Negotiation 8th edition Lewicki Test Bank

SKU: 9781260043648-TEST-BANK

Negotiation, 8e **(Lewicki)**
Chapter 2 Strategy and Tactics of Distributive Bargaining

1) When resources are fixed and limited, and both parties want to maximize their share, the parties are in a _____ bargaining situation.

Answer: distributive, competitive, win-lose
Topic: Strategy and Tactics of Distributive Bargaining
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
Accessibility: Keyboard Navigation

2) Whether or not one or both parties in a distributive bargaining situation achieve their objectives will depend upon the strategies and _____ they employ.

Answer: tactics
Topic: Strategy and Tactics of Distributive Bargaining
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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3) The _____ point is the point beyond which a person will not go and would rather break off negotiations.

Answer: resistance
Topic: The Distributive Bargaining Situation
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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4) The spread between the resistance points is called the _____ range.

Answer: bargaining, settlement
Topic: The Distributive Bargaining Situation
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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5) A _____ bargaining range occurs when the buyer's resistance point is above the seller's.

Answer: positive
Topic: The Distributive Bargaining Situation
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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6) _____ are important because they give the negotiator power to walk away from any negotiation when the emerging deal is not very good.

Answer: Alternatives
Topic: The Role of Alternatives to a Negotiated Agreement
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
Accessibility: Keyboard Navigation

7) The package of issues for negotiation is the _____ mix, and each item in the mix has its own starting, target, and resistance points.

Answer: bargaining
Topic: Bargaining Mix
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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8) Central to planning the strategy and tactics for distributive bargaining is effectively locating the other party's _____ point and the relationship to your own.

Answer: resistance
Topic: Influencing the Other Party's Resistance Point
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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9) When Party A was obtaining information about Party B's target and resistance points, Party A determined what information Party B likely used to set their points and then determined how Party B interpreted the information. This is an example of a(n) _____ assessment.

Answer: indirect
Topic: Assess the Other Party's Target
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
Accessibility: Keyboard Navigation

10) With the _____ incompetence approach, the negotiating agent does not have all the necessary information, making it impossible to leak information.

Answer: calculated
Topic: Manage the Other Party's Impressions of Your Target; Resistance Point, and Cost of Terminating Negotiations
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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11) Negotiators may enhance their position by using the _____ presentation method, revealing only the facts necessary to support their case.

Answer: selective
Topic: Manage the Other Party's Impressions of Your Target; Resistance Point, and Cost of Terminating Negotiations
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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12) One fo the three ways to manipulate the costs of delay in negotiation is to plan _____ action, such as public picketing.

Answer: disruptive
Topic: Manipulate the Actual Costs of Delaying or Terminating Negotiations
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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13) Negotiators need to be sensitive to two factors when creating offers: the first is value characteristics, and the second is _____ characteristics.

Answer: content
Topic: Positions Taken during Negotiation
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
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14) During opening offers, the fundamental question is whether the opening offer should be _____ or modest.

Answer: exaggerated, high, extreme
Topic: Opening Offers
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
Accessibility: Keyboard Navigation

15) To communicate the most effective message, a negotiator should try to send a consistent message through both the opening offer and the opening _____.

Answer: stance
Topic: Opening Stance
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
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16) An opening offer is usually met with a _____, and both of these define the initial bargaining range.

Answer: counteroffer
Topic: Initial Concessions
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
Accessibility: Keyboard Navigation

17) The purpose of a _____ is to remove ambiguity about the negotiator's intended course of action, it signals an intention to take this action, make this decision, or pursue this objective.

Answer: commitment
Topic: Commitment
Learning Objective: 02-03 Appreciate the role of commitment in distributive bargaining.
Accessibility: Keyboard Navigation

18) A commitment statement has three properties: a high degree of finality, a high degree of specificity, and a clear statement of _____.

Answer: consequences, outcomes
Topic: Establishing a Commitment
Learning Objective: 02-03 Appreciate the role of commitment in distributive bargaining.
Accessibility: Keyboard Navigation

19) One way to create a commitment is through a _____ pronouncement because a commitment statement increases in potency when more people know about it.

Answer: public, open
Topic: Establishing a Commitment
Learning Objective: 02-03 Appreciate the role of commitment in distributive bargaining.
Accessibility: Keyboard Navigation

20) It is important to prevent the other party from becoming _____ as you then lose all the advantages of such a position.

Answer: committed
Topic: Preventing the Other Party from Committing Prematurely
Learning Objective: 02-03 Appreciate the role of commitment in distributive bargaining.
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21) When assessing the quality of the agreement, two categories of outcomes are important: objective outcomes and _____ value.

Answer: subjective
Topic: Assessing the Quality of the Agreement
Learning Objective: 02-03 Appreciate the role of commitment in distributive bargaining.
Accessibility: Keyboard Navigation

22) Research suggests that _____ tactics may have no effect on negotiation outcomes and may even backfire.

Answer: hardball
Topic: Hardball Tactics
Learning Objective: 02-04 Identify hardball tactics and learn how to counter them.
Accessibility: Keyboard Navigation

23) Negotiators using the _____ hardball tactic pretend that an issue of little or no importance to them is quite important, and then later trade the same issue for a major concession.

Answer: bogey
Topic: Typical Hardball Tactics
Learning Objective: 02-04 Identify hardball tactics and learn how to counter them.
Accessibility: Keyboard Navigation

24) Negotiators using the hardball _____ tactic ask for a proportionally small concession on an item that has not been discussed previously in order to close the deal.

Answer: nibble
Topic: Typical Hardball Tactics
Learning Objective: 02-04 Identify hardball tactics and learn how to counter them.
Accessibility: Keyboard Navigation

25) Out of all the hardball tactics, the _____ tactic is very difficult for a negotiator to defend against.

Answer: chicken
Topic: Typical Hardball Tactics
Learning Objective: 02-04 Identify hardball tactics and learn how to counter them.
Accessibility: Keyboard Navigation

26) A distributive bargaining situation is also called competitive or win-win bargaining.

Answer: FALSE
Topic: Strategy and Tactics of Distributive Bargaining
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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27) Distributive bargaining strategies and tactics are useful when a negotiator wants to maximize the value obtained in a single deal, when the relationship with the other party is not important, and when they are at the claiming-value stage of negotiations.

Answer: TRUE
Topic: Strategy and Tactics of Distributive Bargaining
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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28) The resistance point is the point at which a negotiator would like to conclude negotiations.

Answer: FALSE
Topic: The Distributive Bargaining Situation
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
Accessibility: Keyboard Navigation

29) Both parties to a negotiation should establish their starting, target and resistance point before beginning negotiation.

Answer: TRUE
Topic: The Distributive Bargaining Situation
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
Accessibility: Keyboard Navigation

30) The spread between the resistance points, called the bargaining range, settlement range, or zone of potential agreement, is particularly important.

Answer: TRUE
Topic: The Distributive Bargaining Situation
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
Accessibility: Keyboard Navigation

31) A negative bargaining range occurs when the buyer's resistance point is above the seller's.

Answer: FALSE
Topic: The Distributive Bargaining Situation
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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32) Negotiations with a positive settlement range are obvious from the beginning.

Answer: FALSE
Topic: The Distributive Bargaining Situation
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
Accessibility: Keyboard Navigation

33) The package of issues for negotiation is the bargaining mix and each item in the mix has its own starting, target, and resistance points.

Answer: TRUE
Topic: Bargaining Mix
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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34) The more you can do to convince the other party that his or her costs of delay or aborting negotiations will be costly, the more likely he or she will be to establish a modest resistance point.

Answer: TRUE
Topic: Influencing the Other Party's Resistance Point
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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35) When managing the other party's impressions of your target, resistance points, and cost of terminating negotiations, direct action is important at the beginning of negotiations and screening activities are more useful later on.

Answer: FALSE
Topic: Manage the Other Party's Impressions of Your Target; Resistance Point, and Cost of Terminating Negotiations
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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36) When negotiating through a representative during group negotiations, an approach called "calculated incompetence" means the negotiator is intentionally given false or misleading information to reveal to the other party.

Answer: FALSE
Topic: Manage the Other Party's Impressions of Your Target; Resistance Point, and Cost of Terminating Negotiations
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
Accessibility: Keyboard Navigation

37) Selective presentation can be used to lead the other party to form the desired impression of your resistance point or to open up new possibilities for agreement that are more favorable to the presenter than those that currently exist.

Answer: TRUE
Topic: Manage the Other Party's Impressions of Your Target; Resistance Point, and Cost of Terminating Negotiations
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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38) Studies indicate that negotiators who make low or modest opening offers get higher settlements than do those who make extreme opening offers.

Answer: FALSE
Topic: Opening Offers
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
Accessibility: Keyboard Navigation

39) Parties feel better about a settlement when negotiations involve a progression of concessions.

Answer: TRUE
Topic: Role of Concessions
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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40) If a major concession has been made on a significant point, it is expected that the reciprocal concession will be on the same item or one of similar weight and comparable magnitude.

Answer: TRUE
Topic: Role of Concessions
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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41) When successive concessions get smaller, it may mean the concession maker's position is getting firmer or it may simply indicate that there is little room left to move.

Answer: TRUE
Topic: Pattern of Concession Making
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
Accessibility: Keyboard Navigation

42) Negotiators may want to get the other party out of a committed position, and many times that party will also want a way out.

Answer: TRUE
Topic: Finding Ways to Abandon a Committed Position
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
Accessibility: Keyboard Navigation

43) A commitment is often interpreted by the other party as a threat—if the other does not comply, some set of negative consequences will occur.

Answer: TRUE
Topic: Commitment
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
Accessibility: Keyboard Navigation

44) A commitment statement has three properties: a high degree of finality, a high degree of specificity, and a clear statement of consequences.

Answer: TRUE
Topic: Establishing a Commitment
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
Accessibility: Keyboard Navigation

45) All the advantages of a committed position work against a negotiator when the other party becomes committed, so it is important to try to prevent the other negotiator from becoming committed.

Answer: TRUE
Topic: Preventing the Other Party from Committing Prematurely
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
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46) During distributive bargaining, hardball negotiation tactics are generally the most effective approach.

Answer: FALSE
Topic: Hardball Tactics
Learning Objective: 02-04 Identify hardball tactics and learn how to counter them.
Accessibility: Keyboard Navigation

47) Using the nibble as a hardball tactic means pretending a low-priority item is important in order to trade it for a concession on another item.

Answer: FALSE
Topic: Typical Hardball Tactics
Learning Objective: 02-04 Identify hardball tactics and learn how to counter them.
Accessibility: Keyboard Navigation

48) To respond to hardball tactics, a negotiator must identify the tactic quickly and understand what it is and how it works.

Answer: TRUE
Topic: Dealing with Typical Hardball Tactics
Learning Objective: 02-04 Identify hardball tactics and learn how to counter them.
Accessibility: Keyboard Navigation

49) The best response to the chicken tactic is to challenge the other party by responding with one's own chicken tactic, thereby calling the other's bluff.

Answer: FALSE
Topic: Typical Hardball Tactics
Learning Objective: 02-04 Identify hardball tactics and learn how to counter them.
Accessibility: Keyboard Navigation

50) When faced with another party's aggressive behavior hardball tactics, an excellent response is to halt the negotiations in order to discuss the negotiation process itself.

Answer: TRUE
Topic: Typical Hardball Tactics
Learning Objective: 02-04 Identify hardball tactics and learn how to counter them.
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51) Distributive bargaining strategies
A) are the most efficient negotiating strategies to use.
B) are used in all interdependent relationships.
C) are useful in maintaining long-term relationships.
D) can cause negotiators to ignore what the parties have in common.

Answer: D
Topic: Strategy and Tactics of Distributive Bargaining
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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52) The target point is the
A) point at which a negotiator would like to conclude negotiations.
B) negotiator's bottom line.
C) first offer a negotiator quotes to his opponent.
D) initial price set by the seller.

Answer: A
Topic: The Distributive Bargaining Situation
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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53) Starting points
A) are usually contained in the opening statements each negotiator makes.
B) are usually learned or inferred as negotiations get under way.
C) are not known to the other party.
D) are given up as concessions are made.

Answer: A
Topic: The Distributive Bargaining Situation
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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54) Which of the following terms does not describe the spread between both parties' resistance points?
A) lowball/highball
B) bargaining range
C) zone of potential agreement
D) settlement range

Answer: A
Topic: The Distributive Bargaining Situation
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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55) In the distributive bargaining situation, the resistance point is
A) an initial price set by the seller.
B) a negotiator's bottom line.
C) a target point set by the buyer.
D) a negotiator's optimal goal.

Answer: B
Topic: The Distributive Bargaining Situation
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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56) When attempting to weaken the other party's resistance point, a negotiator may try to
A) reduce the other party's estimate of their own cost of delay or impasse.
B) increase the other party's perception of the value of an issue.
C) reduce the other party's perception that you value an asset.
D) reduce the other party's estimate of your cost of delay or impasse.

Answer: D
Topic: Influencing the Other Party's Resistance Point
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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57) Negotiators can take direct action to present facts that will directly enhance their position or make it appear stronger to the other party. Which of the following is not an example of a direct action to alter the other party's impressions?
A) justifying your position and desired outcome
B) displaying an emotional reaction
C) picketing
D) selective presentation

Answer: C
Topic: Manage the Other Party's Impressions of Your Target; Resistance Point, and Cost of Terminating Negotiations
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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58) All of the following tactics are ways to manipulate the cost of delay in negotiations, except
A) insert spies into the camp of the other party.
B) manipulate the scheduling of negotiations.
C) form an alliance with outsiders.
D) plan disruptive action.

Answer: A
Topic: Manipulate the Actual Costs of Delaying or Terminating Negotiations
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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59) Negotiators need to screen information about their own positions and represent those positions as they would like the other to believe. Which of the following statements is not true of screening activities?
A) Screening activities are more important at the end of negotiation.
B) The simplest way to screen a position is to say and do as little as possible.
C) During team negotiations, channeling all communication through a team spokesperson is an effective screening technique.
D) In group negotiations, a useful screening approach is calculated incompetence.

Answer: A
Topic: Manage the Other Party's Impressions of Your Target; Resistance Point, and Cost of Terminating Negotiations
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60) Which of the following statements concerning positions taken during negotiation is true?
A) Party positions typically do not change during negotiation.
B) Content characteristics involve how much the issues and options of different issues are worth to a negotiator.
C) Research suggests that making the first offer in a negotiation is advantageous to the negotiator making the offer.
D) The main decision a negotiator must make about the opening offer is what attitude to adopt during the negotiations.

Answer: C
Topic: Positions Taken during Negotiation
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
Accessibility: Keyboard Navigation

61) The initial bargaining range is defined by
A) the opening stance and the initial concession.
B) the initial round of concessions.
C) the bargaining mix and the opening stance.
D) the opening offer and the counteroffer.

Answer: D
Topic: Initial Concessions
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
Accessibility: Keyboard Navigation

62) What action can be taken after the first round of offers?
A) insist on the original position
B) make some concessions
C) make no concessions
D) All of these choices are correct.

Answer: D
Topic: Initial Concessions
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
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63) Good distributive bargainers will
A) begin negotiations with the other party with an opening offer close to their own resistance point.
B) ensure that there is enough room in the bargaining range to make some concessions.
C) accept an offer that is presented as a fait *accompli*.
D) immediately concede to the other party's target point.

Answer: B
Topic: Role of Concessions
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
Accessibility: Keyboard Navigation

64) Parties feel better about a settlement when negotiations involve a(n)
A) immediate settlement.
B) single round of concessions.
C) progression of concessions.
D) fait accompli.

Answer: C
Topic: Role of Concessions
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
Accessibility: Keyboard Navigation

65) What statement about the role of concessions is false?
A) Concessions are central to negotiations.
B) Concessions is another word for adjustments in position.
C) Concession making exposes the concession maker to some risk.
D) Reciprocating concessions is a haphazard process.

Answer: D
Topic: Role of Concessions
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
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66) Which of the following is not one of the four avenues of escaping commitments stated in the text?
A) let it die silently
B) use intimidation
C) plan a way out
D) restate the commitment in more general terms
E) All of these choices are correct.

Answer: B
Topic: Finding Ways to Abandon a Committed Position
Learning Objective: 02-03 Appreciate the role of commitment in distributive bargaining.
Accessibility: Keyboard Navigation

67) When successive concessions get smaller, the most obvious message is that
A) the negotiator is reaching the fatigue point.
B) the resistance point is being approached.
C) the concession maker's position is weakening.
D) the negotiator has passed the resistance point.

Answer: B
Topic: Pattern of Concession Making
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
Accessibility: Keyboard Navigation

68) This hardball tactic has many weaknesses, including its transparency. Negotiators can counter and deflate the tactic by openly stating what the negotiators are doing. Which hardball tactic does this describe?
A) the bogey
B) the snow job
C) good cop/bad cop
D) chicken

Answer: C
Topic: Typical Hardball Tactics
Learning Objective: 02-04 Identify hardball tactics and learn how to counter them.
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69) One definition of _____ is the taking of a bargaining position with some explicit or implicit pledge regarding the future course of action.
A) concessions
B) opening offers
C) final offers
D) commitment

Answer: D
Topic: Commitment
Learning Objective: 02-03 Appreciate the role of commitment in distributive bargaining.
Accessibility: Keyboard Navigation

70) A commitment statement should have a(n)
A) low degree of finality.
B) high degree of specificity.
C) indefinite statement of consequences.
D) high degree of emotionality.

Answer: B
Topic: Establishing a Commitment
Learning Objective: 02-03 Appreciate the role of commitment in distributive bargaining.
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71) Negotiators who make threats
A) are perceived as more powerful than negotiators who do not use threats.
B) receive higher outcomes than negotiators who do not use threats.
C) are perceived as more cooperative in distributive negotiations.
D) should use detailed, complex statements of demands, conditions and consequences.

Answer: A
Topic: Tactical Considerations in Using Commitments
Learning Objective: 02-03 Appreciate the role of commitment in distributive bargaining.
Accessibility: Keyboard Navigation

72) To prevent the other party from establishing a committed position, a negotiator could
A) give them the opportunity to evaluate the matter fully.
B) acknowledge the other's commitment.
C) reiterate the commitment.
D) make a joke about the commitment.

Answer: D
Topic: Preventing the Other Party from Committing Prematurely
Learning Objective: 02-03 Appreciate the role of commitment in distributive bargaining.
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73) Hardball tactics are designed to
A) be used primarily against powerful negotiators.
B) clarify the user's adherence to a distributive bargaining approach.
C) pressure targeted parties to do things they would not otherwise do.
D) eliminate risk for the person using the tactic.

Answer: C
Topic: Hardball Tactics
Learning Objective: 02-04 Identify hardball tactics and learn how to counter them.
Accessibility: Keyboard Navigation

74) Aggressive behavior tactics include
A) asking for the best offer early in negotiations.
B) asking the other party to explain and justify their proposals item by item.
C) forcing the other side to make many concessions to reach an agreement.
D) All of these choices are correct.

Answer: D
Topic: Typical Hardball Tactics
Learning Objective: 02-04 Identify hardball tactics and learn how to counter them.
Accessibility: Keyboard Navigation

75) The hardball tactic called _____ occurs when negotiators overwhelm the other party with so much information that they have trouble determining which facts are real or important and which are included merely as distractions.
A) the bogey
B) the snow job
C) the nibble
D) intimidation

Answer: B
Topic: Typical Hardball Tactics
Learning Objective: 02-04 Identify hardball tactics and learn how to counter them.
Accessibility: Keyboard Navigation

76) A distributive bargaining situation is often called by one of two other terms. What are those two other terms?

Answer: Distributive bargaining situations are also called competitive or win-lose bargaining situations.
Topic: Strategy and Tactics of Distributive Bargaining
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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77) List situations when distributive bargaining strategies and tactics are useful.

Answer: Distributive bargaining strategies and tactics are quite useful when negotiators want to maximize the value obtained in a single deal, when the relationship with the other party is not important, and when they are at the claiming-value stage of negotiations.
Topic: Strategy and Tactics of Distributive Bargaining
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
Accessibility: Keyboard Navigation

78) When does a negative bargaining range occur?

Answer: A negative bargaining range occurs when the seller's resistance point is above the buyer's, and the buyer will not pay more than the seller will minimally accept.
Topic: The Distributive Bargaining Situation
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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79) How can a negotiation that begins with a negative bargaining range be resolved?

Answer: Negotiations that begin with a negative bargaining range are likely to stalemate. They can be resolved only if one or both parties are persuaded to change their resistance points, or if someone else forces a solution upon them that one or both parties dislike.
Topic: The Distributive Bargaining Situation
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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80) What can happen when one or both parties do not think they got the best agreement possible, or who believe that they lost something in the deal?

Answer: The negotiator who feels cheated may try to get out of the agreement later or find other ways to recoup their losses.
Topic: Settlement Point
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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81) Briefly define the bargaining mix.

Answer: The package of issues for negotiation is the bargaining mix. Each item in the mix has its own starting, target, and resistance points.
Topic: Bargaining Mix
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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82) What are the four important tactical tasks concerning targets, resistance points, and the costs of terminating negotiations for a negotiator in a distributive bargaining situation to consider?

Answer: (1) Assess the other party's outcome values and the costs of terminating negotiations; (2) manage the other party's impression of one's own outcome values; (3) modify the other party's perception of his or her own outcome values; (4) manipulate the actual costs of delaying or aborting negotiations.
Topic: Tactical Tasks
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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83) When assessing the other party's target, resistance point, and costs of terminating negotiations, what two general routes can the negotiator pursue?

Answer: The negotiator can use either a direct or an indirect assessment. A direct assessment is obtaining information directly from the other party and an indirect assessment obtains information indirectly about the background factors behind an issue.
Topic: Assess the Other Party's Target; Resistance Point, and Cost of Terminating Negotiations
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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84) Negotiators need to screen information about their own positions and represent the positions as they would like the other to believe. What is the simplest way to screen a position?

Answer: The simplest way to screen a position is to say and do as little as possible.
Topic: Manage the Other Party's Impressions of Your Target; Resistance Point, and Cost of Terminating Negotiations
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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85) Define the calculated incompetence approach.

Answer: The calculated incompetence approach is available when group negotiations are conducted through a representative. With this approach, constituents do not give the negotiating agent all of the necessary information, making it impossible for information to be leaked.
Topic: Manage the Other Party's Impressions of Your Target; Resistance Point, and Cost of Terminating Negotiations
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
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86) Define selective presentation.

Answer: Negotiators reveal only the facts necessary to support their case.
Topic: Manage the Other Party's Impressions of Your Target; Resistance Point, and Cost of Terminating Negotiations
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
Accessibility: Keyboard Navigation

87) What is WATNA an acronym for?

Answer: WATNA is an acronym for worst alternative to a negotiated agreement.
Topic: The Role of Alternatives to a Negotiated Agreement
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
Accessibility: Keyboard Navigation

88) What are the three ways to manipulate the costs of delay in negotiation?

Answer: (1) Plan disruptive action; (2) ally with outsiders; (3) manipulate the scheduling of negotiations.
Topic: Manipulate the Actual Costs of Delaying or Terminating Negotiations
Learning Objective: 02-01 Understand the basic elements of distributive bargaining, including the strategy and tactics of distributive bargaining.
Accessibility: Keyboard Navigation

89) Briefly explain the difference between content characteristics and value characteristics as they pertain to creating offers in negotiations.

Answer: Value characteristics concern how much the issues and options of different issues are worth to a negotiator, and content characteristics involve the way the negotiation is constructed.
Topic: Positions Taken during Negotiation
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
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90) What are the disadvantages of making a more extreme opening offer?

Answer: Exaggerated opening offers may be summarily rejected by the other party and halt negotiations prematurely, and it communicates an attitude of toughness that may be harmful to long-term relationships.
Topic: Opening Offers
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
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91) What characteristics of opening offer, opening stance, and initial concessions signal a position of firmness?

Answer: An exaggerated opening offer, a determined opening stance, and a very small initial concession signals a position of firmness.
Topic: Initial Concessions
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
Accessibility: Keyboard Navigation

92) Briefly explain the importance of concessions to negotiation.

Answer: Concessions are central to negotiation. Without concessions, there would be no negotiation. People enter negotiations expecting concessions and negotiators feel less satisfied if negotiations conclude without concessions.
Topic: Role of Concessions
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
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93) Briefly describe the bogey hardball tactic.

Answer: Negotiators using the bogey tactic pretend that an issue of little or no importance to them is quite important. Later in the negotiation, this issue can then be traded for major concessions on issues that are actually important to them.
Topic: Typical Hardball Tactics
Learning Objective: 02-04 Identify hardball tactics and learn how to counter them.
Accessibility: Keyboard Navigation

94) What is the disadvantage of letting the absence of further concessions convey the message of the final offer?

Answer: The other party may not recognize at first that the last offer was the final one and might volunteer a further concession to get the other to respond. Finding that no further concession results, the other party may feel betrayed and perceive that the pattern of concession—counter concession was violated.
Topic: Final Offers
Learning Objective: 02-02 Consider the strategic impact of positions taken during a negotiation and the role of concessions.
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95) Define commitment.

Answer: The taking of a bargaining position with some explicit or implicit pledge regarding the future course of action.
Topic: Commitment
Learning Objective: 02-03 Appreciate the role of commitment in distributive bargaining.
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96) What are the three properties of commitment statements?

Answer: A high degree of finality, a high degree of specificity, and a clear statement of consequences.
Topic: Establishing a Commitment
Learning Objective: 02-03 Appreciate the role of commitment in distributive bargaining.
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97) List ways to prevent the other party from establishing a committed position.

Answer: Deny them the opportunity to take the time to establish commitments, ignore or downplay the threat by not acknowledging the other's commitment or by making a joke about it, pretend that the other party's statement was not heard or was not understood.
Topic: Preventing the Other Party from Committing Prematurely
Learning Objective: 02-03 Appreciate the role of commitment in distributive bargaining.
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98) What are the four ways of escaping commitments?

Answer: Plan a way out, let the commitment die silently, restate the commitment in more general terms, and minimize the damage to the party's self-esteem if they back down from a committed position.
Topic: Finding Ways to Abandon a Committed Position
Learning Objective: 02-03 Appreciate the role of commitment in distributive bargaining.
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99) Briefly define the hardball tactic of chicken. What is the main weakness of the chicken tactic?

Answer: Chicken is the use of a large bluff plus a threat to force the other party to "chicken out" and concede. The main weakness of the chicken tactic is that it turns negotiation into a serious game in which one or both parties find it difficult to distinguish reality from postured negotiation positions.
Topic: Typical Hardball Tactics
Learning Objective: 02-04 Identify hardball tactics and learn how to counter them.
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100) What are the four main options that negotiators have for responding to typical hardball tactics?

Answer: Ignore them, discuss them, respond in kind, and co-opt, or befriend the other party.
Topic: Dealing with Typical Hardball Tactics
Learning Objective: 02-04 Identify hardball tactics and learn how to counter them.
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