

Chapter 1 Introduction

True/False

1. Interests are the specific items or terms you actually negotiate and are generally the first thing that we think of when we anticipate negotiating.

Answer: False

2. Issues are the specific items or terms you actually negotiate.

Answer: True

3. Interests are what you hope to accomplish to address your underlying concerns, needs, desires, or fears.

Answer: True

4. The best possible outcome in a negotiation is when one party gets exactly what they wanted regardless of whether or not the other party is satisfied.

Answer: False

5. Successful negotiators know that people respond to incentives and that you can often get more for yourself by understanding and offering the other party what she wants.

Answer: True

6. As long as you have identified your interests and issues, there is no need to prioritize them.

Answer: False

7. The first step in preparing for a negotiation is to define your interests.

Answer: True

8. The least important part of preparation for a negotiation is research.

Answer: False

9. The rights approach to ethics focuses on the fair and impartial creation and application of rules.

Answer: False

10. The utilitarian approach to ethics holds the best alternative is the one that provides the greatest good and the least harm for the greatest number, although individuals may suffer as a result.

Answer: True

Short Answer/Fill-in-the-Blank

11. A discord of action, feeling, or effect, or incompatibility or interference is known as _____.

Answer: conflict

12. When people are neither completely dependent nor completely independent they are said to be _____.

Answer: interdependent

13. What you hope to accomplish to address your underlying concerns, needs, desires, or fears are referred to as _____.

Answer: interests

14. _____ are the specific items or terms you negotiate.

Answer: issues

15. To _____ is to arrange for or bring about by discussion and settlement of terms.

Answer: negotiate

16. The _____ approach to ethics maintains ethical decisions are ones that protect the rights of individuals (e.g., privacy, free speech), although it might not result in the greatest efficiency or total value.

Answer: rights

17. The _____ approach to ethics focuses on the fair and impartial creation and application of rules.

Answer: justice

18. In most cases, successful negotiators, regardless of their experience level, spend more time _____ for a negotiation than they actually do negotiating.

Answer: preparing

19. You can often get more for yourself by understanding and offering the other party _____.

Answer: incentives

20. _____ are what you hope to accomplish to address your underlying concerns, need, desires, or fears.

Answer: Interests

21. Successful negotiators know that people respond to _____ and that you can often get more for yourself by understanding and offering the other party what he or she wants.

Answer: Incentives

Multiple Choice

22. Which of the following are examples of why people study negotiations?
- A. To eliminate the possibility that someone will take advantage of you.
 - B. To help you do things you usually don't want to do.
 - C. To develop non-transferable critical skills
 - D. To reduce time and resources spent on uncooperative people.

Answer: D. To reduce time and resources spent on uncooperative people

23. Implicit in all negotiations is that the parties are:
- A. dependent.
 - B. independent.
 - C. interdependent.
 - D. Any of the above.

Answer: C. interdependent.

24. Which of the following is a reason why people may not negotiate?
- A. They assume the price is not negotiable.
 - B. They don't want the other party to think they are poor.
 - C. They are embarrassed to ask for a better outcome.
 - D. All of the above.

Answer: D. All of the above.

25. Which of the following is **not** an example of an issue in a car negotiation?
- A. Sound system
 - B. Price
 - C. Safety rating
 - D. Extended warranty

Answer: C. Safety rating

26. The _____ approach to ethics focuses on the fair and impartial creation and application of rules.
- A. rights
 - B. justice
 - C. utilitarian
 - D. democratic

Answer: B. justice

27. The _____ approach to ethics seeks to provide the greatest good for the greatest number.
- A. rights
 - B. justice
 - C. utilitarian
 - D. democratic

Answer: B. utilitarian

28. The _____ approach to ethics focuses on protecting every individual but may not result in the greatest efficiency or total value.
- A. rights
 - B. justice
 - C. utilitarian
 - D. democratic

Answer: B. rights

29. The utilitarian approach to ethics is best defined as:
- A. The approach where individuals will receive the greatest good and least harm, although the greatest number of people may suffer.
 - B. The approach where most individuals receive the greatest good and no harm.
 - C. The approach that provides the greatest good and the least harm for the greatest number, although individuals may suffer.
 - D. The approach that provides the greatest good and the least harm for the greatest number and no individuals suffer.

Answer: C. The approach that provides the greatest good and the least harm for the greatest number, although individuals may suffer.

30. Which of the following is **not** an example of an incentive?
- A. Offering your employees an extra day off if they stay late to help.
 - B. Giving employees a signing bonus.
 - C. Tuition reimbursement based on grades.
 - D. Holding an annual company picnic.

Answer: D. Holding an annual company picnic.

31. Which of the following is the best sequence to follow in preparing for a negotiation?

- A. 1. Clarify goals and interests, and prioritize. 2. Identify issues. 3. Explore alternatives. 4. Plan what you will say. 5. Anticipate what the other party will say and how she will react to your proposal(s).
- B. 1. Identify issues. 2. Clarify goals and interests, and prioritize. 3. Explore alternatives. 4. Anticipate what the other party will say and how she will react to your proposal(s). 5. Plan what you will say.
- C. 1. Plan what you will say. 2. Anticipate what the other party will say and how she will react to your proposal(s). 3. Identify issues. 4. Clarify goals and interests, and prioritize. 5. Explore alternatives.
- D. 1. Clarify goals and interests, and prioritize. 2. Explore alternatives. 3. Identify issues. 4. Plan what you will say. 5. Anticipate what the other party will say and how she will react to your proposal(s).

Answer: A. 1. Clarify goals and interests, and prioritize. 2. Identify issues. 3. Explore alternatives. 4. Plan what you will say. 5. Anticipate what the other party will say and how she will react to your proposal(s).

32. Which of the following is **not** true about negotiation and dispute resolution?
- A. Negotiations and conflict resolution are learnable, transferable skills.
 - B. The processes can be used in a multitude of work-related and non-work-related situations to obtain better outcomes and improve relationships.
 - C. In negotiation it is usually not important to build relationships.
 - D. One's comfort level with negotiation and dispute resolution can be context dependent.

Answer: C. In negotiation it is not important to build relationships.

Essay

- 33. Describe the six characteristics of negotiation using a negotiation with which you are familiar.
- 34. Describe a negotiation in which you have been a party and evaluate your effectiveness.
- 35. Describe something you are likely to negotiate in the next 5 years and how you will prepare for that negotiation.
- 36. Discuss the steps in preparing for a negotiation.
- 37. Explain the difference between interests and issues.
- 38. Evaluate the role of incentives in a negotiation with which you are familiar.
- 39. Describe three types of conflict and provide an example of each.
- 40. Compare and contrast the justice, rights, and utilitarian approaches to ethics.

Chapter 2 The Language of Negotiation

True/False

1. All of the issues involved in a negotiation are collectively referred to as the bargaining mix.

Answer: True

2. BATNA is the area between parties' resistance points.

Answer: False

3. BATTA is the most ideal alternative outcome one party to a negotiation could get without negotiating with the other party.

Answer: False

4. A frame is the lens through which you view a negotiation.

Answer: True

5. The opening offer is the best outcome each party can reasonably and realistically expect to obtain as a result of the negotiation.

Answer: False

6. Reciprocity is the notion that if someone does something for you, you owe them.

Answer: True

7. WATTA is the worst outcome you might face if you do not come to a negotiated agreement.

Answer: False

8. In most sales transactions the seller effectively makes the initial offer when she names a price.

Answer: True

9. Research shows that negotiators who set challenging goals consistently achieve better outcomes than those who don't.

Answer: True

10. The resistance point is the best outcome each party can reasonably and realistically expect to obtain as a result of the negotiation.

Answer: False

11. The settlement point is what the parties actually agree upon.

Answer: True

Short Answer/Fill-in-the-Blank

12. The idea that if someone does something for you, you should do something for them is known as _____.

Answer: reciprocity

13. A(n) _____ is the first offer made by a party in any negotiation and serves as an anchor in that it sets a boundary on the negotiation.

Answer: initial/opening offer

14. A _____ is the lens through which you view a negotiation, which also influences your behavior in a negotiation.

Answer: frame

15. If the resistance points of the parties overlap, the bargaining range is _____.

Answer: positive

16. If the resistance points of the parties are identical, the bargaining range is _____ and settlement can only occur at that point.

Answer: zero/non-overlapping

17. If there is no overlap of the resistance points, the settlement range is _____ and there will be no settlement unless one (or both) of the parties adjusts his or her resistance point.

Answer: negative

18. The best outcome each party can reasonably and realistically expect to obtain as a result of the negotiation is known as the _____.

Answer: target point/aspiration

19. What the parties actually agree upon is known as the _____.

Answer: settlement point

20. _____ is considered a valid approach in the Thomas-Kilmann Model but not in the Dual Concerns Model.

Answer: Compromising

21. In the Thomas-Kilmann Conflict Styles Model a person who is high on both concern for the relationship and concern for substantive issues is likely to adopt a(n) _____ approach.

Answer: collaborative

Multiple Choice

22. What does BATNA stand for?

- A. Best Alternative to Negative Agreement
- B. Best Agreement to a Negotiated Alternative
- C. Best Agreement to a Negative Alternative
- D. Best Alternative to a Negotiated Agreement

Answer: D. Best Alternative to a Negotiated Agreement

23. What does WATNA stand for?

- A. Worst Alternative to Negative Agreement
- B. Worst Agreement to a Negative Alternative
- C. Worst Alternative to a Negotiated Agreement
- D. Worst Agreement to a Negotiated Alternative

Answer: C. Worst Alternative to a Negotiated Agreement

24. Which of the following is **not** defined when preparing a negotiation?

- A. Settlement Point
- B. Initial Offers
- C. Target Points
- D. Resistance Points

Answer: A. Settlement Point

25. Which of the following is the point at which the parties agree?

- A. Target Point
- B. Settlement Point
- C. Bargaining Point
- D. Resistance Point

Answer: B. Settlement Point

26. According to the Dual Concerns Model if your concern about your own outcome is high and your concern for the other party's outcomes is low, your approach would be:
- A. Contending
 - B. Inaction
 - C. Problem Solving
 - D. Yielding

Answer: A. Contending

27. According to the Dual Concerns Model if your concern about your own outcome is low and your concern for the other party's outcomes is high, your approach would be:
- A. Contending
 - B. Inaction
 - C. Problem Solving
 - D. Yielding

Answer: D. Yielding

28. According to the Dual Concerns Model if your concern about your own outcome is high and your concern for the other party's outcomes is high, your approach would be:
- A. Contending
 - B. Inaction
 - C. Problem Solving
 - D. Yielding

Answer: C. Problem Solving

29. According to the Dual Concerns Model if your concern about your own outcome is low and your concern for the other party's outcomes is low, your approach would be:
- A. Contending
 - B. Inaction
 - C. Problem Solving
 - D. Yielding

Answer: B. Inaction

30. According to the Thomas-Kilmann Conflict Styles Model if your concern for the relationship is low and your concern for the substantive outcomes is low, your approach would be:
- A. Accommodating
 - B. Avoiding
 - C. Collaborating
 - D. Competing

Answer: B. Avoiding

31. According to the Thomas-Kilmann Conflict Styles Model if your concern for the relationship is low and your concern for the substantive outcomes is high, your approach would be:
- A. Accommodating

- B. Avoiding
- C. Collaborating
- D. Competing

Answer: D. Competing

32. According to the Thomas-Kilmann Conflict Styles Model if your concern for the relationship is high and your concern for the substantive outcomes is low, your approach would be:
- A. Accommodating
 - B. Avoiding
 - C. Collaborating
 - D. Competing

Answer: A. Accommodating

33. According to the Thomas-Kilmann Conflict Styles Model if your concern for the relationship is high and your concern for the substantive outcomes is high, your approach would be:
- A. Accommodating
 - B. Avoiding
 - C. Collaborating
 - D. Competing

Answer: C. Collaborating

Essay

- 34. Explain the differences between opening offers, target and resistance points.
- 35. Discuss how reciprocity affects your life's relationships in work, school or personal time.
- 36. Compare and contrast the impact on a negotiation of a very attractive BATNA with a less attractive BATNA.
- 37. Explain why positive frames lead to more successful outcomes than negative frames.

38. For the following situation establish a plausible initial offer, target, and resistance point for each party.

Mariah is looking to earn extra money this summer by walking her neighbor Jamie's dog each day. Jamie needs her dog walked each day but does not have the extra time, fortunately her neighbor Mariah is interested in earning extra money for the summer.

Mariah, however; does not want to spend a lot of time, maybe twenty minutes to half an hour. She was hoping to earn \$10-\$12 each day. Jamie does not want to spend a lot of money maybe \$8 each day but wants her dog walked adequately; possibly an hour each day.

39. Describe an example of a negotiation with which you are familiar identifying the opening demands and bargaining range or settlement zone of the negotiated deal.
40. Describe both positive and negative examples of reciprocity in your daily life.
41. Discuss the similarities and differences between the Thomas-Kilmann and Dual Concerns models.
42. Discuss your typical approach to a negotiation in terms of the Dual Concerns Model.
43. Discuss your typical approach to conflict in terms of the Thomas-Kilmann Conflict Styles.