Essentials of Negotiation 7th edition Lewicki Test Bank

SKU: 9781260399455-TEST-BANK

Essentials of Negotiation 7th Edition by Lewicki CH01

ANSWERS ARE LOCATED IN THE SECOND PART OF THIS DOCUMENT

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

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

1) _____

- ◎ true
- ◎ false

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : The Nature of Negotiation
Accessibility : Keyboard Navigation

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.

2) _____

- ◎ true
- ◎ false

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : A Few Words about Our Style and Approach
Accessibility : Keyboard Navigation

3) Negotiation situations have the same fundamental characteristics.

3) _____

- ◎ true
- ◎ false

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : Characteristics of a Negotiation Situation
Accessibility : Keyboard Navigation

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

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4) _____

◎ true
◎ false

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : Characteristics of a Negotiation Situation
Accessibility : Keyboard Navigation

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

5) _____

◎ true
◎ false

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : Characteristics of a Negotiation Situation
Accessibility : Keyboard Navigation

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."

6) _____

◎ true
◎ false

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : Characteristics of a Negotiation Situation
Accessibility : Keyboard Navigation

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.

7) _____

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◎ true
◎ false

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Types of Interdependence Affect Outcomes
Accessibility : Keyboard Navigation

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.

8) _____

◎ true
◎ false

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Types of Interdependence Affect Outcomes
Accessibility : Keyboard Navigation

9) When entering negotiation, a prepared negotiator will understand their own BATNA as well as the other party's BATNA.

9) _____

◎ true
◎ false

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Alternatives Shape Interdependence
Accessibility : Keyboard Navigation

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.

10) _____

◎ true
◎ false

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Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Accessibility : Keyboard Navigation
Topic : Box 1.3: Perspective

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

11) _____

- ◎ true
- ◎ false

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Alternatives Shape Interdependence
Accessibility : Keyboard Navigation

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.

12) _____

- ◎ true
- ◎ false

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Mutual Adjustment
Accessibility : Keyboard Navigation

13) Concessions restrict the range of solution agreement options, but concessions broaden the bargaining range of the negotiations.

13) _____

- ◎ true
- ◎ false

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Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Mutual Adjustment and Concession Making
Accessibility : Keyboard Navigation

14) Non-zero-sum situations are ones where many people can achieve their goals and objectives.

14) _____

- ◎ true
- ◎ false

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Types of Interdependence Affect Outcomes
Accessibility : Keyboard Navigation

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.

15) _____

- ◎ true
- ◎ false

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Two Dilemmas in Mutual Adjustment
Accessibility : Keyboard Navigation

16) Differences in time preferences have the potential to create value in a negotiation.

16) _____

- ◎ true
- ◎ false

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Value Claiming and Value Creation
Accessibility : Keyboard Navigation

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17) When two negotiating parties are working toward the same goal and generally want the same outcome, there is no chance for conflict.

17) _____

- ◎ true
- ◎ false

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Accessibility : Keyboard Navigation
Topic : Conflict

18) Intragroup conflict occurs between groups.

18) _____

- ◎ true
- ◎ false

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Topic : Levels of Conflict
Accessibility : Keyboard Navigation

19) Negotiation is a strategy for productively managing conflict.

19) _____

- ◎ true
- ◎ false

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Topic : Functions and Dysfunctions of Conflict
Accessibility : Keyboard Navigation

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.

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20) _____

◎ true
◎ false

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Topic : Effective Conflict Management
Accessibility : Keyboard Navigation

MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

21) According to the text, which of the following is not a reason negotiation occurs?

21) _____

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

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : The Nature of Negotiation
Accessibility : Keyboard Navigation

22) To most people, the terms "bargaining" and "negotiation" are

22) _____

A) mutually exclusive.
B) interchangeable.
C) not related.
D) interdependent.

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Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : A Few Words about Our Style and Approach
Accessibility : Keyboard Navigation

23) 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?

23) _____

A) mutual gains
B) win-lose
C) zero-sum
D) win-win

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : A Few Words about Our Style and Approach
Accessibility : Keyboard Navigation

24) Which is not a characteristic of all negotiation situations?

24) _____

A) conflict between parties
B) two or more parties involved
C) an established set of rules
D) a voluntary process

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : Characteristics of a Negotiation Situation
Accessibility : Keyboard Navigation

25) Tangible factors

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25) _____

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.

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : Characteristics of a Negotiation Situation
Accessibility : Keyboard Navigation

26) Which of the following is not an intangible factor in a negotiation?

26) _____

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

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : Characteristics of a Negotiation Situation
Accessibility : Keyboard Navigation

27) Interdependent parties' relationships are characterized by

27) _____

A) interlocking goals.
B) solitary decision making.
C) established procedures.
D) rigid structures.

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Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Interdependence
Accessibility : Keyboard Navigation

28) A zero-sum situation is also known by another name. Which of the following terms means the same as "zero sum"?

28) _____

A) integrative
B) distributive
C) win-lose
D) mutual adjustment

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Types of Interdependence Affect Outcomes
Accessibility : Keyboard Navigation

29) BATNA stands for

29) _____

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.

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Types of Interdependence Affect Outcomes
Accessibility : Keyboard Navigation

30) What are the two dilemmas of negotiation?

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30) _____

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

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Two Dilemmas in Mutual Adjustment
Accessibility : Keyboard Navigation

31) Which of the following statements is not true of concessions?

31) _____

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.

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Mutual Adjustment and Concession Making
Accessibility : Keyboard Navigation

32) Which of the following situations would be appropriate for a value claiming strategy or tactic?

32) _____

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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

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Value Claiming and Value Creation
Accessibility : Keyboard Navigation

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

33) _____

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

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Value Claiming and Value Creation
Accessibility : Keyboard Navigation

34) One of the four levels of conflict is intragroup conflict. Which of the following descriptions fit intragroup conflict?

34) _____

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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.

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Topic : Levels of Conflict
Accessibility : Keyboard Navigation

35) Which of the following contribute to conflict's destructive image?

35) _____

A) increased communication
B) misperception and bias
C) clarifying issues
D) minimized differences; magnified similarities

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Topic : Functions and Dysfunctions of Conflict
Accessibility : Keyboard Navigation

36) Conflicts with which of the following characteristics should be considered "easy to resolve" or be settled quickly? ''

36) _____

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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

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Accessibility : Keyboard Navigation
Topic : Figure 1.2: Conflict Diagnostic Model

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 the following strategies?

37) _____

A) yielding
B) compromising
C) contending
D) problem solving

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Topic : Effective Conflict Management
Accessibility : Keyboard Navigation

38) Negotiators pursuing the yielding strategy

38) _____

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A) 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.

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

C) shows 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.

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

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Topic : Effective Conflict Management
Accessibility : Keyboard Navigation

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 his or her outcomes?

39) _____

A) contending
B) compromising
C) yielding
D) inaction

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Topic : Effective Conflict Management
Accessibility : Keyboard Navigation

40) Which of the following situations would the integrating style of conflict management be inappropriate?

40) _____

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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

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Accessibility : Keyboard Navigation
Topic : Figure 1.4: Styles of Handling Interpersonal Conflict and Situations Where They Are Appropria

FILL IN THE BLANK. Write the word or phrase that best completes each statement or answers the question.

41) 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.

41) _____

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : A Few Words about Our Style and Approach
Accessibility : Keyboard Navigation

42) 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.

42) _____

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : A Few Words about Our Style and Approach
Accessibility : Keyboard Navigation

43) The relationship between people and groups that most often leads them to need to negotiate is called _____.

43) _____

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Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : A Few Words about Our Style and Approach
Accessibility : Keyboard Navigation

44) 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(n) _____ factor in the negotiation process.

44) _____

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : Characteristics of a Negotiation Situation
Accessibility : Keyboard Navigation

45) Successful negotiation involves the management of _____ (e.g., the price or the terms of agreement) and also the resolution of _____.

45) _____

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : Characteristics of a Negotiation Situation
Accessibility : Keyboard Navigation

46) _____ 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.

46) _____

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Interdependence
Accessibility : Keyboard Navigation

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47) 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.

47) _____

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Interdependence
Accessibility : Keyboard Navigation

48) When the goals of two or more people are interconnected in a competitive situation where there will be only one winner, there is a _____ correlation between their goal attainments.

48) _____

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Types of Interdependence Affect Outcomes
Accessibility : Keyboard Navigation

49) When parties' goals are linked so that one person's goal achievement helps others to achieve their goals, there is a _____ correlation between the goal attainments of both parties.

49) _____

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Types of Interdependence Affect Outcomes
Accessibility : Keyboard Navigation

50) 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 _____.

50) _____

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Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Alternatives Shape Interdependence
Accessibility : Keyboard Navigation

51) Negotiation is a process that transforms over time, and _____ adjustment is one of the key causes of the changes that occur during a negotiation.

51) _____

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Mutual Adjustment
Accessibility : Keyboard Navigation

52) Negotiations often begin with statements of opening _____ where each party states its most preferred settlement proposal.

52) _____

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Mutual Adjustment and Concession Making
Accessibility : Keyboard Navigation

53) When one party accepts a change in his or her position, a _____ has been made.

53) _____

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Mutual Adjustment and Concession Making
Accessibility : Keyboard Navigation

54) Two of the dilemmas in mutual adjustment that all negotiators face are the dilemma of honesty and the dilemma of _____.

54) _____

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Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Two Dilemmas in Mutual Adjustment
Accessibility : Keyboard Navigation

55) When negotiators employ win-lose strategies and tactics in a zero-sum situation, this approach to negation is called _____ bargaining.

55) _____

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Value Claiming and Value Creation
Accessibility : Keyboard Navigation

56) In non-zero-sum, or mutual gains situations, negotiators should employ win-win strategies and tactics. This approach to negotiation is called _____ negotiation.

56) _____

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Value Claiming and Value Creation
Accessibility : Keyboard Navigation

57) _____ conflict affects the ability of the group to make decisions, work productively, resolve its differences, and continue to achieve its goals effectively.

57) _____

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Topic : Levels of Conflict
Accessibility : Keyboard Navigation

58) Most people initially believe that _____ is always bad or dysfunctional.

58) _____

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Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Topic : Functions and Dysfunctions of Conflict
Accessibility : Keyboard Navigation

59) The two-dimensional framework called the _____ model postulates that people in conflict have two independent types of concern.

59) _____

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Topic : Effective Conflict Management
Accessibility : Keyboard Navigation

60) Threats, punishment, intimidation, and unilateral action are consistent with a _____ strategy for conflict management.

60) _____

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Topic : Effective Conflict Management
Accessibility : Keyboard Navigation

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

61) What are the three reasons negotiations occur?

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : The Nature of Negotiation
Accessibility : Keyboard Navigation

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62) Is the give-and-take process used to reach an agreement the "heart of the negotiation" as most people assume?

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : A Few Words about Our Style and Approach
Accessibility : Keyboard Navigation

63) Is negotiation a voluntary decision, or are we required to negotiate?

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : Characteristics of a Negotiation Situation
Accessibility : Keyboard Navigation

64) Briefly define tangible and intangible factors in negotiation.

Question Details
Learning Objective : 01-01: Understand the definition of negotiation, the key elements of a negotiati
Topic : Characteristics of a Negotiation Situation
Accessibility : Keyboard Navigation

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

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Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Interdependence
Accessibility : Keyboard Navigation

66) Define a "zero-sum" situation.

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Types of Interdependence Affect Outcomes
Accessibility : Keyboard Navigation

67) Describe a "mutual gains" situation.

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Types of Interdependence Affect Outcomes
Accessibility : Keyboard Navigation

68) What is BATNA an acronym for?

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Alternatives Shape Interdependence
Accessibility : Keyboard Navigation

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

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Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Mutual Adjustment and Concession Making
Accessibility : Keyboard Navigation

70) What are concessions in the negotiation process?

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Mutual Adjustment and Concession Making
Accessibility : Keyboard Navigation

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

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Value Claiming and Value Creation
Accessibility : Keyboard Navigation

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

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Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Value Claiming and Value Creation
Accessibility : Keyboard Navigation

73) Define synergy.

Question Details
Learning Objective : 01-02: Explore how people use negotiation to manage different situations of inte
Topic : Value Claiming and Value Creation
Accessibility : Keyboard Navigation

74) List the commonly identified four levels of conflict.

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Topic : Levels of Conflict
Accessibility : Keyboard Navigation

75) Explain how conflict is a potential consequence of interdependent relationships.

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Accessibility : Keyboard Navigation
Topic : Conflict

76) How does decreased communication contribute as one of the destructive images of conflict in a negotiation?

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Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Topic : Functions and Dysfunctions of Conflict
Accessibility : Keyboard Navigation

77) Conflict also has productive aspects and one of those is that conflict encourages psychological development. Elaborate.

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Accessibility : Keyboard Navigation
Topic : Figure 1.1: Functions and Benefits of Conflict

78) 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?

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Topic : Effective Conflict Management
Accessibility : Keyboard Navigation

79) Describe where on the dual concerns model you would find the "yielding" strategy and briefly describe the yielding strategy.

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Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Topic : Effective Conflict Management
Accessibility : Keyboard Navigation

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

Question Details
Learning Objective : 01-03: Consider how negotiation fits within the broader perspective of processes
Topic : Effective Conflict Management
Accessibility : Keyboard Navigation

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Essentials of Negotiation 7th Edition by Lewicki CH01

Answer Key

Test name: CH01

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

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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) [negotiate, negotiating, negotiation]
42) bargaining
43) interdependence
44) intangible
45) [tangibles, intangibles]
46) Dependent
47) interdependent
48) negative
49) positive
50) BATNA
51) mutual
52) [positions, position]
53) concession
54) trust
55) distributive
56) integrative

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57) Intragroup
58) conflict
59) dual concerns
60) [contending, competing, dominating]
61) Negotiations occur: (1) to agree on how to share or divide a limited resource, such as land, or property, or time; (2) to create something new that neither party could do on his or her own, or (3) to resolve a problem or dispute between the parties.

62) While that give-and-take process is extremely important, negotiation is a very complex social process; many of the most important factors that shape a negotiation result do not occur during the negotiation, but occur *before* the parties start to negotiate, or shape the context *around* the negotiation.

63) Parties negotiate by choice. People negotiate because they think they can get a better deal by negotiating than by simply accepting what the other side will voluntarily give them or let them have. Negotiation is largely a voluntary process. It is a strategy pursued by choice; seldom are we required to negotiate.

64) Tangible factors include quantifiable items, such as the price, terms of agreement, etc. By intangible factors, we are referring to the deeper underlying psychological motivations that may directly or indirectly influence the parties during the negotiation.

65) Most relationships between parties may be characterized in one of three ways: independent, dependent, and interdependent.

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66) 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 zero-sum or distributive situation. Individuals are so linked together that there is a negative correlation between their goal attainments.

67) When parties' goals are linked so that one person's goal achievement helps others to achieve their goals, it is a *mutual-gains* situation, also known as a *non-zero-sum* or *integrative* situation, where there is a positive correlation between the goal attainments of both parties.

68) Best Alternative to a Negotiated Agreement.

69) If the proposal isn't readily accepted by the other, negotiators begin to defend their own initial proposals and critique the others' proposals. Each party's rejoinder usually suggests alterations to the other party's proposal, and perhaps also contains changes to his or her own position. When one party agrees to make a change in his or her position, a concession has been made. Concessions restrict the range of options within which a solution or agreement will be reached; when a party makes a concession, the *bargaining range* (the difference between the preferred acceptable settlements) is further constrained.

70) A concession has been made when one party agrees to make a change in his or her position. Concessions restrict the range of options within which a solution or agreement will be reached.

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71) In distributive situations negotiators are motivated to win the competition and beat the other party, or gain the largest piece of the fixed resource that they can. In order to achieve these objectives, negotiators usually employ "win-lose" strategies and tactics. This approach to negotiation—called distributive bargaining—accepts the fact that there can only be one winner given the situation, and pursues a course of action to be that winner. The purpose of the negotiation is to claim value—that is, to do whatever is necessary to claim the reward, gain the lion's share, or gain the largest piece possible.

72) Not only must negotiators be able to recognize which strategy is most appropriate, but they must be able to use both approaches with equal versatility. There is no single "best", "preferred" or "right" way to negotiate; the choice of negotiation strategy requires adaptation to the situation. Moreover, if most negotiation issues/problems have claiming and creating values components, then negotiators must be able to use both approaches in the same deliberation.

73) "The whole is greater than the sum of its parts."

74) The four levels of conflict are: (1) intrapersonal or intrapsychic conflict, (2) interpersonal conflict, (3) intragroup conflict, and (4) intergroup conflict.

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75) Conflict can result from the strongly divergent needs of the two parties, or from misperceptions and misunderstandings. Conflict can occur when the two parties are working toward the same goal and generally want the same outcome, or when both parties want very different outcomes. Regardless of the cause of the conflict, negotiation can play an important role in resolving it effectively. In this section, we will define conflict, discuss the different levels of conflict that can occur, review the functions and dysfunctions of conflict, and discuss strategies for managing conflict effectively.

76) Productive communication declines with conflict. Parties communicate less with those who disagree with them, and more with those who agree. The communication that does occur is often an attempt to defeat, demean, or debunk the other's view or to strengthen one's own prior arguments.

77) Conflict helps people become more accurate and realistic in their self-appraisals. Through conflict, persons take others' perspectives and become less egocentric. Conflict helps persons to believe that they are powerful and capable of controlling their own lives. They do not simply need to endure hostility and frustration but can act to improve their lives.

78) Concern about their own outcomes (shown on the horizontal dimension of the figure) and concern about the other's outcomes (shown on the vertical dimension of the figure).

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79) *Yielding* (also called accommodating or obliging) is the strategy in the upper left-hand corner. Actors pursuing the yielding strategy show little interest or concern in whether they attain their own outcomes, but they are quite interested in whether the other party attains his or her outcomes. Yielding involves lowering one's own aspirations to "let the other win" and gain what he or she wants. Yielding may seem like a strange strategy to some, but it has its definite advantages in some situations.

80) Contending, Yielding, Inaction, Problem Solving, and Compromising.

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