

Student name: _____

The term _____ refers to win-win situations such as those that occur when parties are trying to find a mutually acceptable solution to a complex conflict.

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

The relationship between people and groups that most often leads them to need to negotiate is called _____.

The need to maintain a good relationship with the other party after the negotiation is over, primarily by maintaining trust and reducing uncertainty is an example of a/an _____ factor in the negotiation process.

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

_____ parties must rely on others for what they need; because they need the help, benevolence, or cooperation of the other, the dependent party must accept and accommodate to that provider's whims and idiosyncrasies.

Interlocking goals characterize _____ parties – the parties need each other in order to accomplish their objectives and each has the potential to influence the other party.

When the goals of two or more people are interconnected in a competitive situation where there will be only one winner, there is a/an _____ correlation between their goal attainments.

When parties' goals are linked so that one person's goal achievement helps others to achieve their goals, there is a/an_____ correlation between the goal attainments of both parties.

Whether you should or should not agree on something in a negotiation depends entirely upon the attractiveness to you of the best available alternative. The acronym for this alternative is_____.

Negotiation is a process that transforms over time, and_____ adjustment is one of the key causes of the changes that occur during a negotiation.

Negotiations often begin with statements of opening_____ where each party states its most preferred settlement proposal.

When one party accepts a change in their position, a/an_____ has been made.

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

When negotiators employ win-lose strategies and tactics in a zero-sum situation, this approach to negotiation is called_____ bargaining.

In non-zero-sum, or mutual gains situations, negotiators should employ win-win strategies and tactics. This approach to negotiation is called_____ negotiation.

_____ conflict affects the ability of the group to make decisions, work productively, resolve its differences, and continue to achieve its goals effectively.

Most people initially believe that _____ is always bad or dysfunctional.

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

Threats, punishment, intimidation, and unilateral action are consistent with a _____ strategy for conflict management.

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

true

false

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

Negotiation situations have the same fundamental characteristics.

true

false

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

true

false

One characteristic common to all negotiation situations is that both parties negotiate by choice, as negotiation is largely a voluntary process.

true

false

Examples of tangible factors in the negotiation process is the need to “win,” the need to look “good,” and the need to appear “fair.”

true

false

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

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

When entering negotiation, a prepared negotiator will understand their own BATNA as well as the other party’s BATNA.

true

false

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

Remember that every possible interdependency has an alternative; negotiators can always say “no” and walk away.

true

false

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

Concessions restrict the range of solution agreement options, but concessions broaden the bargaining range of the negotiations.

true

false

Non-zero-sum situations are ones where many people can achieve their goals and objectives.

true

false

When deciding how to use concessions, negotiators may face the dilemma of honesty – how much they should believe what the other party tells them.

true

false

Differences in time preferences have the potential to create value in a negotiation.

true

false

When two negotiating parties are working toward the same goal and generally want the same outcome, there is no chance for conflict.

true

false

Intragroup conflict occurs between groups.

true

false

Negotiation is a strategy for productively managing conflict.

true

false

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

According to the text, which scenario is *not* one of the three reasons why negotiation occurs?

to create something new that neither party could do on their own

to resolve a problem or dispute between parties

to agree on how to share or divide a limited resource, such as land, or money, or time

to agree on a price and end the haggling over a used car

To most people, the terms “bargaining” and “negotiation” are

mutually exclusive.

interchangeable.

not related.

interdependent.

A situation in which both parties are trying to find a mutually acceptable solution to a complex conflict is known as which of these terms?

mutual gains

win-lose

zero-sum

win-win

Which answer option is *not* a characteristic common to all negotiation situations?

conflict between parties

two or more parties involved

an established set of rules

a voluntary process

Tangible factors

include the price or terms of agreement.

are psychological motivations that influence the negotiations.

include the need to look good in negotiations.

cannot be measured in quantifiable terms.

Which answer option is *not* an intangible factor in a negotiation?

the need to look good

final agreed upon price on a contract

the need to appear “fair” or “honorable”

to maintain a good relationship

Interdependent parties’ relationships are characterized by

interlocking goals.

solitary decision making.

established procedures.

rigid structures.

A zero-sum situation is also known by another name. Which of these terms means the same as “zero sum”?

integrative

distributive

win-lose

mutual adjustment

BATNA stands for

best alternative to a negotiated agreement.

best assignment to a negotiated agreement.

best alternative to a negative agreement.

best alternative to a negative assignment.

Which answer option correctly names the two dilemmas of negotiation?

the dilemma of cost and the dilemma of profit margin

the dilemma of honesty and the dilemma of profit margin

the dilemma of trust and the dilemma of cost

the dilemma of honesty and the dilemma of trust

Which statement is *not* true of concessions?

A concession happens when one party suggests alterations to the other party's proposal.

Concessions restrict the range of solution options.

When a party makes a concession, the bargaining range is constrained.

A concession happens when one party agrees to make change in their own position.

Which of these situations would be appropriate for a value claiming strategy or tactic?

a mutual gains situation

an integrative situation

a distributive situation

a situation in which many people can achieve their goals and objectives

Which situation would be appropriate for a value creating tactic or strategy?

a distributive situation

a non-zero-sum situation

a situation in which there can be only one winner

a zero-sum situation

Which of these definitions correctly describe intragroup conflict?

These conflicts occur within an individual.

These conflicts occur between organizations, ethnic groups, warring nations, or feuding families.

These conflicts occur among team and work group members and within families, classes, living units, and tribes.

These conflicts occur between co-workers, spouses, siblings, roommates, or neighbors.

Which of these elements contribute to conflict's destructive image?

increased communication

misperception and bias

clarifying issues

minimized differences; magnified similarities

Conflicts with which of these characteristics should be considered "easy to resolve" or settled quickly?

situations involving matters of "principle," such as values or ethics

situations with disorganized, or weak leadership

situations involving large or big consequences

situations involving long-term relationships with expected future interaction

An individual who strongly pursues their own outcomes and shows little concern for whether the other party obtains their desired outcomes is using which of these strategies?

yielding

compromising

contending

problem solving

Negotiators pursuing the yielding strategy

show little interest or concern in whether they attain their own outcomes but are quite interested in whether the other party attains their outcomes.

pursue their own outcome strongly and show little concern for whether the other party obtains their desired outcome.

show little interest or concern in whether they attain their own outcomes and they do not show much concern about whether the other party obtains their outcomes.

show high concern for attaining their own outcomes and high concern for whether the other party attains their outcomes.

Parties pursuing which 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 their outcomes?

contending

compromising

yielding

inaction

Which of these situations would the integrating style of conflict management be inappropriate?

when issues are complex

when you believe you may be wrong

when one party alone cannot solve the problem

when an immediate decision is required

What are the three reasons negotiations occur?

Is the give-and-take process used to reach an agreement the “heart of the negotiation” as most people assume?

Is negotiation a voluntary decision, or are we required to negotiate?

Briefly define tangible and intangible factors in negotiation.

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

Define a “zero-sum” situation.

Describe a “mutual gains” situation.

What is BATNA an acronym for?

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

What are concessions in the negotiation process?

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

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

Define synergy.

List the commonly identified four levels of conflict.

Explain how conflict is a potential consequence of interdependent relationships.

How does decreased communication contribute as one of the destructive images of conflict in a negotiation?

Conflict also has productive aspects and one of those is that conflict encourages psychological development. Elaborate.

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?

Describe where on the dual concerns model you would find the “yielding” strategy and briefly describe the yielding strategy.

List the five major strategies for conflict management (as identified in the Dual Concerns model).

Which of these statements concerning characteristics common to negotiation situations is true?

Most people do not expect a “give-and-take” process during negotiations, only “taking.”

A negotiation situation can occur with only one person.

The parties prefer to fight openly rather than to negotiate.

Individuals in Western culture tend to not negotiate enough.

When a negotiator shows an urge to win that defies logic, which of these factors is not likely to be present?

rivalry.

sweeteners.

attorneys.

an audience.

_____ parties are able to meet their own needs without assistance, while

_____ parties must rely on others for what they need.

Independent; interdependent

Dependent; interdependent

Dependent; independent

Independent; dependent

This continues throughout the negotiation as both parties act to influence the other; it is one of the key causes of the changes that occur during a negotiation.

mutual adjustment

contending

value claiming

yielding

Briefly describe the dilemma of honesty and the dilemma of trust.

Which statement is true concerning the implications of most negotiations being a combination of both claiming value and creating value?

Negotiators only need to know how to claim value.

Negotiators must be comfortable using either one or the other major strategic approaches.

Negotiator perceptions tend to be biased toward seeing problems as more distributive than they really are.

Negotiators only need to know how to create value, the claiming is a mutual adjustment.

When considering the Conflict Diagnosis Model, which answer option describes a situation where the conflict may be difficult to resolve?

small stakes

issue is a “matter of principle”

party interdependence is a positive sum

party structure is organized

When contemplating the dual concerns model, negotiators pursuing this strategy show high concern for attaining their own outcomes and high concern for whether the other party attains their outcomes.

yielding

compromising

problem-solving

contending

Answer Key

Test name: Ch1_Essentials of Negotiation_2025

[negotiate, negotiating, negotiation]

bargaining

interdependence

intangible

[tangibles, intangibles]

Dependent

interdependent

negative

positive

BATNA

mutual

[positions, position]

concession

trust

distributive

integrative

Intragroup

conflict

dual concerns

[contending, competing, dominating]

FALSE

FALSE

TRUE

TRUE

TRUE

FALSE

FALSE

FALSE

TRUE

TRUE

TRUE

TRUE

FALSE

TRUE

FALSE

TRUE

FALSE

FALSE

TRUE

TRUE

D

B

D

C

A

B

A

B

A

D

A

C

B

C

B

D

C

A

D

D

Short Answer

Short Answer

Short Answer

Short Answer

Short Answer

Short Answer

Short Answer

Short Answer

Short Answer

Short Answer

Short Answer

Short Answer

Short Answer

Short Answer

Short Answer

Short Answer

Short Answer

Short Answer

Short Answer

Short Answer

D

B

D

A

Short Answer

C

B

C