Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

SKU: 9781266634932-TEST-BANK

Correct answers located at the end of the chapter.

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

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.
   - ◎ true
   - ◎ false

3) Negotiation situations have the same fundamental characteristics.
   - ◎ true
   - ◎ false

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

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

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.”
   - ◎ true
   - ◎ false

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

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.
   ◎ true
   ◎ false

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.
   ◎ true
   ◎ false

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

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.
   ◎ true
   ◎ false

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

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.
   ◎ true
   ◎ false

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

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

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

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.
- ◎ true
- ◎ false

16) Differences in time preferences have the potential to create value in a negotiation.
- ◎ true
- ◎ false

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

18) Intragroup conflict occurs between groups.
- ◎ true
- ◎ false

19) Negotiation is a strategy for productively managing conflict.
- ◎ true
- ◎ false

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

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.
- ◎ true
- ◎ false

21) According to the text, which scenario is *not* one of the three reasons why negotiation occurs?
- 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

22) To most people, the terms "bargaining" and "negotiation" are
- A) mutually exclusive.
- B) interchangeable.
- C) not related.
- D) interdependent.

23) A situation in which both parties are trying to find a mutually acceptable solution to a complex conflict is known as which of these terms?
- A) mutual gains
- B) win-lose
- C) zero-sum
- D) win-win

24) Which answer option is *not* a characteristic common to all negotiation situations?
- A) conflict between parties
- B) two or more parties involved
- C) an established set of rules
- D) a voluntary process

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

25) Tangible factors
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.

26) Which answer option is *not* an intangible factor in a negotiation?
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

27) Interdependent parties' relationships are characterized by
A) interlocking goals.
B) solitary decision making.
C) established procedures.
D) rigid structures.

28) A zero-sum situation is also known by another name. Which of these terms means the same as "zero sum"?
A) integrative
B) distributive
C) win-lose
D) mutual adjustment

29) BATNA stands for
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.

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

30) Which answer option correctly names the two dilemmas of negotiation?
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

31) Which statement is *not* true of concessions?
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.

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

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

34) Which of these definitions correctly describe intragroup conflict?
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.

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

35) Which of these elements contribute to conflict's destructive image?
A) increased communication
B) misperception and bias
C) clarifying issues
D) minimized differences; magnified similarities

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

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 these strategies?
A) yielding
B) compromising
C) contending
D) problem solving

38) Negotiators pursuing the yielding strategy
A) show little interest or concern in whether they attain their own outcomes but are quite interested in whether the other party attains their outcomes.
B) pursue their own outcome strongly and show little concern for whether the other party obtains their desired outcome.
C) show little interest or concern in whether they attain their own outcomes and they do not show much concern about whether the other party obtains their outcomes.
D) show high concern for attaining their own outcomes and high concern for whether the other party attains their outcomes.

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

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 their outcomes?
   A) contending
   B) compromising
   C) yielding
   D) inaction

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

41) Which of these statements concerning characteristics common to negotiation situations is true?
   A) Most people do not expect a "give-and-take" process during negotiations, only "taking."
   B) A negotiation situation can occur with only one person.
   C) The parties prefer to fight openly rather than to negotiate.
   D) Individuals in Western culture tend to not negotiate enough.

42) When a negotiator shows an urge to win that defies logic, which of these factors is not likely to be present?
   A) rivalry.
   B) sweeteners.
   C) attorneys.
   D) an audience.

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

43) _____parties are able to meet their own needs without assistance, while _____parties must rely on others for what they need.
A) Independent; interdependent
B) Dependent; interdependent
C) Dependent; independent
D) Independent; dependent

44) This continues throughout the negotiation as both parties act to influence the other; it is one of the key causes of the changes that occur during a negotiation.
A) mutual adjustment
B) contending
C) value claiming
D) yielding

45) Which statement is true concerning the implications of most negotiations being a combination of both claiming value and creating value?
A) Negotiators only need to know how to claim value.
B) Negotiators must be comfortable using either one or the other major strategic approaches.
C) Negotiator perceptions tend to be biased toward seeing problems as more distributive than they really are.
D) Negotiators only need to know how to create value, the claiming is a mutual adjustment.

46) When considering the Conflict Diagnosis Model, which answer option describes a situation where the conflict may be difficult to resolve?
A) small stakes
B) issue is a “matter of principle”
C) party interdependence is a positive sum
D) party structure is organized

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

47) When contemplating the dual concerns model, negotiators pursuing this strategy show high concern for attaining their own outcomes and high concern for whether the other party attains their outcomes.
   A) yielding
   B) compromising
   C) problem-solving
   D) contending

48) 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.

49) 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.

50) The relationship between people and groups that most often leads them to need to negotiate is called_____.

51) 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/an_____ factor in the negotiation process.

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

53) _____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.

54) 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.

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

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

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

57) 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_____.

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

59) Negotiations often begin with statements of opening_____ where each party states its most preferred settlement proposal.

60) When one party accepts a change in their position, a/an_____ has been made.

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

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

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

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

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

65) Most people initially believe that_____ is always bad or dysfunctional.

66) The two-dimensional framework called the_____ model postulates that people in conflict have two independent types of concern.

67) Threats, punishment, intimidation, and unilateral action are consistent with a_____ strategy for conflict management.

68) What are the three reasons negotiations occur?

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

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

71) Briefly define tangible and intangible factors in negotiation.

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

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

73) Define a “zero-sum” situation.

74) Describe a “mutual gains” situation.

75) What is BATNA an acronym for?

76) What role do concessions play when a proposal isn’t readily accepted?

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

77) What are concessions in the negotiation process?

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

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

80) Define synergy.

81) List the commonly identified four levels of conflict.

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

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

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

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

85) 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?

86) Describe where on the dual concerns model you would find the “yielding” strategy and briefly describe the yielding strategy.

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

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

88) Briefly describe the dilemma of honesty and the dilemma of trust.

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

Answer Key

Test name: Chapter 01

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
27) A
28) B
29) A
30) D
31) A
32) C
33) B
34) C
35) B
36) D
37) C

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

38) A
39) D
40) D
41) D
42) B
43) D
44) A
45) C
46) B
47) C
48) negotiate
49) bargaining
50) interdependence
51) intangible
52) tangibles
53) Dependent
54) interdependent
55) negative
56) positive
57) BATNA
58) mutual
59) positions
60) concession
61) trust
62) distributive
63) integrative
64) Intragroup
65) conflict
66) dual concerns
67) [contending, competing, dominating]
68) Short Answer
69) Short Answer
70) Short Answer
71) Short Answer
72) Short Answer
73) Short Answer
74) Short Answer
75) Short Answer
76) Short Answer
77) Short Answer

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank

78) Short Answer
79) Short Answer
80) Short Answer
81) Short Answer
82) Short Answer
83) Short Answer
84) Short Answer
85) Short Answer
86) Short Answer
87) Short Answer
88) Short Answer

Essentials of Negotiation 2024 Release 1st edition Lewicki Test Bank