

Chapter 01 The Nature of Negotiation

True / False Questions

1. Negotiations occur for only one reason: to create something new that neither party could achieve alone.

FALSE

Accessibility: Keyboard Navigation

Difficulty: Medium

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-01 Becoming a Better Negotiator

2. Sometimes people fail to negotiate because they do not recognize that they are in a negotiable situation.

TRUE

Accessibility: Keyboard Navigation

Difficulty: Easy

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-01 Becoming a Better Negotiator

3. Good negotiators are made, not born.

TRUE

Accessibility: Keyboard Navigation

Difficulty: Easy

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-01 Becoming a Better Negotiator

4. Negotiating parties rarely negotiate by choice.

FALSE

Accessibility: Keyboard Navigation

Difficulty: Medium

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-02 Characteristics of a Negotiation Situation

5. It is always a good time to negotiate, there are no conditions which make negotiation more favourable.

FALSE

Accessibility: Keyboard Navigation

Difficulty: Easy

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-02 Characteristics of a Negotiation Situation

6. Most individuals in Western culture do not negotiate enough.

TRUE

Accessibility: Keyboard Navigation

Difficulty: Hard

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-02 Characteristics of a Negotiation Situation

7. Successful negotiation involves the management of tangibles (e.g., the price or the terms of an agreement) and also the resolution of intangibles.

TRUE

Accessibility: Keyboard Navigation

Difficulty: Medium

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-02 Characteristics of a Negotiation Situation

8. Intangible factors are the underlying psychological motivations that may directly or indirectly influence the parties during a negotiation.

TRUE

Accessibility: Keyboard Navigation

Difficulty: Medium

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-02 Characteristics of a Negotiation Situation

9. *Independent* parties can meet their own needs without the help and assistance of others.

TRUE

Accessibility: Keyboard Navigation

Difficulty: Easy

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-03 Managing Interdependence

10. Dependent parties never rely on others for what they need.

FALSE

Accessibility: Keyboard Navigation

Difficulty: Easy

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-03 Managing Interdependence

11. The mix of convergent and conflicting goals characterizes many interdependent relationships.

TRUE

Accessibility: Keyboard Navigation

Difficulty: Easy

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-03 Managing Interdependence

12. The interdependence of people's goals, and the structure of the situation in which they are going to negotiate, has little effect on the negotiation processes and outcomes.

FALSE

Accessibility: Keyboard Navigation

Difficulty: Medium

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-03 Managing Interdependence

13. The purpose of a distributive negotiation is to create value.

FALSE

Accessibility: Keyboard Navigation

Difficulty: Medium

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-05 Value Claiming and Value Creating

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

TRUE

Accessibility: Keyboard Navigation

Difficulty: Easy

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-03 Managing Interdependence

15. Distributive bargaining is most appropriate when the likelihood of having to bargain with the other party again in the future is low.

TRUE

Accessibility: Keyboard Navigation

Difficulty: Medium

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-05 Value Claiming and Value Creating

Chapter 01 - The Nature of Negotiation

16. Negotiator perceptions of situations tend to be biased toward seeing problems as more integrative, or as less competitive, than they really are.

FALSE

Accessibility: Keyboard Navigation

Difficulty: Easy

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-05 Value Claiming and Value Creating

17. Conflict occurs when two interdependent parties have conflicting goals and each is trying to prevent the other from achieving their objectives.

TRUE

Accessibility: Keyboard Navigation

Difficulty: Medium

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-06 Conflict

18. Negotiations often begin with statements of opening positions.

TRUE

Accessibility: Keyboard Navigation

Difficulty: Easy

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-04 Making Concessions

19. A concession occurs when one party refuses to accept a change in his or her position.

FALSE

Accessibility: Keyboard Navigation

Difficulty: Medium

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-04 Making Concessions

20. Concessions restrict the range of options within which a solution or an agreement will be reached.

TRUE

Accessibility: Keyboard Navigation

Difficulty: Easy

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-04 Making Concessions

21. Two of the dilemmas in mutual adjustment that all negotiators face are the dilemma of honesty and the dilemma of trust.

TRUE

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Difficulty: Medium

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-04 Making Concessions

22. Most actual negotiations are a combination of claiming and creating value processes.

TRUE

Accessibility: Keyboard Navigation

Difficulty: Medium

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-05 Value Claiming and Value Creating

23. Negotiation is a process reserved only for the skilled diplomat, top salesperson, or ardent advocate for an organized lobby.

FALSE

Accessibility: Keyboard Navigation

Difficulty: Easy

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-01 Becoming a Better Negotiator

24. Many of the most important factors that shape a negotiation result do not occur during the negotiation, but occur *after* the parties have negotiated.

FALSE

Accessibility: Keyboard Navigation

Difficulty: Easy

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-01 Becoming a Better Negotiator

25. Negotiation situations have fundamentally the same characteristics.

TRUE

Accessibility: Keyboard Navigation

Difficulty: Easy

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-02 Characteristics of a Negotiation Situation

26. A creative negotiation that meets the objectives of all sides may not require compromise.

TRUE

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Difficulty: Medium

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-02 Characteristics of a Negotiation Situation

27. One of the common characteristics of negotiation is that the parties prefer to negotiate and search for agreement rather than to fight openly.

TRUE

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Difficulty: Medium

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-02 Characteristics of a Negotiation Situation

28. 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.

FALSE

Accessibility: Keyboard Navigation

Difficulty: Medium

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-02 Characteristics of a Negotiation Situation

29. 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—it is a competitive situation, also known as a *zero-sum* (or *distributive*) situation.

TRUE

Accessibility: Keyboard Navigation

Difficulty: Medium

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-03 Managing Interdependence

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.

FALSE

Accessibility: Keyboard Navigation

Difficulty: Medium

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-03 Managing Interdependence

31. Negotiators do not have to be versatile in their comfort and use of both major strategic approaches to be successful.

FALSE

Accessibility: Keyboard Navigation

Difficulty: Medium

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-05 Value Claiming and Value Creating

32. Conflict doesn't usually occur when the two parties are working toward the same goal and generally want the same outcome.

FALSE

Accessibility: Keyboard Navigation

Difficulty: Medium

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-06 Conflict

33. Actors pursuing the avoiding strategy show little interest in whether they attain their own outcomes, as well as little concern about whether the other party obtains his or her outcomes.

TRUE

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Difficulty: Easy

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-06 Conflict

34. As a conflict management strategy, compromising represents a strong effort to pursue our own outcomes and a moderate effort to help the other party achieve his or her outcomes.

FALSE

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Difficulty: Easy

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-06 Conflict

Multiple Choice Questions

35. Negotiation is about resolving:

- A. Independence
- B.** Conflict
- C. Interdependence
- D. Harmony

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Difficulty: Easy

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-02 Characteristics of a Negotiation Situation

36. Negotiations occur for several reasons, *except*?

- A. To agree on how to share or divide a limited resource
- B. To create something new that neither party could do on his or her own
- C.** It can lead to better social skills
- D. To resolve a problem or dispute between the parties

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Difficulty: Medium

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-01 Becoming a Better Negotiator

37. A situation in which solutions exist so that both parties are trying to find a mutually acceptable solution to a complex conflict is what kind of a situation?

- A.** Mutual gains
- B. Win-lose
- C. Zero-sum
- D. Win-win

Accessibility: Keyboard Navigation

Difficulty: Medium

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-03 Managing Interdependence

38. Which of the following dilemmas concerns how much of the truth to disclose to the other party in a negotiation?

- A. Dilemma of morality
- B. Dilemma of trust
- C. Dilemma of honesty**
- D. Dilemma of independence

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Difficulty: Medium

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-04 Making Concessions

39. When the teachers union finally completed the bargaining process with the province, both parties left the table feeling satisfied that they had achieved some of their objectives. This exemplifies which kind of bargaining situation?

- A. Win-lose
- B. Mutual gains**
- C. Win-win
- D. Zero-sum

Accessibility: Keyboard Navigation

Difficulty: Hard

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-03 Managing Interdependence

40. All of the following are considered intangible factors in a negotiation, *except*?

- 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

Accessibility: Keyboard Navigation

Difficulty: Hard

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-02 Characteristics of a Negotiation Situation

41. Interdependent parties' relationships are characterized by:

- A.** Interlocking goals
- B. Solitary decision making
- C. Established procedures
- D. Rigid structures

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Difficulty: Easy

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-03 Managing Interdependence

42. A zero-sum situation is also known as what kind of a situation?

- A. Integrative
- B.** Distributive
- C. Win-win
- D. Loss-loss

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Difficulty: Easy

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-03 Managing Interdependence

43. BATNA stands for:

- A.** Best alternative to a negotiated agreement.
- B. Best action towards a negotiated agreement.
- C. Best alternative to a negative agreement.
- D. Best alternative to a negative action.

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Difficulty: Medium

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-03 Managing Interdependence

44. What are the two dilemmas of negotiation?

- A. The dilemma of cost and the dilemma of trust
- 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

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Difficulty: Hard

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-04 Making Concessions

45. 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.

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Difficulty: Medium

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-04 Making Concessions

46. Which of the following statements about conflict is true?

- A. Conflict is the result of tangible factors, arising from compatible objectives regarding price.
- B.** Conflict can occur when two parties are working toward the same goal and generally want the same outcome or when both parties want very different outcomes.
- C. Conflict only occurs when both parties want a very different settlement.
- D. Conflict has a marginal effect on interdependent relationships.

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Difficulty: Hard

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-06 Conflict

47. Which of the following factors contribute to conflicts' destructive image?

- A. Increased communication
- B. Misperception and bias**
- C. Clarifying issues
- D. Minimized differences; magnified similarities

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Difficulty: Hard

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-06 Conflict

48. All of the following are major strategies for conflict management that have been identified in the *dual concerns model*, **except**?

- A. Yielding
- B. Compromising
- C. Problem Solving
- D. Action**

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Difficulty: Medium

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-06 Conflict

49. In most of the early writing on conflict management, which approach was identified as the distinctly preferred approach?

- A. Yielding
- B. Compromising
- C. Problem Solving**
- D. Avoiding

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Difficulty: Medium

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-06 Conflict

50. In which of the following conflict management strategies do actors show high concern for attaining their own outcomes and high concern for whether the other party attains his or her outcomes?

- A. Yielding
- B. Contending
- C. Avoiding
- D. Problem solving**

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Difficulty: Medium

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-06 Conflict

Short Answer Questions

51. What are the three reasons negotiations occur?

Negotiations occur for several reasons:

(1) to agree on how to share or divide a limited resource (such as land, 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.

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Difficulty: Easy

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-01 Becoming a Better Negotiator

52. Experience always makes a negotiator better at bargaining. Do you agree or disagree with this statement?

Answers will vary. Experience does not necessarily lead to better negotiating skills because the real world contains so few sources of accurate feedback that can help someone improve their skills.

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Difficulty: Medium

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-01 Becoming a Better Negotiator

53. How does choice motivate negotiation?

Choice motivates negotiation when someone thinks 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.

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Difficulty: Medium

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-02 Characteristics of a Negotiation Situation

54. Describe tangible and intangible factors in negotiation?

Tangible factors include quantifiable items (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.

Accessibility: Keyboard Navigation

Difficulty: Easy

Learning Objective: 01-01 Define negotiation and explain the key elements of a negotiation process and the distinct types of negotiation.

Topic: 01-02 Characteristics of a Negotiation Situation

55. What are the three characteristics of most relationships *between* parties?

Most relationships between parties may be characterized in one of three ways: independent, dependent, and interdependent.

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Difficulty: Easy

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-03 Managing Interdependence

56. Define "zero-sum" situation.

Individuals are so linked together that there is a negative correlation between their goal attainments.

Accessibility: Keyboard Navigation

Difficulty: Medium

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-02 Characteristics of a Negotiation Situation

57. Describe a "mutual-gains" situation.

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.

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Difficulty: Medium

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-03 Managing Interdependence

58. What does the acronym BATNA mean?

Best Alternative to a Negotiated Agreement.

Accessibility: Keyboard Navigation

Difficulty: Easy

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-03 Managing Interdependence

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

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 usually suggests alterations to the other party's proposal, and perhaps also changes his or her own position. When one party agrees to make a change in his or her position, a concession has been made. 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.

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Difficulty: Hard

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-04 Making Concessions

60. What are concessions?

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.

Accessibility: Keyboard Navigation

Difficulty: Easy

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-04 Making Concessions

61. Contrast and compare the dilemmas of honesty and trust.

Dilemma of honesty concerns how much of the truth to tell the other party. The dilemma of trust is how much of what the other party tells them should negotiators believe.

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Difficulty: Medium

Learning Objective: 01-02 Describe how people use negotiation to manage situations of interdependence.

Topic: 01-04 Making Concessions

62. Describe the conditions under which a distributive approach to bargaining is preferred?

Generally, distributive bargaining is most appropriate when time and resources are limited, when the other party is likely to be competitive, and when there is no likelihood of future interaction with the other party.

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Difficulty: Medium

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-05 Value Claiming and Value Creating

63. Describe the strategies and tactics a negotiator would employ in a *distributive* bargaining situation.

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.

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Difficulty: Hard

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-05 Value Claiming and Value Creating

64. Why should negotiators be versatile in their comfort and use of both value-claiming and value-creating strategic approaches?

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. Moreover, if most negotiation issues or problems have claiming and creating value components, then negotiators must be able to use both approaches in the same deliberation.

Accessibility: Keyboard Navigation

Difficulty: Medium

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-05 Value Claiming and Value Creating

65. Compare a problem-solving conflict management strategy to a compromising conflict management strategy.

Problem solving (also called collaborating or integrating) is the strategy in the upper-right corner. Actors pursuing the problem-solving strategy show high concern for attaining their own outcomes and high concern for whether the other party attains his or her outcomes. In problem solving, the two parties actively pursue approaches to maximize their joint outcome from the conflict.

Compromising is the strategy located in the middle of the dual concerns model (Figure 1.1). As a conflict management strategy, it represents a moderate effort to pursue our own outcomes and a moderate effort to help the other party achieve his or her outcomes. Pruitt and Rubin do not identify compromising as a viable strategy; they see it "as arising from one of two sources—either lazy problem solving involving a half-hearted attempt to satisfy the two parties' interests, or simple yielding by both parties."

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Difficulty: Medium

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-06 Conflict

66. Explain how conflict is a potential consequence of interdependent relationships.

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.

Accessibility: Keyboard Navigation

Difficulty: Hard

Learning Objective: 01-03 Explain how negotiation fits within the broader perspective of processes for managing conflict.

Topic: 01-06 Conflict