

Student name: _____

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

When both negotiating parties make adjustments and move toward the “middle” of their opposing positions, they are compromising.

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

A distributive situation is a mutual-gains situation, also known as a non-zero-sum 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 of the following is not a reason 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 unfamiliar with the textbook, the words "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 the following?

bargaining

win-lose

zero-sum

win-win

Which is not a characteristic of 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 of the following 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 the following terms means the same thing as "zero-sum"?

integrative

distributive

mutual gains

mutual adjustment

Which of the following statements is true of a negotiator's BATNA?

A negotiator's BATNA often changes during negotiation.

Saying "no" and walking away from negotiations is not a BATNA option.

A negotiator should only be concerned with their own BATNA.

A BATNA only offers a negotiator dependence on someone else.

What are 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 of the following statements 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 a change in their own position.

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

a distributive situation

a non-zero-sum situation

a situation where there can be only one winner

a zero-sum situation

One of the four levels of conflict is intragroup conflict. Which of the following descriptions fit 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 the following is considered a function or a benefit of conflict?

generalizations are common

organizational practices are challenged

there is a rise of competitive goals

parties are more committed to their beliefs

Conflicts with which of the following characteristics should be considered "easy to resolve" or be 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 pursues his or her own outcomes strongly and shows little concern for whether the other party obtains their desired outcomes is using which of the following 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 his or her outcomes.

pursue their own outcome strongly and shows little concern for whether the other party obtains his or her desired outcome.

show 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.

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

Parties pursuing which strategy shows 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?

contending

compromising

inaction

yielding

Which of the following 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?

Briefly define independent, dependent, and interdependent relationships.

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.

Compare intrapersonal and interpersonal conflict.

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)?

Answer Key

Test name: Ch1_Negotiation_9e

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