is false?	Prospecting is the first step in the selling process.	Prospecting identifies potential customers.	A prospect is different from a lead.	A suspect is the same as a prospect.	Qualified prospects have money to buy	Answer4
Karsanbhai Patel began selling his handmade detergent packets, Nirma from door to door asking households to buy detergent for their uses. Before selling to these households, Karsanbhai did not try to learn anything about them. He believed that if he could get any kind of household to use his detergent, he had made a good sale. Which of the following prospecting techniques best describes the method Karsanbhai Patel used?	Center of influence method	MAD	Cold canvassing method	Endless chain referral method	Networking method	Answer3
Namish Malhotara sells designer wedding dresses. He has a close relationship with several wedding planners who provide him with the names of engaged couples. Which method of prospecting does Namish use?	Cold canvassing	Observation	Endless chain	Networking	Center of influence	Answer4

With the _____ sales technique, the salesperson monopolizes the conversation and often much of the talk is about benefits of no use to the prospect. This sales presentation method is often perceived as a high-pressure sales presentation method.	memorized	need-satisfaction	barrier	problem-solution	professional	Answer1
An advantage of the need-satisfaction sales presentation is the fact that it:	ensures that company's salespeople provide the same information to all customers.	is a problem solving orientation.	is flexible and adapts readily to long or short presentation times.	keeps prospect participation at a minimum.	is effective when the product is non technical.	Answer3
The prospect says, "I'll think it over." This is an example of source objection.	TRUE	FALSE				Answer2
The first step in rephrasing an objection as a question technique is to acknowledge the prospect's viewpoint.	TRUE	FALSE				Answer1
After successfully dealing with an objection, the salesperson should use a trial close.	TRUE	FALSE				Answer1
Which of the following statements about handling objections is INCORRECT?	Objections can occur at any time during a sales presentation.	Consider objections as opportunities to learn about a prospect's needs.	A skillful salesperson can handle every objection and make a sale.	Use positive body language as part of how you respond to an objection.	Sometimes prospects appear to be making objections when they are actually asking for information.	Answer3
After showing a property to a couple, the husband says, "We will buy the house if you give us a 20 percent discount." This is an example of	Money objection	Stalling objection	Condition	Stalling objection	Source Objection	Answer1
H. K. Dental Solution, are a leading Manufacturer, Trader and Supplier sells dental supplies to dental practices throughout the nation. When its salesperson calls on the office of Dr. Goyal, the office manager informs the HK sales rep, "We know you sell a great product, but we really don't have room for more supplies." The office manager is using a _____ objection.	source	no-need	money	product	hidden	Answer2

Which of the following actions is NOT an example of a buying signal?	The prospect asks, "How much is it?"	The prospect inquires, "Do you carry 8 and 12 foot lengths?"	The buyer begins to look more relaxed.	The husband asks his wife, "What do you think about it?"	The prospect says, "I have to discuss this with my boss."	Answer5
The dentist is talking to the dental supplies salesperson about buying a new drill and attachments. Near the end of his presentation, the salesperson asks, "Would you prefer the spring latch type head or the classic latch type head?" What type of close is the salesperson using?	Alternative-choice close	Assumptive close	T-account close	Summary-of-benefits close	Standing-room-only close	Answer1
Third step in personal selling process after completion of prospecting step is to	closing	handling objections	approach	presentation and demonstration	need assessment	Answer4
In an organizational context, negotiation may take place	between two people	within a group	between groups	over the Internet	All of the above	Answer5
When you shouldn't negotiate?	When you would lose the negotiation	When the demands are unethical	When you don't care	When you don't have time	All of the above	Answer5
Which one is not the factor for principled negotiation?	Separate the PEOPLE from the Problem	Focus on INTERESTS, and Positions	Invent OPTIONS for Mutual Gain	Insist on Using Objective CRITERIA	None of the above	Answer2
Harish tries to solve problems by denying their existence. He is non confrontational and may ignore or pass over the issue. Which negotiation strategy it is?	Avoidance strategy	Competitive strategy	Collaborative strategy	Accommodative strategy	Compromise strategy	Answer1
Jigisha gives up something and plays down her differences with Jenish. They have surface harmony. Jigisha is agreeable and nonassertive. She is cooperative even at the expense of her personal goals and is at times resentful. Which negotiation strategy it is?	Avoidance strategy	Competitive strategy	Collaborative strategy	Accommodative strategy	Compromise strategy	Answer4
Mitali is confrontational and aggressive. She must win at all costs. She often uses her position of authority to get what she wants. Which negotiation strategy it is?	Avoidance strategy	Competitive strategy	Collaborative strategy	Accommodative strategy	Compromise strategy	Answer2

needs of the other. They respect each other's abilities, values, and expertise. When managing their conflict, each allows the other person to openly state his/her position and listens attentively. Which negotiation strategy it is?	Avoidance strategy	Competitive strategy	Collaborative strategy	Accommodative strategy	Compromise strategy	Answer3
Radhika is willing to give up something in order to meet Sarita midway. She is both assertive and cooperative. Which negotiation strategy it is?	Avoidance strategy	Competitive strategy	Collaborative strategy	Accommodative strategy	Compromise strategy	Answer5
Pre-Negotiation Stage comprises of which of the following:	Prioritize & rank the goals	§Look into priority of other party	§Find out real motivation	Plan factual inquires	All of the above	Answer5
FAB means	TRUE	FALSE				Answer1
what would be the correct sequence for MONROE model?	Attention, Satisfaction, Need, Visualization, Action	Attention, Need, Visualization, Action, Satisfaction	Attention, Need, Satisfaction, Visualization, Action	None of the above	All of the above	Answer3
I'm not going to give you this cookie cutter. No. That's not all I'm going to give you. For the same price, I'm going to throw in a fine steel spatula. A bargain I hear you say? But I'm going to make it even better, with this splendid temperature probe, absolutely free. Now, who wants this wonderful offer now?	Foot in the door	Door in the face	Disrupt then reframe	That's not all	none of the above	Answer4
The boss came around when you were out and asked where you were. Don't worry, I gave a good excuse. Could you cover for me? I want to go home early.	Fear - then-relief	Foot in the door	Door in the face	Disrupt then reframe	Selling top of the line	Answer1
Integrative problem solving is about compromise.	TRUE	FALSE				Answer2
The best description of a reservation price is	the limit beyond which you will not go.	the best price you can imagine.	the most realistic price in the circumstances.	None of the above		Answer1
The bargaining zone, or zone of possible agreements (ZOPA), is the range	below the seller's reservation point and above the buyer's target point	below the seller's target point and above the buyer's reservation point	between negotiators' reservation points	between negotiators' target points		Answer3
Which of the following is a strategically wise method of anchoring?	setting an assertive aspiration point early in the negotiation	immediately rejecting the counterparty's first offer	determining the exact midpoint between the last two offers on the table	refusing to make any concessions		Answer1

In preparing for negotiation, a negotiator needs to determine what would constitute an ideal outcome, or favorable set of terms, also known as a _____.	winner's result	target point	BATNA	reservation point		Answer2
Distributive Negotiation is also commonly known as _____.	Positional negotiation	cooperative negotiation	win-win negotiation	non-zero sum negotiation		Answer1
Fourth Point of Principled Negotiation is _____.	Invent options for mutual gain	Insist on using objective criteria	Separate people from problem	Focus on interests, not positions		Answer2
In our negotiations, we should _____.	have our minds made up and hold firm to our beliefs.	not let the others talk us into seeing things their way.	convince the others that we are right.	be open to exploring all the facts and understanding how the situation looks to the other party.		Answer4
The primary objective in every negotiation is: _____.	to win.	to get others to agree with us.	to meet the needs of all parties.	to find the right solution.		Answer3

Negotiation – Role Plays

Learning Objective:

- To develop effective negotiation strategies in any situation
- To develop the skills and knowledge to use persuasive language and get essential information from the other party

Method of Role Play:

The class is divided into teams of two: a Buyer and a Seller. The two parties are given a grid to help them keep track of the offers and demands. At the end of the exercise, they must report who made the first offer, the amount of the first offer, the initial response, and the final price. For the sake of the exercise, teams are required to keep negotiating until they reach an agreement. They are not allowed to “just walk away.”

At the end of the exercise, we do a debriefing to determine what the two-party teams learned, how they got their results. We compare all the teams' results and discuss why results differ. Finally, we attempt to quantify the “take away” lessons.

Learning Outcome:

- Difference between distributive and integrative negotiation
- Negotiation process
- Negotiation tactics
- Negotiation strategies
- Handling objections while negotiations
- Body language while negotiation

Yesha



Thakur Institute of Management Studies & Research

**THAKUR INSTITUTE OF
MANAGEMENT STUDIES & RESEARCH**

(Approved by AICTE, Govt. of Maharashtra & Affiliated to University of Mumbai)

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MMS - Batch 2017-19			
Academic Year: 2017-18 / Sem I			
Subject: Negotiation & Selling Skills			
Rubric for Role Play			
	Marks Awarded Weightage		
Parameter	Admirable	Acceptable	Attempted
Preparedness	5	3	1
Participation	5	3	1
Active Listening/Response	5	3	1
Etiquette	5	3	1

Total **20**
Scaled down: **10**

yes

Rubric for Role Play			
Criteria	5	3	1
Preparedness	Student is extremely familiar with their role and uses specific evidence to support their arguments.	Student is extremely familiar with their role, and uses some evidence to support their arguments.	Student is somewhat familiar with their role, but provides little or no evidence to support their arguments.
Participation	Student actively participates in simulated meeting, speaking multiple times, adding new information/evidence each time.	Student actively participates in simulated meeting, speaking more than once, adding new information/evidence each time.	Student actively participates in simulated meeting, speaking more than once, but repeats information each time.
Active Listening/Response	Student demonstrates active listening skills by providing thoughtful responses addressing specific aspects of other students' statements, including asking questions.	Student demonstrates active listening skills by providing thoughtful responses to other students' statements, but asks few or no questions.	Student demonstrates active listening skills by listening attentively while other students speak, but provides little or no response to any statements.
Etiquette	Student acts as a model meeting participant, speaking only at appropriate times, and showing respect to all other participants.	Student acts appropriately during the meeting, typically speaking at appropriate times, and showing respect to other participants.	Student occasionally speaks out of turn or interrupts another student, but shows respect to other participants.

jeel

CUSTOMER-SUPPLIER NEGOTIATION

A micro processor manufacturer is negotiating a sale with a computer manufacturer. Various issues will be negotiated. You will earn points depending on the outcome. Remember, think of your priorities. You have done very well if you get 13 points.

You play the role of the COMPUTER MANUFACTURER

ITEMS TO NEGOTIATE		POINTS
<i>PRICE</i>	\$90	3
	\$100	2
	\$110	1
<i>DISCOUNT</i>	10% for >1000	4
	10% for >2000	2
	10% for >5000	1
<i>DELIVERY</i>	3 DAYS	5
	1 WEEK	3
	2 WEEKS	2
<i>PAYMENT</i>	30 DAYS	1
	60 DAYS	2
	90 DAYS	3
<i>WARRANTY</i>	6 MONTHS	1
	12 MONTHS	2
	18 MONTHS	3

CUSTOMER-SUPPLIER NEGOTIATION

A micro processor manufacturer is negotiating a sale with a computer manufacturer. Various issues will be negotiated. You will earn points depending on the outcome. Remember, think of your priorities. You have done very well if you get 13 points.

You play the role of the MICRO PROCESSOR MANUFACTURER

ITEMS TO NEGOTIATE		POINTS
PRICE	\$90	2
	\$100	3
	\$110	5
DISCOUNT	10% for >1000	1
	10% for >2000	2
	10% for >5000	3
DELIVERY	3 DAYS	1
	1 WEEK	2
	2 WEEKS	3
	30 DAYS	4
PAYMENT	60 DAYS	2
	90 DAYS	1
	6 MONTHS	3
WARRANTY	12 MONTHS	2
	18 MONTHS	1

Chris' TEFL teacher resource site at <http://perso.wanadoo.fr/tefl.teacher>

yes

EMPLOYER/EMPLOYEE NEGOTIATION

A candidate for the position of Sales Manager was recently told that he has been successful. The candidate is now meeting with the Personnel Manager to negotiate the terms of his contract. Several issues will be negotiated and each person will earn points according to the agreement settled. You may consider that you have done well if you get 10 points. Remember, think about your priorities.

You play the role of the EMPLOYEE

ITEMS TO NEGOTIATE		POINTS
<i>SALARY</i>	250K/year	1
	300k/year	2
	350k/year	3
<i>COMMISSION</i>	5%	2
	10%	3
	20%	5
<i>HOLIDAYS</i>	30 days a year	1
	32 days a year	2
	34 days a year	3
<i>PERKS</i>	LARGE COMPANY CAR	1.5
	SMALL COMPANY CAR	1
	SHARE OPTION SCHEME	1
	PRIVATE MEDICAL INSURANCE	0.5
	EXPENSE ACCOUNT AND CREDIT CARD	1

EMPLOYER/EMPLOYEE NEGOTIATION

A candidate for the position of Sales Manager was recently told that he has been successful. The candidate is now meeting with the Personnel Manager to negotiate the terms of his contract. Several issues will be negotiated and each person will earn points according to the agreement settled. You may consider that you have done well if you get 10 points. Remember, think about your priorities.

You play the role of the EMPLOYER

ITEMS TO NEGOTIATE		POINTS
<i>SALARY</i>	250K/year	5
	300k/year	3
	350k/year	2
<i>COMMISSION</i>	5%	3
	10%	2
	20%	1
<i>HOLIDAYS</i>	30 days a year	3
	32 days a year	2
	34 days a year	1
<i>PERKS</i>	LARGE COMPANY CAR	1
	SMALL COMPANY CAR	2
	SHARE OPTION SCHEME	-1
	PRIVATE MEDICAL INSURANCE	1
	EXPENSE ACCOUNT AND CREDIT CARD	-1

EMPLOYER/ EMPLOYEE NEGOTIATION

A candidate for the position of Sales Manager was recently told that he has been successful. The candidate is now meeting with the Personnel Manager to negotiate the terms of his contract. Several issues will be negotiated and each person will earn points according to the agreement settled. You may consider that you have done well if you get 10 points. Remember, think about your priorities.

You play the role of the EMPLOYEE

ITEMS TO NEGOTIATE		POINTS
<i>SALARY</i>	250K/year	1
	300k/year	2
	350k/year	3
<i>COMMISSION</i>	5%	2
	10%	3
	20%	5
<i>HOLIDAYS</i>	30 days a year	1
	32 days a year	2
	34 days a year	3
<i>PERKS</i>	LARGE COMPANY CAR	1.5
	SMALL COMPANY CAR	1
	SHARE OPTION SCHEME	1
	PRIVATE MEDICAL INSURANCE	0.5
	EXPENSE ACCOUNT AND CREDIT CARD	1

EMPLOYER/ EMPLOYEE NEGOTIATION

A candidate for the position of Sales Manager was recently told that he has been successful. The candidate is now meeting with the Personnel Manager to negotiate the terms of his contract. Several issues will be negotiated and each person will earn points according to the agreement settled. You may consider that you have done well if you get 10 points. Remember, think about your priorities.

You play the role of the *EMPLOYER*

ITEMS TO NEGOTIATE		POINTS
<i>SALARY</i>	250K/year	(5)
	300k/year	3
	350k/year	2
<i>COMMISSION</i>	5%	3
	10%	(2)
	20%	1
<i>HOLIDAYS</i>	30 days a year	3
	32 days a year	(2)
	34 days a year	1
<i>PERKS</i>	LARGE COMPANY CAR	1
	SMALL COMPANY CAR	(2)
	SHARE OPTION SCHEME	-1
	PRIVATE MEDICAL INSURANCE	(1)
	EXPENSE ACCOUNT AND CREDIT CARD	(-1)

EMPLOYER/ EMPLOYEE NEGOTIATION

A candidate for the position of Sales Manager was recently told that he has been successful. The candidate is now meeting with the Personnel Manager to negotiate the terms of his contract. Several issues will be negotiated and each person will earn points according to the agreement settled. You may consider that you have done well if you get 10 points. Remember, think about your priorities.

You play the role of the EMPLOYER

Startup.

experience

up to 3

ITEMS TO NEGOTIATE		POINTS
<i>SALARY</i>	✓ 250K/year	5
	300k/year >✓	3
	350k/year >✓	2
<i>COMMISSION</i>	* 5%	3
	✓ 10%	2
	20%	1
<i>HOLIDAYS</i>	30 days a year	3
	✓ 32 days a year	2
	34 days a year	1
<i>PERKS</i>	LARGE COMPANY CAR	1
	✓ SMALL COMPANY CAR	2
	* SHARE OPTION SCHEME	-1
	✓ PRIVATE MEDICAL INSURANCE	1
	* EXPENSE ACCOUNT AND CREDIT CARD	-1

would not apply as startup.

11

Sakshi Vekhande

Karita Mishra

Nilesh Wakode

Learning.

1. proper strategy making to
2. Alternative strategy if things don't work
3. logical & technical ~~reas~~ points
4. co-ordination among members
5. Don't open all your cards at once
6. Have good listening skills
7. Maintain eye contact with all
8. Speak with confidence

EMPLOYER/ EMPLOYEE NEGOTIATION

A candidate for the position of Sales Manager was recently told that he has been successful. The candidate is now meeting with the Personnel Manager to negotiate the terms of his contract. Several issues will be negotiated and each person will earn points according to the agreement settled. You may consider that you have done well if you get 10 points. Remember, think about your priorities.

You play the role of the EMPLOYEE

ITEMS TO NEGOTIATE		POINTS
<i>SALARY</i>	250K/year ✓	①
	300k/year	2
	350k/year	<u>3</u>
<i>COMMISSION</i>	5%	2
	10% ✓	③
	20%	<u>5</u>
<i>HOLIDAYS</i>	30 days a year	1
	32 days a year ✓	②
	34 days a year	<u>3</u>
<i>PERKS</i>	LARGE COMPANY CAR	1.5
	SMALL COMPANY CAR ✓	①
	SHARE OPTION SCHEME	1
	PRIVATE MEDICAL INSURANCE ✓	①.5
	EXPENSE ACCOUNT AND CREDIT CARD ✓	①

8.5 points

Sagar chheda

Sampada Belose

Shivani Goenka

Learning Outcomes

- 1) Not to get easily convinced
- 2) Listen to everyone in the group
- 3) Maintain eye contact with everyone
- 4) Strong points should be kept
- 5) Not to agree easily
- 6) Confidence while speaking
- 7) Convincing was the main concept, but at that time maintaining understanding among everyone.

yeslo

Role 1**1 Buyer:**

You are trying to buy a leather jacket from a street trader in a foreign country. You really like the jacket, which is a good fit, well made and stylish. But you think the trader is asking too much. Can you negotiate an acceptable price for both of you? You have a maximum of 80€. You also have your credit cards. You also know that generally goods are half as costly in this country compared to your country. Decide what you want to pay and the tactics you will employ making concessions. A similar jacket in your country will cost about 130€.

2 Buyer:

You want to buy a new washing machine. Visit the electrical appliance shop and see if the sales assistant will offer you a discount. You are budget-conscious, but respond positively if interest-free credit terms are offered. You can afford up to €50,- per month on credit payments.

3 Tenant:

You are meeting the landlord of a flat you are interested in renting. It is tiny and on a top floor without a lift but the situation is perfect for you and you are very keen. The asking price is € 600,- per month; try to negotiate €450,-. You can eventually agree to €500,- if the electricity is included.

4 Seller:

You are selling your old bicycle at a car-boot sale. Although it cost €200,- it is now 8 years old and well used. The minimum price you would like to accept is €50

5 Seller:

You are a small market stallholder selling fruit and vegetables and it is 11.45 am. The market closes in 15 minutes. You have 20 melons left that are ripe and will not be good for sale by next market day, so you are keen to sell them. You paid 20 euro's for these melons and you don't want to accept less than that.

Role 2**1 Trader:**

You have sold seven of these jackets to foreigners in the last few days. The lowest price you received was 40€, the best prices 100€. Most foreigners did not even haggle with you. The jacket cost you 30€. You are determined to make a good profit on this deal.

2 Sales-assistant

You are a sales assistant selling electrical appliances. You can offer the customer interest/free credit terms. The Miele Turbowash is on special offer at the moment, and includes a range of special features including special cold wash cycle and is only € 319,-. (€ 26,60 per month for 12 months).

3 Landlord:

You are a landlord meeting a prospective tenant for your studio apartment in Paris. The flat is very small and at the top of 4 flights of stairs (there is no lift). It has a living room/kitchen and one bedroom, plus a tiny shower room and toilet. You have been trying to get €600,- for this flat of 20 m², but now you are prepared to reduce that to €500,- if a reliable tenant presents themselves. The electricity bill is very low as the flat is well-insulated, so be prepared to include the costs of electricity in the rent if required in the negotiation.

4 Buyer:

You have seen an interesting bicycle at a car boot sale. Negotiate a price with the seller; it looks like it would be worth at least €100,-, but obviously you would be happier to get it for cheaper than that.

5 Buyer:

You visit the market just before it closes as you need to buy 20 melons to provide a starter at a party you are hosting. Negotiate the price with the stallholder, bearing in mind that normally 20 melons of this quality costs at least €40

jeels

	many problems. You have invited him/her to your office. You plan to fire him/her. Talk to him/her nicely, and let him/her know that s/he must leave at the end of the day.
Student B	Your boss has asked you to come into his/her office. You are not sure why. Recently, you have been very stressed out. You have a new baby at home, so you can't sleep. Also, your other workmates are bad at their jobs, which makes it hard for you to do your job.

#2 The Company

Student A	You are the owner of a toy company. You have been on vacation for 6 months, and now you are back. You have arranged a meeting with the company CEO. Talk with him/her. Ask him/her how the company is doing.
Student B	You are the CEO of a toy company. The company has been doing very poorly recently. The company is going to go bankrupt very soon. Now, the owner of the company wants to talk with you. Go to his/her office and talk with him/her.

#3 The Interview

Student A	You interviewed a candidate for a job at your IT company last week. She didn't get the job. Now, you are at your office, and she has come in to talk with you.
Student B	You had an interview last week at an IT company. Although you were the perfect person for the job, you didn't get the job. You are very angry. You think that you didn't get the job because of discrimination. You have decided to go to the company today. Talk with the hiring manager (the interviewer), and find out why you weren't hired!

#4 At School

Student A	You are the academic director of a school. A student has just knocked on your door. Invite him/her in, and talk with him/her.
Student B	You are a student. You are at school. You have had many problems with your school. You have decided to go to the academic director's office to complain. Knock on his door and ask to speak with him/her.

#5 The Hotel

Student A	You had a horrible stay at your hotel last night. Go downstairs and complain to the front desk clerk. You want a refund!
Student B	You are the front desk clerk at a 5 star hotel. Your hotel is amazing. Everyone loves it. You at the front desk now and a guest has come down to talk with you.

Tenant:

You are meeting the landlord of a flat you are interested in renting. It is tiny and on a top floor without a lift but the situation is perfect for you and you are very keen. The asking price is 22,000/- per month; try to negotiate 16,500/-. You can eventually agree to 18,000/-, if the electricity is included.

Landlord:

You are a landlord meeting a prospective tenant for your studio apartment in Thakur village. The flat is very small and at the top of 4 flights of stairs (there is no lift). It has a living room/kitchen and one bedroom, plus a tiny washroom. You have been trying to get 22,000/- for this flat of 400 sq m, but now you are prepared to reduce that to 18,000/-, if a reliable tenant presents themselves. The electricity bill is very low as the flat is well-insulated, so be prepared to include the costs of electricity in the rent if required in the negotiation.

Seller:

You are selling your old bicycle at a car-boot sale. Although it cost 10,000/- it is now 8 years old and well-used. The minimum price you would like to accept is 3000/-

Buyer:

You have seen an interesting bicycle at a car boot sale. Negotiate a price with the seller; it looks like it would be worth at least 5000/-, but obviously you would be happier to get it for cheaper than that.

U, the seller represents an art warehouse that carries a wide range of products. The buyer represents a hotel undergoing a major renovation. Then by asking questions, the seller must discover the buyer's priorities. Make a written list of the buyer's priorities in order.

U, the buyer represents a hotel undergoing a major renovation. The buyer must prioritize several attributes: price, quality, delivery dates, product originality, and payment terms. Write the priorities for the hotel on a sheet of paper. Also determine the particulars of the hotel. For example, the hotel may be a high-end property, or it may be a budget location. During the conversation with the seller, u can reveal information when asked. Allow between five to ten minutes for dialogue.

2. Ask or Tell?

Purpose: To illustrate the importance of discovering needs before launching into a sales speech.

Goal: To remind salespeople that selling is not about the product or service. It is about how products and services can solve problems for customers.

Directions: Ask the participants to find a partner and then decide who will play the role of the buyer and who will play the role of the seller. Once the decision is made, instruct the sellers to sell an item in the room to the buyers. Next, while the activity is in progress, take two to three minutes to walk around the room and listen in on the conversations. Take note of which sellers are discovering needs versus those who are pushing the features of the objects they've selected. End the activity after four or five minutes.

Debrief: Ask the buyers if they were asked questions to determine needs or if their sellers immediately launched into pushing the features of their items. If buyers report that they were sold features without discovering or confirming need, make the point that even seasoned salespeople can fall into this trap. If nobody failed to discover needs, congratulate the group for their good work.

The pacing of this activity should be fast. Most salespeople have little interest in games for the sake of games. It is critical that you tie activities back to actions that they can take for improvement and better results back in the field.

3. Your Order, Please

Purpose: To teach participants how to uncover a buyer's priorities.

Goal: To emphasize identifying priorities as part of the sales process.

Directions: This activity can be run by choosing two people to interact in front of the larger group or in groups of two run concurrently. Where you insert this activity in your training and the activities and exercises that surround this one should determine the format you choose. After deciding on a format, tell the group that the role of the seller is to determine the buyer's priorities.

Next, share the fact that the seller represents an art warehouse that carries a wide range of products. The buyer represents a hotel undergoing a major renovation. The buyer must prioritize several attributes: price, quality, delivery dates, product originality, and payment terms. Then by asking questions, the seller must discover the buyer's priorities.

The buyer should write the priorities for the hotel on a sheet of paper. The buyer should also determine the particulars of the hotel. For example, the hotel may be a high-end property, or it may be a budget location.



Allow between five to ten minutes for dialogue.

Debrief: When the questioning is complete, ask the buyer and seller to compare lists. If they match, congratulate the seller. If they don't, ask what happened. With either outcome, ask the group to talk about the value of discovering priorities. Next, ask them how much time they typically devote to this part of the process. Do they feel they invest enough effort?

Hamilton Real Estate: Confidential Role Information for the CEO of Estate One (BUYER)

You are the CEO of Estate One, a mid-sized real estate developing company that invests primarily in residential properties. You are the premier real estate developer in the region and virtually all of your properties are developed for the construction of luxury condominiums. You have been with Estate One since its founding twenty years ago and you have a reputation for finding and maximizing value in the deals that you negotiate. You hope that you live up to this reputation in your upcoming negotiation with the Executive Vice President of Pearl Investments.

Pearl Investments recently announced its decision to sell a large piece of property in the town of Hamilton. Hamilton is a mid-sized town at the outskirts of a large metropolitan area. Estate One is interested in purchasing this property and you have contacted the Executive VP at Pearl Investments to make your intentions known. Pearl Investments seems genuinely interested in speaking with you, but they have made it clear that the negotiation needs to take place immediately. If no agreement is reached in your negotiations this week, they will take their business elsewhere. You can only presume that this means they have another offer with a strict deadline, but then again, they might simply be posturing.

Even if Pearl Investments does have other offers, you have no way of knowing what those offers might be. How much a potential buyer will pay for the Hamilton property depends on a number of factors, including the buyer's ability to pay, their degree of desperation, and the planned use for the property. Each of these factors is critical. For example, your experts have estimated that if the land were developed for commercial use (e.g., a set of office buildings), the land might be worth 1.5 to 2 times as much as if it were developed for residential use (e.g., apartment buildings).

While property value would be maximized if the land were developed for commercial use, there is probably no interest for the property among commercial developers. The reason is that the zoning laws in Hamilton do not allow for commercial development of the property. While there has been some talk among local politicians of allowing commercial development in Hamilton over the last few years, no action has been taken. As a result, Hamilton has fallen off the radar for commercial developers. You expect that if Pearl Investments has any offer at all, it will be from someone interested in developing the land for residential use.

While Estate One deals almost exclusively with residential properties, your plans for the Hamilton property are not for residential construction. Instead, you see this purchase as an ideal opportunity to make inroads into the commercial real estate industry. There are a number of reasons for this. First, and most importantly, you have strong and extensive political ties in the local government of Hamilton and you have been carefully monitoring the public discourse related to proposed changes in zoning laws. As a result you are probably among the first to know that rezoning to allow commercial development in Hamilton is only months away from becoming a reality. Second, you believe that the opportunity to enter the commercial real estate industry cheaply (no other commercial builder is likely to be bidding for the Hamilton property) is too good to pass up. Finally, while you have dabbled in commercial real estate before, your prior investments in this industry have been smaller and have had more conservative risk profiles. Hamilton will allow you to make a grand entrance in the market. In short, you are seeking to purchase the Hamilton property for commercial development, and you are absolutely certain that zoning laws will change to allow this to happen.

yeels

Over the last few weeks your team has worked to assess exactly how much the property is worth to you if you put it to commercial use. Your analysts have calculated that the value of the property for commercial use can vary widely. Estate One may find itself on the lower end of this range due to lack of expertise in commercial development. On the other hand, Estate One is the premier developer in the region and has long-standing relationships with local contractors. This translates into significant cost savings. Taking into account the various factors particular to Estate One, your analysts have calculated that the property is worth \$66 million in the hands of Estate One if you put the land to commercial use. In other words, if you are able to purchase the land for less than \$66 million, you will make a profit on the purchase. If you pay \$66 million, you will break even.

If you are unable to negotiate the purchase of the Hamilton property, you will take the funds set aside for this project and invest them in a residential real estate venture where you expect to make \$6 million in profit.

Pearl Investments wants to try and negotiate an agreement as soon as possible. Fortunately, you are fully prepared to begin discussions immediately. Indeed, you were probably late in approaching Pearl Investments because you were waiting to get a firm answer regarding rezoning to allow commercial development, and because your analysts needed the extra time to work through the intricacies of appraising the property for commercial use. Fortunately, the property was still available. In your discussion with Pearl Investments, you were careful to sound confident and enthusiastic about your interest in the real estate, but you did not talk specifics regarding your analysis, your appraisal, or your plans.

Here is what you know about Pearl Investments: Pearl Investments is a holding company that specializes in real estate investments. They have recently started to divest land and property in a number of regions. The property in Hamilton may be among the largest pieces of property they are in the process of selling. The Executive Vice President of Pearl Investments will be negotiating the sale of the property. Pearl Investments is not a competitor of yours.

You will be meeting with the Executive VP shortly. If you are ever going to purchase the Hamilton property, it will have to be now. To prepare for the negotiation, you have collected as much information and data as possible. The following information is public knowledge, and you are sure that the Executive VP of Pearl Investments also has this information.

Pearl Investments purchased the Hamilton property seven years ago at a price of \$27 million.

Since the purchase, land value in the town of Hamilton has increased substantially. An evaluation of the sale prices of 4 somewhat comparable properties that have been recently sold in the area suggests that the Hamilton property could be worth between \$36 million and \$44 million. This assumes that the land is developed for residential use.

If the land is used for the construction of luxury condominiums instead of apartment buildings, it is probably worth an additional 20%.

Your goal in this negotiation is to get the best price possible for Estate One. The only issue that you are to negotiate is price.

Pearl Investments (SELLER)

You are Executive Vice President of Pearl Investments, a holding company that specializes in real estate investments. Earlier in the year, key executives of Pearl Investments held a meeting in which a number of strategic initiatives were adopted. Among these was an initiative aimed at divesting land and property in certain geographical regions. Among your many real estate holdings is a large piece of property located in Hamilton, a mid-sized town at the outskirts of a large metropolitan area. The Hamilton property is among those that are to be sold. Because the Hamilton property is by far the largest piece of real estate earmarked for divestment, you are personally responsible for negotiating its sale.

One of the first decisions that you made with regards to the Hamilton property was to sell it in its entirety rather than piecemeal – you will not break it apart and sell separate parcels of land. Virtually every expert appraisal and valuation suggests that the real estate will fetch a higher selling price if the property is sold in its entirety to one buyer. While this is likely to maximize sale price, it also limits the number of potential buyers for the land.

How much a potential buyer will pay for the Hamilton property depends on a number of factors, including the buyer's ability to pay, their degree of desperation, and the planned use for the property. Each of these factors is critical. For example, your experts have estimated that if the land were developed for commercial use (e.g., a set of office buildings), the land might be worth 1.5 to 2 times as much as if it were developed for residential use (e.g., apartment buildings).

While property value would be maximized if the land were developed for commercial use, there is probably no interest for the property among commercial developers. The reason is that the zoning laws in Hamilton do not allow for commercial development of the property. While there has been some talk among local politicians of allowing commercial development in Hamilton over the last few years, no action has been taken. As a result, Hamilton has fallen off the radar for commercial developers.

Over the last few weeks you have entertained offers from a few potential buyers. Every one of the offers has come from someone planning to put the land to residential use. This was expected. However, all but one of these offers has fallen substantially short of your expectations. The one offer that is of interest to you is from Quincy Developments, a developer who is planning to construct a set of high-end apartment buildings on the Hamilton property. The offer is for \$38 million.

Apart from being the highest offer you have received, this deal is of interest to you because Quincy Developments has a reputation for high quality development. You were the one who championed the purchase of the Hamilton property seven years ago and you would now like to see it divested in a way that ensures it will be put to good use. Furthermore, the developer has been in business for a long time and has a reputation for bargaining in good faith. This gives you some confidence in the reasonableness of the offer. This is not to say that you are ready to accept it as is. You expect that you could negotiate the price up an additional 10 – 15% if you chose to pursue

this offer from Quincy. (You are virtually certain that Quincy Developments would not go any higher than that.)

For now, however, you are not going to negotiate with Quincy Developments. The reason is that Estate One, a premier real estate company in the region, has just sent word that they are also interested in the Hamilton property. While you had anticipated an offer from Estate One earlier (they usually move pretty quickly), even their delayed interest in the property is good news. This is because your best estimate is that Estate One will develop the property for the construction of luxury condominiums (that is what they do with virtually all of their properties). You should be able to negotiate a higher selling price for the property if the land is to be used for luxury condominiums rather than for apartment buildings. While the call from Estate One came surprisingly late, their CEO sounded extremely enthusiastic about the prospect of purchasing the Hamilton property. This is good news.

You have decided that you will meet with the CEO of Estate One and try to negotiate a deal for the sale of the Hamilton property. However, you have made it clear that time is of the essence. If you do not reach an agreement by the end of the week, you will take your business elsewhere. You have not given Estate One any specific information regarding your other offers, but if the upcoming negotiation with Estate One is not successful, you plan to go back and finalize the deal with Quincy Developments. You will not wait for other offers. The deadline is real: Quincy Developments has said that their offer expires at the end of the week.

Here is what you know about Estate One: They are a mid-sized real estate company and they invest primarily in residential properties. Indeed, Estate One is one of the biggest names in residential real estate. The CEO of Estate One has been with the company since its founding twenty years ago and is known to have an eye for opportunity and for maximizing value potential in every deal. The CEO is also known to be extremely well connected politically, and is linked to knowledge brokers at all levels of state and local government. Estate One is not a competitor of yours.

You will be meeting with the CEO of Estate One shortly. If you are ever going to sell the Hamilton property to Estate One, it will have to be now. To prepare for the negotiation, you have collected as much information and data as possible. The following information is public knowledge, and you are sure that the CEO of Estate One also has this information.

- Pearl Investments purchased the Hamilton property seven years ago at a price of \$27 million.
- Since the purchase, land value in the town of Hamilton has increased substantially. An evaluation of the sale prices of 4 somewhat comparable properties that have been recently sold in the area suggests that the Hamilton property could be worth between \$36 million and \$44 million. This assumes that the land is developed for residential use.
- If the land is used for the construction of luxury condominiums instead of apartment buildings, it is probably worth an additional 20%.

Your goal in this negotiation is to get the best price possible for Pearl Investments. The only issue that you are to negotiate is price.

Land (Hamilton Property) to be sold
to Estate One for developing it for residen-
tial purpose at \$49 million. \$49 Million
to be paid in 4 installments within
1 year of purchase. Government Charges
and registration fees to be paid by Estate One.

Buyer

Estate One

Nizali 116

Bhawya 73

Dakshina 67

Seller

Pearl Investments

Labdhi 102

Shraddha 76

Geethima 91

Hyderabad

Price : 47 million.

For Commercial Purpose.

Reasons : - Political Connections, Piecemeal land sold.

opportunity to enter commercial space cheaply.

Govt Exp in Monopoly in market.

Not Green Zone, Multipurpose commercial Land.

<u>Buyer</u>	<u>Roll no.</u>
Sunita Gupta <u>Sunita</u>	72
Prathamesh Sabnis <u>Prathamesh</u>	99
Aefali Singh <u>Singh</u>	107
Shivani Goenka <u>Shivani</u>	70

<u>Roll no.</u>	<u>Seller</u>
92	Aphishet Pal <u>Aphishet.12</u>
(82)	Harsh Kothari <u>Kothari</u>
101	Jay shah <u>J. Shah</u>

Stamp Paper
₹ 50

This is to certify that there has been a sale agreement made between Pearl Investment the seller and Estate one the buyer. The said parties have agreed for the sale of plot No- ^{Chamed - Hamilton} XY2 in the outskirts of metropolitian of ~~Hamilton~~ for the price of 44 million dollars.

Pearl Investments

Shubham Tiwari - 113

Mash - 89

Krishna - 74

S. Singh → 108
Vikram Singh

Estate One

Fulkarni → 83

Yash → 61

As our company Pearl Investments has made a deal with the Estate one for Residential project. We tried to convince them a lot for a better deal but with what the price we expected we got with lot of discussion. Major points discussed. The deal got locked \$41 million.

Buyer's

Pravesh Tiwari - 112 P. Pawari
Sumit Karungalekar - 77 ~~Sumit~~
Pravesh Wakade - 117 ~~Pravesh~~
Kaetika Mark - 90 ~~Kaetika~~

Seller's

Sagar Chheda - 64 Sagar Chheda
Abhishek Gupta - 71 Abhi
Omkar Mestrey - 86 Omkar Mestrey

Negotiation Strategies

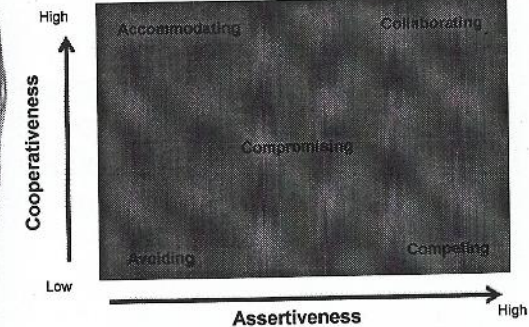
Session 3

NEGOTIATION STRATEGIES

- AVOIDANCE STRATEGY
- COMPETITIVE STRATEGY
- COLLABORATIVE STRATEGY
- ACCOMMODATIVE STRATEGY



Contd...



Avoiding - The Turtle

I leave

"I'd rather not deal with it now."

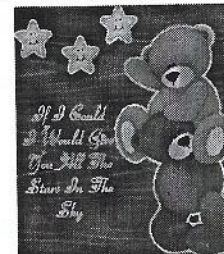


- Positives
 - Gets you away from dangerous situation
 - Allows you to cool down if emotions are high
- Negatives
 - Don't give your opinion when it is something that matters to you
 - If you don't deal with any conflict

Accommodating - The Teddy Bear

I give in

"I don't care that much; have it your way."



- Positives
 - You care more about the other person than the issue
- Negatives
 - If it happens too much you may resent not being able to give your opinion.

Compromising - The Fox

We meet halfway

"Let's split the differences."



- Positives
 - A decision needs to be decided in a timely manner and both give up something
- Negatives
 - Can still be time consuming to find a solution that pleases everyone

yes

Competing – The Shark

I take charge

"Might makes right."



- Positives
 - When something needs to be decided quickly (an emergency)
- Negatives
 - Using it too often will cause disruption in a relationship

Collaborating – The Owl



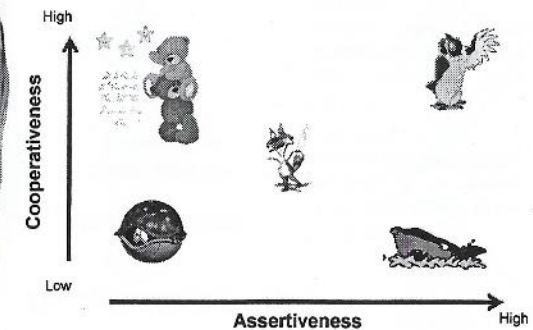
We both win.

"Two heads are better than one."



- Positives
 - Want something that satisfies all sides
 - Get thoughts and feelings out and deal with them so they don't cause problems later
- Negatives
 - Time consuming
 - Not worth it if it is not a big issue to you

Contd...



Wayne tries to solve problems by denying their existence. He is non confrontational and may ignore or pass over the issue.

Avoidance

Jane gives up something and plays down her differences with Steve. They have surface harmony. Jan is agreeable and nonassertive. She is cooperative even at the expense of her personal goals and is at times resentful.

Accommodating

Julie is confrontational and aggressive. She must win at all costs. She often uses her position of authority to get what she wants.

Competing

Beth & Mark recognize the legitimate needs of the other. They respect each other's abilities, values, and expertise. When managing their conflict, each allows the other person to openly state his/her position and listens attentively.

Collaborating

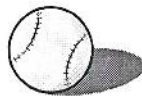
Mary is willing to give up something in order to meet Sara midway. She is both assertive and cooperative.

Compromise

Advanced Negotiation Strategies

What are Hardball Tactics?

- They are designed to pressure targeted parties to do things they would not otherwise do.
- They are tactics which result in a change out come of Distributive Bargaining Process.
- They are tactics which work on poorly prepared negotiators.



Typical Hardball Tactics

- Good Guy/Bad Guy
- Highball/Lowball
- Bogey
- Nibble
- Chicken
- Intimidation
- Snow Job
- Aggressive Behavior



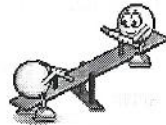
Good Guy/Bad Guy

- Named after police interrogation technique.
- It is relatively transparent, especially with repeated use.
- Negotiators using this tactic can become so involved with their game and act they fail to concentrate on obtaining their goals.



Highball/Lowball

- Starts with a ridiculously high/low opening offer that know they will never achieve.
- The tactics goal is have the other party reevaluate their opening offer and move closer to the resistance point.
- The risk is the other party will think negotiating is a waste of time.



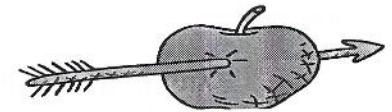
Bogey

- When a negotiator pretends an issue important and it is not.
- It only works well IF they pick a issue that is important to the other side.
- The book says this can be a difficult tactic to enact.



Nibble

- Is a tactic used to get small concession without negotiating.
- The concession is too small to lose the deal over, but large enough to upset the other side.
- It is felt that nibble tactic is not in good faith and may seek revenge in future negotiations.



Chicken

- Negotiators who use this tactic combine a large bluff and threaten actions.
- A high stakes gamble.



Intimidation / Aggressive Behavior

- It is guilt, anger, legitimacy, fear, what ever gives you power over the other party.
- If you are making a concession, because you assume the other party is more powerful, or simply accepts the legitimacy of the other negotiator, as the books says you are INTIMIDATED.
- Aggressive behavior is similar accept it is the relentless pushing.



Snow Job

- Is the Governments favorite tactic when releasing information to the public.
- It is the overwhelming of information that you have trouble determining which facts are real or important.



Dealing with Typical Hardball Tactics



- Good Guy/Bad Guy
 - Especially if you call them out on it at the beginning.
- Highball/Lowball
 - The best way to deal is not to counter the offer.
 - Be prepared to leave to demonstrate dissatisfaction of using this tactic.

Dealing with Typical Hardball Tactics Cont....



- Bogy
 - Is difficult tactic to defend against; however, being will prepared for negotiation will make you less susceptible to it.
 - Also watch out for sudden reversals in positions.
- Nibble
 - Before closing a deal ask "What else do you want?" giving both parties a chance to negotiate in good faith.
 - Always have a your own list of nibble prepared to offer in exchange.

Dealing with Typical Hardball Tactics Cont....



- Chicken
 - Is very difficult to defend against.
 - Preparation and a through understanding of the situation.
 - Use external experts to help weigh your options.
- Intimidation
 - If the other negotiator is acting aggressively, then discussion the negotiation process.
 - Another effective strategy is the use of a team, usually not everyone is intimidated by the same thing and they offer support if the intimidation is uncomfortable.

Dealing with Typical Hardball Tactics Cont....

- Snow Job
 - Listen for consistent and inconsistent information. Do not be afraid to ask questions until you understand the answer.
 - If the matter is highly technical suggest for a technical expert to look over the technical issues.
 - Again, preparation is the key to dealing with a snow job tactic.



Negotiation Tactics

#1 Silence

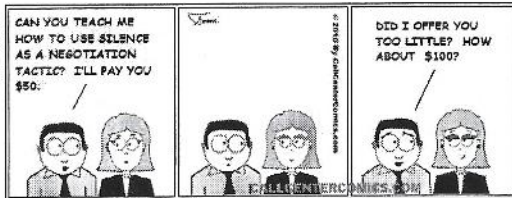
- Used with other tactics
- Very powerful communication tool
- People tend to avoid silence



When to Use

- When the other person keeps on talking without thinking
- If you can get someone to do that - there's nothing like it

Silence



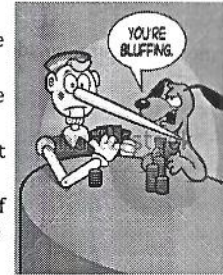
#2 Seed of doubt

seeds of doubt

- Planting a seed of doubt in the mind of others
- It might be about the finalization of deal
- Or about price calculation
- Let him be suspicious about his offerings

#3 The Bluff

- Is not lying
- Asking for more, when everyone is sure, you will take less
- First benefit, increases the morale of group
- Opponent become serious about your demand
- Key is to determine the limit of opponent and ask little bit more
- In public dealing, it is expected



#4 The False Concession

- Putting an agenda which will be taken off
- Just to give a space for negotiation on main issue
- Be careful, opponent may take the false concession seriously



#5 Give to Get

- Apply if you are powerful
- You can be aggressive, put the condition
- But if deal is as per your expectation, don't use
- Use it in the last lap
- E.g. Price X for early delivery and Y for normal delivery

#6 Item Stacking

- For the last lap
- Add lots of conditions viz. Delivery time, Min order size, cycle etc
- If the person is tired, you may get what you want
- If opponent is using the same, take time to respond

#7 The Squeeze Play

- Pressure tactics
- Take it or leave it
- Used when opponent is dragging
- The key words are
 - Right here, right now

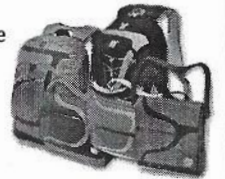


#8 The Exit

- Another pressure tactics
- Apply, if the opponent is inflexible
- Do not execute with anger
- Do not forget to give the signal of re-entry
- Be positive in your approach
- You can also use Call-me-back-when-you-have-better-offer

#9 The What-If

- Again a pressure tactic to squeeze out
- Used only in the last minute
- While drafting...pose a condition
- Applicable when the basic terms are agreed upon
- Use it as last minute surprise



#10 Just Ask

- Simplest strategy of all
- Just ask for better deal over given proposal
- They might be willing to do that
- Think like a negotiator

#11 The Silent Onlooker

- Just silently examine the object.
- Let them come to give you a offer
- Take as starting point of negotiation

#12 Devaluing the Item

- Please keep it real
- Pick a flaw & point it out
- Say clear you are not very much interested but the right price

#13 The *Big buck*

- The opponent is new in the field
- Not prepared or well-informed
- Should not be used
- Will give the momentary benefit only

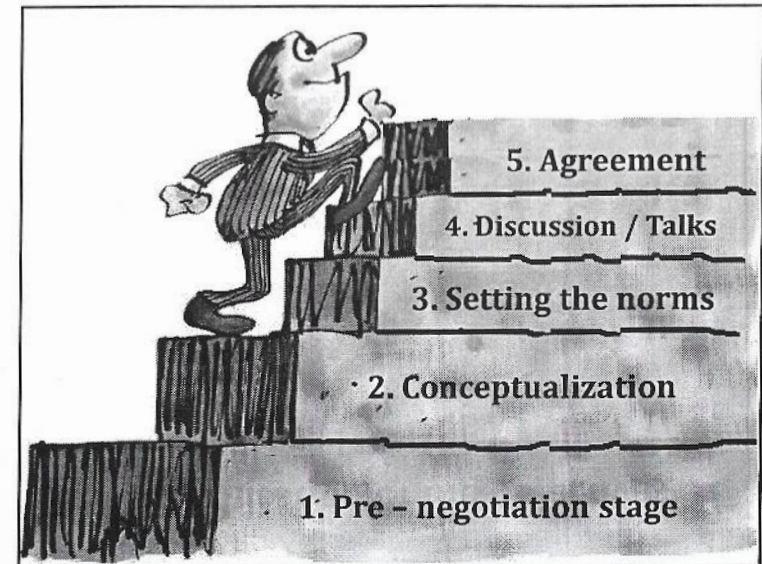
#14 No authority

- "I can't make this decision; I'm going to have to talk it over with the home office." Is your negotiating partner telling you the truth?



The Process of Negotiation

Session 5



1. Pre-Negotiation Stage



- Intelligence/ Information gathering stage
- Planning - the main focus area at this stage
 - Prioritize & rank the goals
 - Look into priority of other party
 - Find out real motivation
 - Plan factual inquiries
 - Quantification of the objectives



1.1 Prioritize and rank the goals

- Goals - more result oriented
- Interests to be taken. Eg . Monetary, long term relationship.
- Prioritize
- Discussion - hard areas 1st then soft areas or vice - versa



yeslu

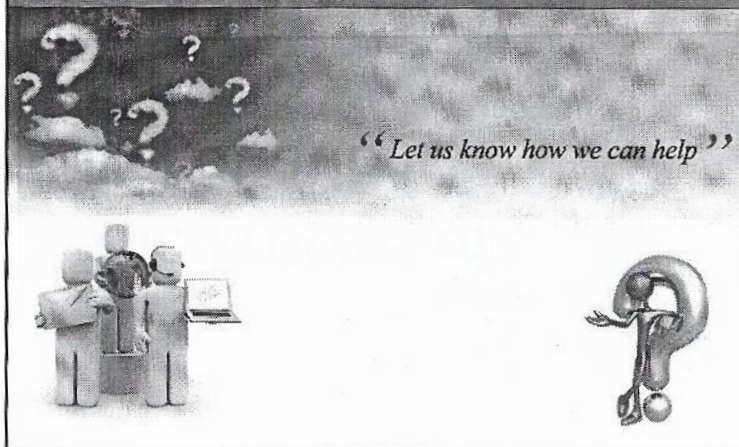
1.2 Look into the priorities of other party

- It is always beneficial to know the priority of the other party.(values , needs , issues)
- Your strategy will depend on the priority of the other party
- Your strength on the negotiation table will be enhanced

1.3 Find out real motivation

- It is important to tactfully find out the motivation/ position of the negotiating party before the negotiation process starts
- Every negotiator's way to determine this may be different

1.4 Plan factual inquiries



1.5 Quantification of the objectives



2. Conceptualization stage

- Foundation of the agreement
- Points to be considered here are – competitive analysis and legal aspects
- Exchange of information - views , aims , possible estimations , basic calculations .
- Proper conceptualization results in systematic and effective bypass of “negotiation traps”

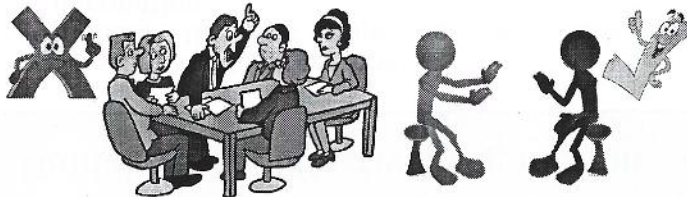


3. Setting the Norms

- Norms based on monetary aspects
- Setting the norms in itself often becomes a point of negotiation

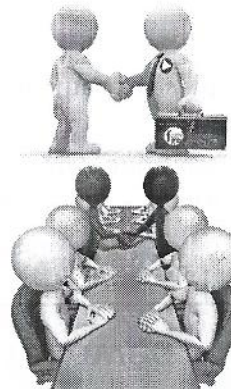
4. Discussion/Talks

- Negotiation is a process of dialogue
- The discussion should be carried out in a decent/dignified manner
- No personal defend / attack should be encouraged
- Clubbing of issues should be avoided



5. Agreement

- **Formal drafting** of agreed terms and conditions
- Agreed in the conceptualization stage under **the legal aspects**
- Include the guideline for resolution of any disputes arising in future
- Some negotiations end with the issuance of a purchase order - include all the monetary aspect as well as the timelines , non-per performance clause etc.



Guidelines for Effective Negotiation

- Selecting the team members
- Identify the key objectives & issues of negotiation
- Identify the negotiators' possible approach to the negotiation
- Assessment of strengths and weaknesses
- Establishing the negotiation priorities and potential trade-offs or concessions
- Determine an overall negotiation strategy
- Prepare a negotiation plan
- Brief your management about the plan
- Prepare a negotiation agenda

Guidelines that can be followed

- **Selecting the team members**
 - Small size of the negotiation team – more manageable, easy to communicate, and less costly
 - Leader along with experts in the relevant areas (Technical, prices analysis).
 - Lead negotiator – complex issues

Contd...

- **Identify the key objectives & issues of negotiation**
 - Disagreements
 - different information sources used by the parties regarding functional areas such as Audit reports, technical analysis, MIS reports etc.
 - Enough technical support in terms of facts and market knowledge
 - Competitive negotiation
 - Evaluation on the best
 - e.g. the best price must be based upon various criteria and conditions, like level of production, demand expected etc.
 - Non-competitive negotiation
 - Set government norms in all aspects

Contd...

- **Identify the negotiators' possible approach to the negotiation**
 - To understand the rigid framework of the constraints - broad way for proceeding the negotiations.

2. Conceptualization stage

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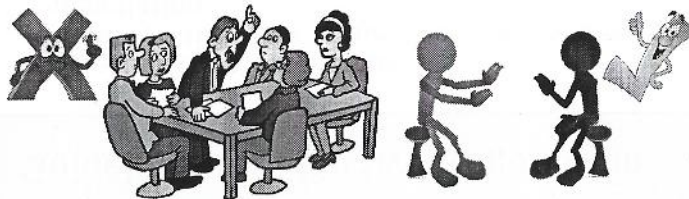


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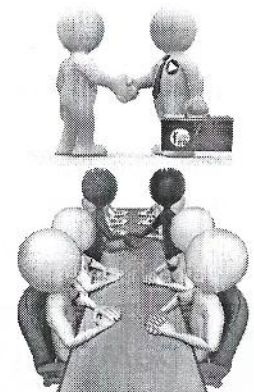
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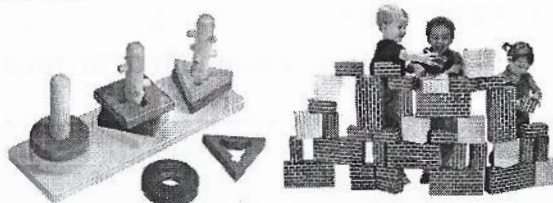
- **Assessment of strengths and weaknesses**
 - win-win conclusion
 - Some resources which are common for all the involved parties to it
 - time available to negotiate
 - importance of the contract
 - risk involved in it

Contd...

- **Establishing the negotiation priorities and potential trade-offs or concessions**
 - Important points can be categorized into groups
 - avoidable points
 - bargaining points
 - give points
 - must points
 - Competitive negotiations
 - Trade-offs
 - Non-competitive negotiation
 - Counter offers

Contd...

- **Determine an overall negotiation strategy**
 - The tactics and its sequences should be pre-decided.
 - Building blocks approach
 - Less important and move towards most important issues or vice versa



Contd...

- **Prepare a negotiation plan**
 - Detailed plan to be discussed with all the team members
 - The plan will bring in clarity of the role expected out of every team member
 - The team can even plan who steps in when during the negotiation process

Contd...

- **Brief your management about the plan**
 - Presentation or through informal discussion and inputs taken
 - The strategy must be executed with prior approval of the management

Contd...

- **Prepare a negotiation agenda**
 - Topics with the order in which they will be discussed
 - Time schedule
 - Location
 - Names and titles of the team members, with their cell numbers and e-mail ids

Summary of Guidelines

- Selecting the team members
- Identify the key objectives & issues of negotiation
- Identify the negotiators' possible approach to the negotiation
- Assessment of strengths and weaknesses
- Establishing the negotiation priorities and potential trade-offs or concessions
- Determine an overall negotiation strategy
- Prepare a negotiation plan
- Brief your management about the plan
- Prepare a negotiation agenda

Seven Pillars of Negotiations

- Relationship
- Interests
- BATNA
- Creativity
- Fairness
- Commitment
- Communication



Strategic selling for StartUps

Ideas for today and tomorrow

Sales

- Difference between sales and marketing
- Lead generation
- Personal meets vs telephonic v/s Online

Goal and Objective

- Understand 'Sales cycle'
- To build a successful business, you must develop a program that combines sales and marketing and reaches out to prospects in all three stages-cold, warm or hot-on an ongoing basis
- Cold calling – Good or bad?

All about confidence building

- Psychology of confidence
- How do you approach a girl you like?
- You got to believe
- Your passion, confidence and commitment has all the power
- Never think of it as a negotiation

yes

Current state of affairs

- Indian Start Ups are just businesses using technology innovatively
- Why are VCs funding them?
- Original assumptions in Business that are no longer valid

Case Studies

- Toppr – IIT JEE tutor
- Teewe – (chromecast) – USB device to make your TV smart
- SmartMedics – Selling a product to doctors
- Zee TV – BARC data/Advertising agencies/Direct consumer

Recommendation

- Selling is a hard skill
- Rational vs irrational purchasing
- Start basic
- Work your way up
- Use technology efficiently

Selling to various Stakeholders

Sales Promotion:

-a type of marketing technique.

-A product which is new in the market or which is not receiving attention, can be promoted via Sales Promotions.

-Examples : Discounts on the product, Offering 1 + 1 free schemes, etc etc.

Two Types of Sales Promotion:

Consumer Sales Promotion

Trade Sales Promotion

Consumer Sales Promotion

Any sales promotion activity that is done keeping the end consumer in mind:

Example : An E-commerce website giving 10% discount on its products; This is a consumer focused promotional activity.

At the end, the result should be an action from the consumer. Either the consumer should purchase the product right away, or he should come to know about the product so that further awareness is created for the brand.

-Motivate end users to purchase or try a product or brand.

-Persuade retailers to stock that brand

-Pull Strategy

Trade Sales Promotion

-Promotional activities that are focused on Dealers, distributors or agents

- There is a lot of competition in any field. And in channel sales, to get the products moving and to motivate the dealer to perform better, trade discounts are given.

Similarly, there are other types of trade sales promotions which can be used to motivate the dealer and distributor. More such techniques of sales promotions are discussed below. As the noise of competitors rises, you will find more and more companies using sales promotions techniques. The advantage of sales promotion is that they are not too expensive for the company when compared with ATL (Above The Line) advertising mediums like Television or newspaper or Radio. Hence, even small businesses use it quite effectively.

- Motivate buying and reselling of products (Push Strategy)

Trade Marketing

What is trade marketing?

Trade marketing is a form of B2B marketing.

It's the art of marketing products specifically to *businesses* [as opposed to consumers].

Normally, the objective of a trade marketing campaign is to sell products to companies who can then go on to sell those items to *their* customers.

Targets in Trade Marketing

- a) Distributor / Dealer
- b) Sales Outlet (Retailer)

Methods in Trade Marketing :

Basic method of trade marketing is focusing on sales fundamentals, such as Distribution, Display, Promotion and Price.

yeslo

Trade Marketing

Who uses trade marketing and how?

Manufacturers use trade marketing. A manufacturer is a person or company that makes goods for sale.

How does it work?

For a product to be sold in a shop, the retailer first needs to purchase the item from somewhere. Retailers will buy products either directly from a manufacturer, or via a wholesaler or distributor. The retailer will then sell those products to the public.



Sales Chain Partners

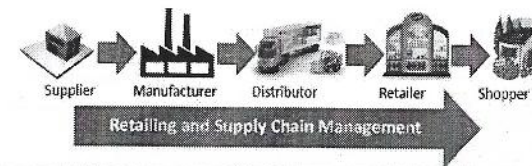
Collectively, retailers, wholesalers and distributors are known as sales chain partners. [A sales chain partner is a person or business that is involved in the flow of products in the distribution chain]. So, in other words, Trade Marketing is defined as a marketing strategy that targets sales chain partners.

What are wholesalers and distributors?

Wholesalers and distributors act as middlemen; they essentially connect manufacturers to retailers. They buy products from manufacturers in bulk and sell them on to retailers.

What's the difference between a wholesaler and a distributor?

The sole aim for both wholesalers and distributors is to sell products, but distributors can offer additional services. They tend to offer more of an end-to-end service for manufacturers, by managing client relationships and orders. Distributors will generally be much more proactive with a product. For instance, part of their role might be to seek out potential sales opportunities in a market.



Why do manufacturers need trade marketing?

Why must a product be marketed *before* it reaches the consumer?

Regardless of whether a retailer is buying a product from a manufacturer, wholesaler or distributor, it still gets to *choose* which items they *will* sell. As such, there's a *very* ongoing battle between manufacturers to get in front of retailers and sell their stuff. The retailer is in the position of power. They know it. As do wholesalers and distributors.

BIG challenges for Manufacturers.

1. competition.

Competition between manufacturers is rife in every niche and the rivalry is fierce. Retailers need to *believe* in a product.

2. Space.

There's a limit to the amount of shelf space in every shop. Trade marketing strategies have to communicate why one product is better than another. Retailers, wholesalers and distributors ALL need to be convinced...

A clever trade marketing strategy can be the difference between a product being a success or not.

Put simply, trade marketing can transform a manufacturing business into a profitable operation.

Selling to Superiors

Superior:

One who is greater in quality aspects, higher rank, position and status and in Psychological Set-Up. It's not only about Hierarchical Level, but it has to be handled as a delicate transaction.



Sell the Sizzle and not the Steak

Marketers need to promote the benefits of a product or service and not the features

Superior includes all the logistics buyers, bulk buyers, Material Managers, Office Managers etc.

Selling to Superiors – contd..

The Seller must go thru the following Steps:

1. **Experience Stage** : Salesperson spare substantial time and conduct a study to understand the buyers., needs. In case, it is a straight re-buy situation, try to explore the need of superior's involvement.

2. **Assessment Stage**: Assess the requirements in terms of quality, cost, stocking, and lead timings and find out the exact reasons behind the demand.

3. **Value Creation** : Suggest actions, process, provide references and add a substantial value which will include the buyer in all terms.

4. **Role Extension** : Extend your role constructively till the result is ensured.

Selling to Superiors – contd..

Value Creation while selling to Superiors:

Value Creation in a buyer / seller relationship has two functions :

Direct Function :

1. The Profit Function : Profitable customer – Seller relationship
2. The Volume Function : Sellers are interested in a certain quantity / volume of product they sell ; not only the profits they make.
3. The Safeguard Function : To improve the cost-efficiency of the transactions.

Indirect Function:

1. Sellers often discount short term financial gain for the long term benefits of networking.
2. The first customer in a particular market may have a market function as a reference
3. To be a successful seller, one must obtain meaningful information of the others outside.
4. Customer's experience is of considerable help, to reduce time and money consumed.

Selling to Superiors – contd..

Tools used when selling to superiors:

1. **Select a Good Team** : (Team comprising of good and sound technical as well as commercial skills – a team can always find the best solution rather than a single person).
2. **Communication Skills**: Good communication is the key for effective developing a good business relationship.; find out new ways to establish effective communication.
3. **Honesty in Claims** : claims based on true facts; Do **not** over commit. Integrity is another important parameter.
4. **Visionary Approach** : not only price aspects, visualise future requirements and match the product qualities.
5. **Action speaks louder than words**: Responsive mannerism suggesting influencing by solving problems through deliberately conducted actions.
6. **Consistency** : Every negotiation should be with an approach that is unique to the situation. Keep things simple and consistent. Never complicate the product offering and make it complex.
7. **Customize**: Try deliberately to accomplish the superior's personal identity; Great Superiors are good leaders who are loved by everyone.

Tips to sell to your BOSS...

- You actually have to do the Stuff
- Avoid OPEN warfare
- Do your research, do **not** bluff
- Ego or Numbers ☹
- *Never inflate results*
- How are you treated?
- No surprises
- Do **not** overcommit
- If you screw up, just admit it. Fix it.
- Just be yourself. ☺

Selling to a Peer Group



A peer group is an association of members having same interests, similar age, same social status and governed by a homogeneous system of values.

Another way of designing Segmentation

Customers are comfortable doing what they are currently doing.

