**Situations for Negotiation**

**Situation 1**

You work in a company that wants all the staff to improve their English communication skills. Thus, all staff are required to attend an English course which will be paid by the company. The course is expected to be conducted over the weekends.

Team A

You are a member of staff identified to attend the course. This means that you would have to sacrifice your weekends. You have several co-workers who are not able to attend or complete the course and they would like you to join them in negotiating with the management to have the course conducted during the weekdays.

Team B

You are the management of the company. You want to improve the English communication skills of the staff. The clients and associates of the company have complained that it is difficult to communicate with the staff in English. There have been occurrences of miscommunication during telephone conversations and emails.

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**Situation 2**

**Moonlighting (Moonlighting is the practice of employees taking on second jobs in addition to their full-time responsibilities).**

You are working in a large IT company. Last week, the company manager and personnel department officials had a meeting to discuss the declining performance of the employees. The company discovered that many of the employees are moonlighting, which interferes with their commitment and efficiency. Some employees (who moonlight) show up late to work especially on Mondays and some are not able to complete their projects on time. Thus, the company wants to take a firm action against employees who are found moonlighting because these people are not devoting enough energy on their full-time job (in this company).

Team A- Management

The company does not allow moonlighting and has decided to take action against employees who moonlight. The performance of the moonlighters tend to be very low and sluggish especially early in the week. In fact, studies have shown that mistakes/accidents in the office frequently happen on Mondays. The management has found out that many employees moonlight on weekends and that’s why they are tired on Mondays. There are also cases where employees have been calling in sick in order to work at their second job. The company feels that those who moonlight should resign as they become less productive and also cannot give full commitment to their work.

Team B- Employees

As a representative of the employees, you feel that the company is overreacting over this issue. The main reason why many employees moonlight is because their salaries have not kept up with inflation and they feel burdened with the rising cost of living. To add, it has been years that the company has given out bonuses to the employees. In addition, as an employee you feel that it is your right to work where and when you want during your free time. The company does not have the right to control what you do outside office hours. You also think that not all employees who moonlight give lesser commitment towards their full-time job.

**Situation 3**

The company you are working with is downsizing its operation. As a result, about 100 employees will be retrenched this coming December. However, the company promises to pay compensation of 10 months’ salary to employees who have worked there for more than 5 years. Because of the limited fund, staff under probation and those who work less than 5 years will not be getting any compensation. The company is not a new company and has been in operation for 17 years.

Team A- Management

The company has limited budget to pay all staff involved. In fact, the company has already given the staff that are going to be retrenched more than 6 months’ notice about the downsizing operation. By December, they should get jobs elsewhere. The company will only keep staff that are loyal and have contributed a lot to the company’s productivity. These are the staff that have worked for more than 10 years and are mostly above 35 years old.

Team B- Employee

You are chosen to speak to the management on behalf of the employees. Some new staff that work less than 5 years appeal that the company revise their decision in dismissing staff while others feel that they should at least be considered compensation. The younger workers feel that they can contribute more to the company as compared to the older workers as they are more energetic, creative and passionate about work.

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**Situation 4**

The city council of KL has decided to demolish a row of historical building opposite Jalan Mahkota, a very busy business district, in order to widen the road and make way for a mega shopping complex. By widening the road, the council believes that the traffic congestion in this area will be reduced by 15%, thus attracting more businesses in the area. It is projected that the economy in this area will increase by 30% once the road is widened. Therefore, it is vital that the historical buildings are demolished soon. However, not all Malaysians agree with the decision made as they think that historical buildings should be preserved, as they are part of the cultural heritage.

Team A- City council

You have decided to demolish the row of historical building because the buildings are abandoned and have not been used for any purposes for the past 50 years. The buildings are too run down that the cost for repairs is a lot higher than the cost to demolish the building. When the building is demolished, you believe that you’ll allow the economy to better flourish and thus, generate more income for the country.

Team B- Malaysia National Heritage Society (Badan Warisan Malaysia)

You believe that the historical building should not be demolished in order to create awareness and public support for the conservation the heritage. Through your research, the building has been built since late 1800, during the British colonial period and has served the purpose of residing the previous district officers, a Montessori for the government officials’ children, and also there was a period where the heritage was served as a temporary convent that housed the nuns when the nearby church’s nunnery was undergoing renovations. You find this building too precious to be demolished, as it possesses a lot of historical facets from which would be educational for the future generations to learn.

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**Situation 5**

The Municipal Council of Skudai has identified two buildings to be torn down as they are derelict and unsafe. These buildings are also used as shelters or haven by drug addicts and students playing truant from school. The Council has received many complaints from residents of the areas in which these buildings are in.

Team A

You are a member of the Heritage Society. Over the past several years, the society has been successful in its attempts to save historical buildings. The Society takes the role of conservation very seriously. You need to save these two historical buildings.

Team B

You are the representative of the Municipal Council. You have received many complaints from the public about how these old buildings are being wrongly used by different groups such as drug addicts and school children playing truant.

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**Situation 6**

The university encourages students to participate in the Global Outreach Programme (GOP). As such the university has set aside an amount of money to help students to realize the programme. In previous years the amount given range from RM1000 to RM3000 per student.

Team A

You are part of a group organising a GOP trip to Turkey next year. In the initial discussion with the Student Affairs officers, the amount agreed upon was RM3000 per student. The trip would cost RM5000 per person. This would mean each participant of the GOP trip would have to find ways and means to cover the difference. However, your group has just been informed that because of financial constraints, the university is only able to sponsor RM1000 per student.

Team B

You are an officer in the Student Affairs Office. You are the liaison officer for students intending to participate in the Global Outreach Programme. The university had decided that the amount set aside for each trip is RM30,000. This amount would be distributed according to the number of participants, i.e. if there are 10 students then each would be allocated RM3000, if there were 30 students then it would be RM1000 per student. Next year there are 12 groups of students from various faculties organizing GOP trips. The university is facing some financial constraints and is only able to allocate RM210,000 for GOP trips next year.

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**Situation 7**

Makmur University has been providing dental services to students free of charge. At the moment there is only one dentist and one dental nurse servicing the dental clinic. The university has to decide to employ more dentists and dental nurses but this would mean having to charge the students using the services. The charges will be 20% lower than what is charged by off campus dental clinincs.

Team A

You are a representative of the Makmur’s Students’ Council. The council has given notice to the students that the charges will take effect once the new staff at the clinic starts. It is estimated that in six months time the newly recruited staff will report for duty.

Team B

You are a representative of the management of Makmur University. The students do not want to be charged the fee of a dental treatment as they feel that as students they do not have the resources to pay for dental treatments. They would rather wait for appointments which sometimes take one month before they are able to see the dentist. The university hopes that by employing two other dentists, the waiting list would cease to exist and that students will be given dental treatments even in an emergency.

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**Situation 8**

A problematic student named Darren has been studying at a private college, JJ Institute. However, he has not been attending classes, submitting assignments and was caught more than once for being involved in gangsterism and fighting on campus. If the college is about to act according to the rule book, Darren should have been expelled a long time ago. However, his parents are wealthy and they have been providing much needed financial support for many of the college activities.

Team A

You are a part of the Board of Directors for JJ Institute. You are afraid that if Darren is allowed to finish his programme and graduate, this situation will set precedent to other students to also behave like him. You will only allow Darren to stay provided that he repeats his year and fulfill all the requirements before he can graduate.

Team B

You are Darren’s family. You would like to meet the top management of the college to negotiate about letting Darren stay and finish his programme **on time**. You are willing to fund the college with a substantial amount of money as long as Darren can stay until the end of the programme and graduate.