**Chapter 1 Introduction**

**True/False**

1. Interests are the specific items or terms you actually negotiate and are generally the first thing that we think of when we anticipate negotiating.

Answer: False

1. Issues are the specific items or terms you actually negotiate.

Answer: True

1. Interests are what you hope to accomplish to address your underlying concerns, needs, desires, or fears.

Answer: True

1. The best possible outcome in a negotiation is when one party gets exactly what they wanted regardless of whether or not the other party is satisfied.

Answer: False

1. Successful negotiators know that people respond to incentives and that you can often get more for yourself by understanding and offering the other party what she wants.

Answer: True

1. As long as you have identified your interests and issues, there is no need to prioritize them.

Answer: False

1. The first step in preparing for a negotiation is to define your interests.

Answer: True

1. The least important part of preparation for a negotiation is research.

Answer: False

1. The rights approach to ethics focuses on the fair and impartial creation and application of rules.

Answer: False

1. The utilitarian approach to ethics holds the best alternative is the one that provides the greatest good and the least harm for the greatest number, although individuals may suffer as a result.

Answer: True

**Short Answer/Fill-in-the-Blank**

1. A discord of action, feeling, or effect, or incompatibility or interference is known as \_\_\_\_\_.

Answer: conflict

1. When people are neither completely dependent nor completely independent they are said to be \_\_\_\_\_\_.

Answer: interdependent

1. What you hope to accomplish to address your underlying concerns, needs, desires, or fears are referred to as \_\_\_\_\_\_.

Answer: interests

1. \_\_\_\_\_\_ are the specific items or terms you negotiate.

Answer: issues

1. To \_\_\_\_\_\_ is to arrange for or bring about by discussion and settlement of terms.

Answer: negotiate

1. The \_\_\_\_\_\_ approach to ethics maintains ethical decisions are ones that protect the rights of individuals (e.g., privacy, free speech), although it might not result in the greatest efficiency or total value.

Answer: rights

1. The \_\_\_\_\_\_ approach to ethics focuses on the fair and impartial creation and application of rules.

Answer: justice

1. In most cases, successful negotiators, regardless of their experience level, spend more time \_\_\_\_\_\_\_\_ for a negotiation than they actually do negotiating.

Answer: preparing

1. You can often get more for yourself by understanding and offering the other party \_\_\_\_\_\_\_\_.

Answer: incentives

1. \_\_\_\_\_\_ are what you hope to accomplish to address your underlying concerns, need, desires, or fears.

Answer: Interests

1. Successful negotiators know that people respond to \_\_\_\_\_\_\_\_\_ and that you can often get more for yourself by understanding and offering the other party what he or she wants.

Answer: Incentives

**Multiple Choice**

1. Which of the following are examples of why people study negotiations?
2. To eliminate the possibility that someone will take advantage of you.
3. To help you do things you usually don’t want to do.
4. To develop non-transferable critical skills
5. To reduce time and resources spent on uncooperative people.

Answer: D. To reduce time and resources spent on uncooperative people

1. Implicit in all negotiations is that the parties are:
   1. dependent.
   2. independent.
   3. interdependent.
   4. Any of the above.

Answer: C. interdependent.

1. Which of the following is a reason why people may not negotiate?
   1. They assume the price is not negotiable.
   2. They don’t want the other party to think they are poor.
   3. They are embarrassed to ask for a better outcome.
   4. All of the above.

Answer: D. All of the above.

1. Which of the following is **not** an example of an issue in a car negotiation?
   1. Sound system
   2. Price
   3. Safety rating
   4. Extended warranty

Answer: C. Safety rating

1. The \_\_\_\_\_\_\_\_\_ approach to ethics focuses on the fair and impartial creation and application of rules.
   1. rights
   2. justice
   3. utilitarian
   4. democratic

Answer: B. justice

1. The \_\_\_\_\_\_\_\_\_ approach to ethics seeks to provide the greatest good for the greatest number.
   1. rights
   2. justice
   3. utilitarian
   4. democratic

Answer: B. utilitarian

1. The \_\_\_\_\_\_\_\_\_ approach to ethics focuses on protecting every individual but may not result in the greatest efficiency or total value.
   1. rights
   2. justice
   3. utilitarian
   4. democratic

Answer: B. rights

1. The utilitarian approach to ethics is best defined as:
2. The approach where individuals will receive the greatest good and least harm, although the greatest number of people may suffer.
3. The approach where most individuals receive the greatest good and no harm.
4. The approach that provides the greatest good and the least harm for the greatest number, although individuals may suffer.
5. The approach that provides the greatest good and the least harm for the greatest number and no individuals suffer.

Answer: C. The approach that provides the greatest good and the least harm for the greatest number, although individuals may suffer.

1. Which of the following is **not** an example of an incentive?
2. Offering your employees an extra day off if they stay late to help.
3. Giving employees a signing bonus.
4. Tuition reimbursement based on grades.
5. Holding an annual company picnic.

Answer: D. Holding an annual company picnic.

1. Which of the following is the best sequence to follow in preparing for a negotiation?
2. 1. Clarify goals and interests, and prioritize. 2. Identify issues. 3. Explore alternatives. 4. Plan what you will say. 5. Anticipate what the other party will say and how she will react to your proposal(s).
3. 1. Identify issues. 2. Clarify goals and interests, and prioritize. 3. Explore alternatives. 4. Anticipate what the other party will say and how she will react to your proposal(s). 5. Plan what you will say.
4. 1. Plan what you will say. 2. Anticipate what the other party will say and how she will react to your proposal(s). 3. Identify issues. 4. Clarify goals and interests, and prioritize. 5. Explore alternatives.
5. 1. Clarify goals and interests, and prioritize. 2. Explore alternatives. 3. Identify issues. 4. Plan what you will say. 5. Anticipate what the other party will say and how she will react to your proposal(s).

Answer: A. 1. Clarify goals and interests, and prioritize. 2. Identify issues. 3. Explore alternatives. 4. Plan what you will say. 5. Anticipate what the other party will say and how she will react to your proposal(s).

1. Which of the following is **not** true about negotiation and dispute resolution?
2. Negotiations and conflict resolution are learnable, transferable skills.
3. The processes can be used in a multitude of work-related and non-work-related situations to obtain better outcomes and improve relationships.
4. In negotiation it is usually not important to build relationships.
5. One’s comfort level with negotiation and dispute resolution can be context dependent.

Answer: C. In negotiation it is not important to build relationships.

**Essay**

1. Describe the six characteristics of negotiation using a negotiation with which you are familiar.
2. Describe a negotiation in which you have been a party and evaluate your effectiveness.
3. Describe something you are likely to negotiate in the next 5 years and how you will prepare for that negotiation.
4. Discuss the steps in preparing for a negotiation.
5. Explain the difference between interests and issues.
6. Evaluate the role of incentives in a negotiation with which you are familiar.
7. Describe three types of conflict and provide an example of each.
8. Compare and contrast the justice, rights, and utilitarian approaches to ethics.