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CORRECT ANSWERS ARE LOCATED IN THE 2ND HALF OF THIS DOC.

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

1) A distributive bargaining situation is also called competitive or win-win bargaining.
   - ◎ true
   - ◎ false

2) 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.
   - ◎ true
   - ◎ false

3) The resistance point is the point at which a negotiator would like to conclude negotiations.
   - ◎ true
   - ◎ false

4) Both parties to a negotiation should establish their starting, target and resistance point before beginning negotiation.
   - ◎ true
   - ◎ false

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5) A negative bargaining range occurs when the buyer's resistance point is above the seller's.
   - ◎ true
   - ◎ false

6) Alternatives can be so powerful that they can influence first offers and outcomes even when they are not certain – known as "phantom alternatives."
   - ◎ true
   - ◎ false

7) The fundamental process of distributive bargaining is to reach a settlement within a negative bargaining range.
   - ◎ true
   - ◎ false

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

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9) 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.
   - ◎ true
   - ◎ false

10) 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.
   - ◎ true
   - ◎ false

11) 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.
   - ◎ true
   - ◎ false

12) 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.
   - ◎ true
   - ◎ false

13) Studies indicate that negotiators who make low or modest opening offers get higher settlements than do those who make extreme opening offers.
   - ◎ true
   - ◎ false

14) Parties feel better about a settlement when negotiations involve a progression of concessions.
   - ◎ true
   - ◎ false

15) 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.
   - ◎ true
   - ◎ false

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16) 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.
- ◎ true
- ◎ false

17) Negotiators may want to get the other party out of a committed position, and many times that party will also want a way out.
- ◎ true
- ◎ false

18) 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.
- ◎ true
- ◎ false

19) Commitments may be useful to you as a negotiator, but you want to prevent the other party from becoming committed.
- ◎ true
- ◎ false

20) 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.
- ◎ true
- ◎ false

21) During distributive bargaining, hardball negotiation tactics are generally the most effective approach.
- ◎ true
- ◎ false

22) 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.
- ◎ true
- ◎ false

23) To respond to hardball tactics, a negotiator must identify the tactic quickly and understand what it is and how it works.
- ◎ true
- ◎ false

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24) 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.
- ◎ true
- ◎ false

25) 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.
- ◎ true
- ◎ false

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

26) 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.

27) 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.

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28) 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.

29) 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

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30) 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.

31) 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.

32) 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

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33) 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.

34) 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.

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35) 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.

36) 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.

37) ”I was going to ask for $25,000 but I can offer $18,000” is an example of which of the following options?
A) a lowball/highball
B) a phantom alternative
C) a first offer advantage
D) a phantom anchor

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38) 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.

39) 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.

40) 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.

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41) 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

42) 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.

43) 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

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44) 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

45) In negotiation, an exploding offer is_____.
A) a way to keep the other party from committing prematurely
B) an example of closing the deal
C) a way to abandon a committed position.
D) an example of a hardball tactic

46) 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.

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47) 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.

48) 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.

49) Which of the following hardball tactics is the most difficult to identify and defend against?
A) lowball/highball
B) good cop/bad cop
C) chicken
D) bogey

50) 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.
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A) the bogey
B) the snow job
C) the nibble
D) intimidation

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

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

52) List situations when distributive bargaining strategies and tactics are useful.

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53) When does a negative bargaining range occur?

54) How can a negotiation that begins with a negative bargaining range be resolved?

55) 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?

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56) Briefly define the bargaining mix.

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57) 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?

58) When assessing the other party's target, resistance point, and costs of terminating negotiations, what two general routes can the negotiator pursue?

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59) 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?

60) Define the calculated incompetence approach.

61) Define selective presentation.

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62) What is WATNA an acronym for?

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

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

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65) What are the disadvantages of making a more extreme opening offer?

66) What characteristics of opening offer, opening stance, and initial concessions signal a position of firmness?

67) Briefly explain the importance of concessions to negotiation.

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68) Briefly describe the bogey hardball tactic.

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

70) Define commitment.

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71) Briefly explain the statement "Like many tools, commitments are two-edged."

72) List ways to prevent the other party from establishing a committed position.

73) What are the four ways of escaping commitments?

74) Briefly define the hardball tactic of chicken. What is the main weakness of the chicken tactic?

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75) What are the four main options that negotiators have for responding to typical hardball tactics?

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Answer Key

Test name: Chapter 02

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

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38) B
39) C
40) D
41) B
42) B
43) C
44) D
45) B
46) A
47) D
48) C
49) D
50) B
51) Short Answer
Distributive bargaining situations are also called competitive or win-lose bargaining situations.

52) Short 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.

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53) Short 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.

54) Short 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.

55) Short Answer
The negotiator who feels cheated may try to get out of the agreement later or find other ways to recoup their losses.

56) Short Answer
The package of issues for negotiation is the bargaining mix. Each item in the mix has its own starting, target, and resistance points.

57) Short Answer

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(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.

58) Short 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.

59) Short Answer
The simplest way to screen a position is to say and do as little as possible.

60) Short 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.

61) Short Answer
Negotiators reveal only the facts necessary to support their case.

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62) Short Answer
WATNA is an acronym for worst alternative to a negotiated agreement.

63) Short Answer
(1) Plan disruptive action; (2) ally with outsiders; (3) manipulate the scheduling of negotiations.

64) Short 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.

65) Short 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.

66) Short Answer
An exaggerated opening offer, a determined opening stance, and a very small initial concession signals a position of firmness.

67) Short Answer

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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.

68) Short 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.

69) Short 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.

70) Short Answer
The taking of a bargaining position with some explicit or implicit pledge regarding the future course of action.

71) Short Answer
While commitments may be used to gain an advantage, they also fix a negotiator to a particular position or point. Commitments exchange flexibility for certainty of action, but they create difficulties if the negotiator wants to move to a new position.

72) Short 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.

73) Short 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.

74) Short 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.

75) Short Answer

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Ignore them, discuss them, respond in kind, and co-opt, or befriend the other party.

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