

*Test Bank for Essentials of Negotiation
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Correct answers located at the end of the chapter.

- 1) Negotiation is a process reserved only for the skilled diplomat, top salesperson, or ardent advocate for an organized lobby.
 - ☐ true
 - ☐ false

- 2) 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

- 3) Negotiation situations have the same fundamental characteristics.
 - ☐ true
 - ☐ false

- 4) A creative negotiation that meets the objectives of all sides may not require compromise.
 - ☐ true
 - ☐ false

- 5) One characteristic common to all negotiation situations is that both parties negotiate by choice, as negotiation is largely a voluntary process.
 - ☐ true
 - ☐ false

- 6) 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

- 7) 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
- 8) 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
- 9) When entering negotiation, a prepared negotiator will understand their own BATNA as well as the other party's BATNA.
- ☐ true
 - ☐ false
- 10) 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
- 11) Remember that every possible interdependency has an alternative; negotiators can always say “no” and walk away.
- ☐ true
 - ☐ false
- 12) 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

- 13) Concessions restrict the range of solution agreement options, but concessions broaden the bargaining range of the negotiations.
- ☐ true
 - ☐ false
- 14) Non-zero-sum situations are ones where many people can achieve their goals and objectives.
- ☐ true
 - ☐ false
- 15) 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
- 16) Differences in time preferences have the potential to create value in a negotiation.
- ☐ true
 - ☐ false
- 17) When two negotiating parties are working toward the same goal and generally want the same outcome, there is no chance for conflict.
- ☐ true
 - ☐ false
- 18) Intragroup conflict occurs between groups.
- ☐ true
 - ☐ false
- 19) Negotiation is a strategy for productively managing conflict.
- ☐ true
 - ☐ false

- 20) 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
- 21) According to the text, which scenario is *not* one of the three reasons why negotiation occurs?
- A) to create something new that neither party could do on their own
 - B) to resolve a problem or dispute between parties
 - C) to agree on how to share or divide a limited resource, such as land, or money, or time
 - D) to agree on a price and end the haggling over a used car
- 22) To most people, the terms “bargaining” and “negotiation” are
- A) mutually exclusive.
 - B) interchangeable.
 - C) not related.
 - D) interdependent.
- 23) 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?
- A) mutual gains
 - B) win-lose
 - C) zero-sum
 - D) win-win
- 24) Which answer option is *not* a characteristic common to all negotiation situations?
- A) conflict between parties
 - B) two or more parties involved
 - C) an established set of rules
 - D) a voluntary process

- 25) Tangible factors
- A) include the price or 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.
- 26) Which answer option is *not* an intangible factor in a negotiation?
- A) the need to look good
 - B) final agreed upon price on a contract
 - C) the need to appear “fair” or “honorable”
 - D) to maintain a good relationship
- 27) Interdependent parties’ relationships are characterized by
- A) interlocking goals.
 - B) solitary decision making.
 - C) established procedures.
 - D) rigid structures.
- 28) A zero-sum situation is also known by another name. Which of these terms means the same as “zero sum”?
- A) integrative
 - B) distributive
 - C) win-lose
 - D) mutual adjustment
- 29) 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.

- 30) Which answer option correctly names 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
- 31) Which statement is *not* true of concessions?
- A) A concession happens when one party suggests alterations to the other party's proposal.
 - B) Concessions restrict the range of solution options.
 - C) When a party makes a concession, the bargaining range is constrained.
 - D) A concession happens when one party agrees to make change in their own position.
- 32) Which of these situations would be appropriate for a value claiming strategy or tactic?
- A) a mutual gains situation
 - B) an integrative situation
 - C) a distributive situation
 - D) a situation in which many people can achieve their goals and objectives
- 33) Which situation would be appropriate for a value creating tactic or strategy?
- A) a distributive situation
 - B) a non-zero-sum situation
 - C) a situation in which there can be only one winner
 - D) a zero-sum situation
- 34) Which of these definitions correctly describe intragroup conflict?
- A) These conflicts occur within an individual.
 - B) These conflicts occur between organizations, ethnic groups, warring nations, or feuding families.
 - C) These conflicts occur among team and work group members and within families, classes, living units, and tribes.
 - D) These conflicts occur between co-workers, spouses, siblings, roommates, or neighbors.

- 35) Which of these elements contribute to conflict's destructive image?
- A) increased communication
 - B) misperception and bias
 - C) clarifying issues
 - D) minimized differences; magnified similarities
- 36) Conflicts with which of these characteristics should be considered "easy to resolve" or settled quickly?
- A) situations involving matters of "principle," such as values or ethics
 - B) situations with disorganized, or weak leadership
 - C) situations involving large or big consequences
 - D) situations involving long-term relationships with expected future interaction
- 37) 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?
- A) yielding
 - B) compromising
 - C) contending
 - D) problem solving
- 38) 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 their outcomes.
 - B) pursue their own outcome strongly and show little concern for whether the other party obtains their desired outcome.
 - C) 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.
 - D) show high concern for attaining their own outcomes and high concern for whether the other party attains their outcomes.

- 39) 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?
- A) contending
 - B) compromising
 - C) yielding
 - D) inaction
- 40) Which of these situations would the integrating style of conflict management be inappropriate?
- A) when issues are complex
 - B) when you believe you may be wrong
 - C) when one party alone cannot solve the problem
 - D) when an immediate decision is required
- 41) Which of these statements concerning characteristics common to negotiation situations is true?
- A) Most people do not expect a “give-and-take” process during negotiations, only “taking.”
 - B) A negotiation situation can occur with only one person.
 - C) The parties prefer to fight openly rather than to negotiate.
 - D) Individuals in Western culture tend to not negotiate enough.
- 42) When a negotiator shows an urge to win that defies logic, which of these factors is not likely to be present?
- A) rivalry.
 - B) sweeteners.
 - C) attorneys.
 - D) an audience.

- 43) _____ parties are able to meet their own needs without assistance, while _____ parties must rely on others for what they need.
- A) Independent; interdependent
 - B) Dependent; interdependent
 - C) Dependent; independent
 - D) Independent; dependent
- 44) 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.
- A) mutual adjustment
 - B) contending
 - C) value claiming
 - D) yielding
- 45) Which statement is true concerning the implications of most negotiations being a combination of both claiming value and creating value?
- A) Negotiators only need to know how to claim value.
 - B) Negotiators must be comfortable using either one or the other major strategic approaches.
 - C) Negotiator perceptions tend to be biased toward seeing problems as more distributive than they really are.
 - D) Negotiators only need to know how to create value, the claiming is a mutual adjustment.
- 46) When considering the Conflict Diagnosis Model, which answer option describes a situation where the conflict may be difficult to resolve?
- A) small stakes
 - B) issue is a “matter of principle”
 - C) party interdependence is a positive sum
 - D) party structure is organized

- 47) 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.
- A) yielding
 - B) compromising
 - C) problem-solving
 - D) contending
- 48) 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.
- 49) 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.
- 50) The relationship between people and groups that most often leads them to need to negotiate is called _____.
- 51) 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.
- 52) Successful negotiation involves the management of _____ (e.g., the price or the terms of agreement) and also the resolution of _____.
- 53) _____ 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.
- 54) 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.

- 55) 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.
- 56) 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.
- 57) 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 _____.
- 58) Negotiation is a process that transforms over time, and _____ adjustment is one of the key causes of the changes that occur during a negotiation.
- 59) Negotiations often begin with statements of opening _____ where each party states its most preferred settlement proposal.
- 60) When one party accepts a change in their position, a/an _____ has been made.
- 61) Two of the dilemmas in mutual adjustment that all negotiators face are the dilemma of honesty and the dilemma of _____.
- 62) When negotiators employ win-lose strategies and tactics in a zero-sum situation, this approach to negotiation is called _____ bargaining.
- 63) In non-zero-sum, or mutual gains situations, negotiators should employ win-win strategies and tactics. This approach to negotiation is called _____ negotiation.
- 64) _____ conflict affects the ability of the group to make decisions, work productively, resolve its differences, and continue to achieve its goals effectively.

- 65) Most people initially believe that _____ is always bad or dysfunctional.
- 66) The two-dimensional framework called the _____ model postulates that people in conflict have two independent types of concern.
- 67) Threats, punishment, intimidation, and unilateral action are consistent with a _____ strategy for conflict management.
- 68) What are the three reasons negotiations occur?
- 69) Is the give-and-take process used to reach an agreement the “heart of the negotiation” as most people assume?
- 70) Is negotiation a voluntary decision, or are we required to negotiate?
- 71) Briefly define tangible and intangible factors in negotiation.

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

73) Define a “zero-sum” situation.

74) Describe a “mutual gains” situation.

75) What is BATNA an acronym for?

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

77) What are concessions in the negotiation process?

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

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

80) Define synergy.

81) List the commonly identified four levels of conflict.

- 82) Explain how conflict is a potential consequence of interdependent relationships.
- 83) How does decreased communication contribute as one of the destructive images of conflict in a negotiation?
- 84) Conflict also has productive aspects and one of those is that conflict encourages psychological development. Elaborate.
- 85) 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?
- 86) Describe where on the dual concerns model you would find the “yielding” strategy and briefly describe the yielding strategy.

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

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

Answer Key

Test name: Chapter 01

- 1) FALSE
- 2) FALSE
- 3) TRUE
- 4) TRUE
- 5) TRUE
- 6) FALSE
- 7) FALSE
- 8) FALSE
- 9) TRUE
- 10) TRUE
- 11) TRUE
- 12) TRUE
- 13) FALSE
- 14) TRUE
- 15) FALSE
- 16) TRUE
- 17) FALSE
- 18) FALSE
- 19) TRUE
- 20) TRUE
- 21) D
- 22) B
- 23) D
- 24) C
- 25) A
- 26) B
- 27) A
- 28) B
- 29) A
- 30) D
- 31) A
- 32) C
- 33) B
- 34) C
- 35) B
- 36) D
- 37) C

- 38) A
- 39) D
- 40) D
- 41) D
- 42) B
- 43) D
- 44) A
- 45) C
- 46) B
- 47) C
- 48) negotiate
- 49) bargaining
- 50) interdependence
- 51) intangible
- 52) tangibles
- 53) Dependent
- 54) interdependent
- 55) negative
- 56) positive
- 57) BATNA
- 58) mutual
- 59) positions
- 60) concession
- 61) trust
- 62) distributive
- 63) integrative
- 64) Intragroup
- 65) conflict
- 66) dual concerns
- 67) [contending, competing, dominating]
- 68) Short Answer
- 69) Short Answer
- 70) Short Answer
- 71) Short Answer
- 72) Short Answer
- 73) Short Answer
- 74) Short Answer
- 75) Short Answer
- 76) Short Answer
- 77) Short Answer

- 78) Short Answer
- 79) Short Answer
- 80) Short Answer
- 81) Short Answer
- 82) Short Answer
- 83) Short Answer
- 84) Short Answer
- 85) Short Answer
- 86) Short Answer
- 87) Short Answer
- 88) Short Answer