

ch 1

Student: _____

1. People _____ all the time.

2. The term _____ is used to describe the competitive, win-lose situations such as haggling over price that happens at yard sale, flea market, or used car lot

3. Negotiating parties always negotiate by _____.

4. There are times when you should _____ negotiate.

5. Successful negotiation involves the management of _____ (e.g., the price or the terms of agreement) and also the resolution of _____.

6. Independent parties are able to meet their own _____ without the help and assistance of others.

7. The mix of convergent and conflicting goals characterizes many _____ relationships.

8. The _____ of people's goals, and the _____ of the situation in which they are going to negotiate, strongly shapes negotiation processes and outcomes.

9. Whether you should or should not agree on something in a negotiation depends entirely upon the attractiveness to you of the best available _____.

10. When parties are interdependent, they have to find a way to _____ their differences.

11. Negotiation is a _____ that transforms over time.

12. Negotiations often begin with statements of opening _____.

13. When one party accepts a change in his or her position, a _____ has been made.

14. Two of the dilemmas in mutual adjustment that all negotiators face are the dilemma of _____ and the dilemma of _____.

15. Most actual negotiations are a combination of claiming and _____ value processes.

16. _____ is analyzed as it affects the ability of the group to make decisions, work productively, resolve its differences, and continue to achieve its goals effectively.

17. Most people initially believe that _____ is always bad.

18. The objective is not to eliminate conflict but to learn how to manage it to control the _____ elements while enjoying the productive aspects.

19. The two-dimensional framework called the _____ _____ postulates that people in conflict have two independent types of concern.

20. Parties who employ the _____ strategy maintain their own aspirations and try to persuade the other party to yield.

21. Negotiation is a process reserved only for the skilled diplomat, top salesperson, or ardent advocate for an organized lobby
True False
22. Many of the most important factors that shape a negotiation result do not occur during the negotiation, but occur after the parties have negotiated.
True False
23. Negotiation situations have fundamentally the same characteristics,
True False
24. A creative negotiation that meets the objectives of all sides may not require compromise.
True False
25. The parties prefer to negotiate and search for agreement rather than to fight openly, have one side dominate and the other capitulate, permanently break off contact, or take their dispute to a higher authority to resolve it
True False
26. It is possible to ignore intangibles, because they affect our judgment about what is fair, or right, or appropriate in the resolution of the tangibles.
True False
27. In any industry in which repeat business is done with the same parties, there is always a balance between pushing the limit on any particular negotiation and making sure the other party—and your relationship with him—survives intact.
True False
28. When the goals of two or more people are interconnected so that only one can achieve the goal—such as running a race in which there will be only one winner—this is a competitive situation, also known as a *non-zero-sum* or *distributive* situation
True False
29. Remember that every possible interdependency has an alternative; negotiators can always say "no" and walk away.
True False
30. A zero-sum situation is a situation in which individuals are so linked together that there is a positive correlation between their goal attainments.
True False
31. The value of a person's BATNA is always relative to the possible settlements available in the current negotiation, and the possibilities within a given negotiation are heavily influenced by the nature of the interdependence between the parties.
True False

32. The effective negotiator needs to understand how people will adjust and readjust, and how the negotiations might twist and turn, based on one's own moves and the others' responses.
True False
33. The pattern of give-and-take in negotiation is a characteristic exclusive to formal negotiations.
True False
34. In contrast, non-zero-sum or *integrative or mutual gains situations* are ones where many people can achieve their goals and objectives.
True False
35. Negotiators do not have to be versatile in their comfort and use of both major strategic approaches to be successful.
True False
36. Differences in time preferences have the potential to create value in a negotiation.
True False
37. Conflict doesn't usually occur when the two parties are working toward the same goal and generally want the same outcome.
True False
38. Intragroup conflict occurs between groups.
True False
39. Negotiation is a strategy for productively managing conflict.
True False
40. The dual concerns model has two dimensions: the vertical dimension is often referred to as the cooperativeness dimension, and the horizontal dimension as the assertiveness dimension.
True False
41. Which perspective can be used to understand different aspects of negotiation?
A. economics
B. psychology
C. anthropology
D. law
E. All of the above perspectives can be used to understand different aspects of negotiation.
42. To most people the words "bargaining" and "negotiation" are
A. mutually exclusive.
B. interchangeable.
C. not related.
D. Interdependent.
E. None of the above.
43. A situation in which solutions exist so that both parties are trying to find a mutually acceptable solution to a complex conflict is a _____ situation.
A. mutual gains
B. win-lose
C. zero-sum
D. win-win
E. None of the above.
44. 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 characteristics of a negotiation.

45. Tangible factors
- A. include the price and terms of agreement.
 - B. are psychological motivations that influence the negotiations.
 - C. include the need to look good in negotiations.
 - D. cannot be measured in quantifiable terms.
 - E. None of the above statements describe tangible factors.
46. Which of the following is not an intangible factor in a negotiation?
- A. the need to look good
 - B. final agreed price on a contract
 - C. the desire to book more business
 - D. fear of setting a precedent
 - E. All of the above are intangible factors.
47. Interdependent parties' relationships are characterized by
- A. interlocking goals.
 - B. solitary decision making.
 - C. established procedures.
 - D. rigid structures.
 - E. Interdependent relationships are characterized by all of the above.
48. A zero-sum situation is also known as a _____ situation.
- A. integrative
 - B. distributive
 - C. win-lose
 - D. negotiative
 - E. None of the above.
49. 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.
50. What are the two dilemmas of negotiation?
- A. the dilemma of cost and the dilemma of profit margin
 - B. the dilemma of honesty and the dilemma of profit margin
 - C. the dilemma of trust and the dilemma of cost
 - D. the dilemma of honesty and the dilemma of trust
 - E. None of the above.
51. How much to believe of what the other party tells you
- A. depends on the reputation of the other party.
 - B. is affected by the circumstances of the negotiation.
 - C. is related to how he or she treated you in the past.
 - D. is the dilemma of trust.
 - E. All of the above.
52. Satisfaction with a negotiation is determined by
- A. the process through which an agreement is reached and the dollar value of concessions made by each party.
 - B. the actual outcome obtained by the negotiation as compared to the initial bargaining positions of the negotiators.
 - C. the process through which an agreement is reached and by the actual outcome obtained by the negotiation.
 - D. the total dollar value of concessions made by each party.
 - E. Satisfaction with a negotiation is determined by none of the above.

53. Which of the following statements about conflict is true?
- A. Conflict is the result of tangible factors.
 - B. Conflict can occur when two parties are working towards the same goal and generally want the same outcome.
 - C. Conflict only occurs when both parties want a very different settlement.
 - D. Conflict has a minimal effect on interdependent relationships.
 - E. All of the above statements about conflict are true.
54. In intragroup conflict,
- A. sources of conflict can include ideas, thoughts, emotions, values, predispositions, or drives that are in conflict with each other.
 - B. conflict occurs between individual people.
 - C. conflict affects the ability of the group to resolve differences and continue to achieve its goals effectively.
 - D. conflict is quite intricate because of the large number of people involved and possible interactions between them.
 - E. None of the above describes intragroup conflict.
55. Which of the following contribute to conflict's destructive image?
- A. increased communication
 - B. misperception and bias
 - C. clarifying issues
 - D. minimized differences; magnified similarities
 - E. All of the above contribute to conflict's destructive image.
56. In the Dual Concerns Model, the level of concern for the individual's own outcomes and the level of concern for the other's outcomes are referred to as the
- A. cooperativeness dimension and the competitiveness dimension.
 - B. the assertiveness dimension and the competitiveness dimension.
 - C. the competitiveness dimension and the aggressiveness dimension.
 - D. the cooperativeness dimension and the assertiveness dimension.
 - E. None of the above.
57. An individual who pursues his or her own outcomes strongly and shows little concern for whether the other party obtains his or her desired outcomes is using the _____ strategy.
- A. yielding
 - B. compromising
 - C. contending
 - D. problem solving
 - E. None of the above.
58. Negotiators pursuing the yielding strategy
- A. show little interest or concern in whether they attain their own outcomes, but are quite interested in whether the other party attains his or her outcomes.
 - B. pursue their own outcome strongly and shows little concern for whether the other party obtains his or her desired outcome.
 - C. shows little interest or concern in whether they attain their own outcomes, and does not show much concern about whether the other party obtains his or her outcomes.
 - D. show high concern for attaining their own outcomes and high concern for whether the other attains his or her outcomes.
 - E. Negotiators pursuing the yielding strategy demonstrate none of the above behaviors.

59. Parties pursuing the _____ strategy show little interest or concern in whether they attain their own outcomes, and do not show much concern about whether the other party obtains his or her outcomes.
- A. contending
 - B. compromising
 - C. problem solving
 - D. yielding
 - E. None of the above.
60. A situation in which solutions exist to achieve the best possible solutions so all parties involved can do well in the negotiation is a _____ situation.
- A. mutual gains
 - B. win-lose
 - C. zero-sum
 - D. win-win
 - E. None of the above.
61. What are the three reasons negotiations occur?
62. Is the give-and-take process used to reach an agreement the "heart of the negotiation" as most people assume"?
63. Why do parties negotiate by choice?
64. What are tangible and intangible factors in negotiation?

65. What are the three ways that characterize most relationships between parties?

66. Define "zero-sum" situation.

67. Describe a "mutual gains" situation.

68. What does BATNA stand for?

69. What role do concessions play when a proposal isn't readily accepted?

70. What are concessions?

77. Conflict also has productive aspects and one of those is that conflict encourages psychological development. Elaborate.
78. The Dual Concerns Model is a two-dimensional framework that postulates that people in conflict have two independent types of concern. What are those two types of concerns?
79. Where would you likely to find the concept of "yielding" on the dual concerns model?
80. What are the five major strategies for conflict management (as identified in the Dual Concerns framework)?

ch 1 Key

1. (p. 2) negotiate
2. (p. 3) bargaining
3. (p. 6) choice
4. (p. 7) not
5. (p. 8) tangibles, intangibles
6. (p. 9) needs
7. (p. 9) interdependent
8. (p. 11) interdependence, structure
9. (p. 11) alternative
10. (p. 12) resolve
11. (p. 12) process
12. (p. 13) positions
13. (p. 13) concession
14. (p. 14) honesty, trust
15. (p. 16) creating
16. (p. 18) Intragroup conflict
17. (p. 19) conflict
18. (p. 20) destructive
19. (p. 22) dual concerns model
20. (p. 23) contending
21. (p. 2) FALSE
22. (p. 3) FALSE
23. (p. 6) TRUE
24. (p. 6, 7) TRUE
25. (p. 7) TRUE
26. (p. 8) FALSE
27. (p. 10) TRUE
28. (p. 11) FALSE
29. (p. 11) TRUE
30. (p. 11) FALSE
31. (p. 11) TRUE
32. (p. 13) TRUE
33. (p. 14) FALSE
34. (p. 15) TRUE
35. (p. 16) FALSE
36. (p. 17) TRUE

37. (p. 18) FALSE

38. (p. 18) FALSE

39. (p. 20) TRUE

40. (p. 22) TRUE

41. (p. 3) E

42. (p. 3) B

43. (p. 3) D

44. (p. 6) C

45. (p. 6) A

46. (p. 8) B

47. (p. 9) A

48. (p. 11) B

49. (p. 11) A

50. (p. 14) D

51. (p. 14) E

52. (p. 14) C

53. (p. 17) B

54. (p. 18) C

55. (p. 19) B

56. (p. 22) D

57. (p. 23) C

58. (p. 23) A

59. (p. 23) E

60. (p. 27) D

61. (p. 2) Negotiations occur for several reasons: (1) to agree on how to share or divide a limited resource, such as land, or property, or time; (2) to create something new that neither party could do on his or her own, or (3) to resolve a problem or dispute between the parties.

62. (p. 3) While that give-and-take process is extremely important, negotiation is a very complex social process; many of the most important factors that shape a negotiation result do not occur during the negotiation, but occur *before* the parties start to negotiate, or shape the context *around* the negotiation.

63. (p. 6) That is, they negotiate because they think they can get a better deal by negotiating than by simply accepting what the other side will voluntarily give them or let them have. Negotiation is largely a voluntary process. We negotiate because we think we can improve our outcome or result, compared to not negotiating or simply accepting what the other side offers. It is a strategy pursued by choice; seldom are we required to negotiate.

64. (p. 8) Tangible factors include quantifiable items, such as the price, terms of agreement, etc. By intangible factors, we are referring to the deeper psychological motivations that may directly or indirectly influence the parties during the negotiation.

65. (p. 9) Most relationships between parties may be characterized in one of three ways: independent, dependent, and interdependent.

66. (p. 11) Individuals are so linked together that there is a negative correlation between their goal attainments.

67. (p. 11) when parties' goals are linked so that one person's goal achievement helps others to achieve their goals, it is a *mutual-gains* situation, also known as a *non-zero-sum* or *integrative* situation, where there is a positive correlation between the goal attainments of both parties.

68. (p. 11) Best Alternative To a Negotiated Agreement.

69. (p. 13) If the proposal isn't readily accepted by the other, negotiators begin to defend their own initial proposals and critique the others' proposals. Each party's rejoinder usually suggests alterations to the other party's proposal, and perhaps also contains changes to his or her own position. When one party agrees to make a change in his or her position, a concession has been made (Pruitt, 1981). Concessions restrict the range of options within which a solution or agreement will be reached; when a party makes a concession, the *bargaining range* (the difference between the preferred acceptable settlements) is further constrained.

70. (p. 13) A concession has been made when one party accepts a change in his or her position. Concessions restrict the range of options within which a solution or agreement will be reached.

71. (p. 15) In distributive situations negotiators are motivated to win the competition and beat the other party, or gain the largest piece of the fixed resource that they can. In order to achieve these objectives, negotiators usually employ "win-lose" strategies and tactics. This approach to negotiation—called distributive bargaining—accepts the fact that there can only be one winner given the situation, and pursues a course of action to be that winner. The purpose of the negotiation is to claim value—that is, to do whatever is necessary to claim the reward, gain the lion's share, or gain the largest piece possible

72. (p. 16) Not only must negotiators be able to recognize which strategy is most appropriate, but they must be able to use both approaches with equal versatility. There is no single 'best', 'preferred' or 'right' way to negotiate; the choice of negotiation strategy requires adaptation to the situation, as we will explain more fully in the next section on conflict. Moreover, if most negotiation issues/problems have claiming and creating values components, then negotiators must be able to use both approaches in the same deliberation.

73. (p. 16) "the whole is greater than the sum of its parts"

74. (p. 18) The four levels of conflict are: (1) intrapersonal or intrapsychic conflict, (2) interpersonal conflict, (3) intragroup conflict, and (4) intergroup conflict.

75. (p. 18) Conflict can result from the strongly divergent needs of the two parties, or from misperceptions and misunderstandings. Conflict can occur when the two parties are working toward the same goal and generally want the same outcome, or when both parties want very different outcomes. Regardless of the cause of the conflict, negotiation can play an important role in resolving it effectively. In this section, we will define conflict, discuss the different levels of conflict that can occur, review the functions and dysfunctions of conflict, and discuss strategies for managing conflict effectively.

76. (p. 19) Productive communication declines with conflict. Parties communicate less with those who disagree with them, and more with those who agree. The communication that does occur is often an attempt to defeat, demean, or debunk the other's view or to strengthen one's own prior arguments.

77. (p. 20) It helps people become more accurate and realistic in their self-appraisals. Through conflict, persons take others' perspectives and become less egocentric. Conflict helps persons to believe that they are powerful and capable of controlling their own lives. They do not simply need to endure hostility and frustration but can act to improve their lives.

78. (p. 22) concern about their own outcomes (shown on the horizontal dimension of the figure) and concern about the other's outcomes (shown on the vertical dimension of the figure).

79. (p. 23) *Yielding* (also called accommodating or obliging) is the strategy in the upper left-hand corner. Actors pursuing the yielding strategy show little interest or concern in whether they attain their own outcomes, but they are quite interested in whether the other party attains his or her outcomes. Yielding involves lowering one's own aspirations to "let the other win" and gain what he or she wants. Yielding may seem like a strange strategy to some, but it has its definite advantages in some situations.

80. (p. 23, 24) Contending, Yielding, Inaction, Problem Solving, and Compromising.

ch 1 Summary

<u>Category</u>	<u># of Question</u>
Lewicki - 001 Chapter...	80