

Chapter 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 or dysfunctional.

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. 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

28. 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

29. 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

30. 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

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

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 known as which of the following?

A. mutual gains

B. win-lose

C. zero-sum

D. win-win

E. None of the above.