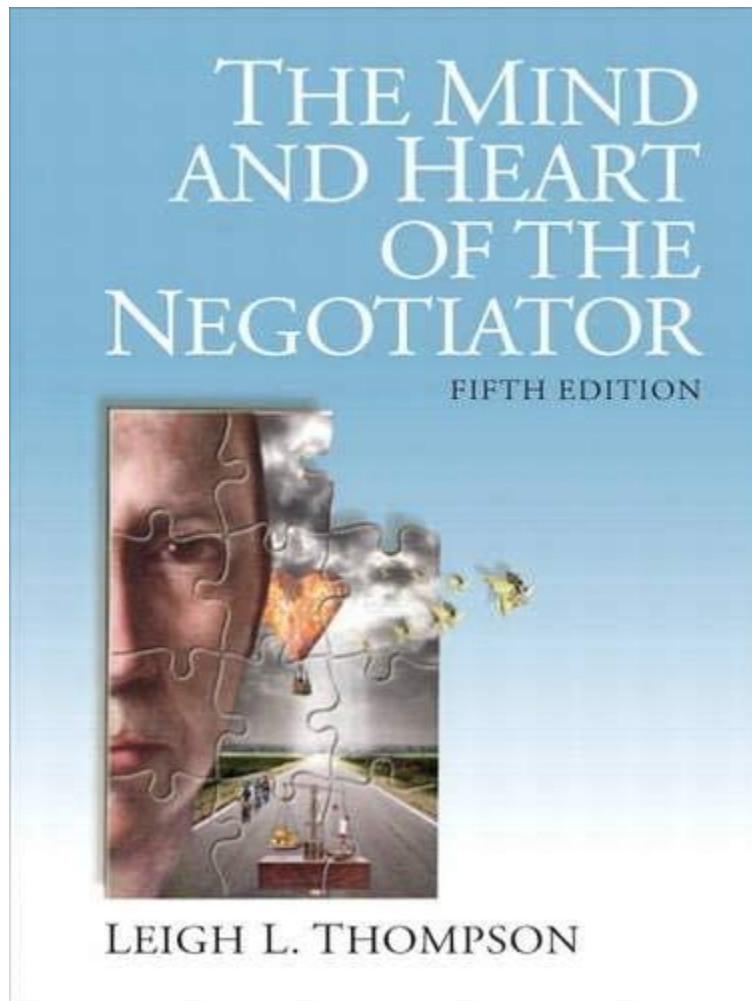


TEST BANK



**The Mind and Heart of the
Negotiator, 5th Edition by
Leigh Thompson**

Test Bank for The Mind and Heart of the Negotiator, 5th Edition by Leigh Thompson

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The Mind and Heart of the Negotiator, 5e (Thompson)
Chapter 1: Negotiation: The Mind and the Heart

1) Negotiations occur only at the topmost hierarchical levels in the business world.

Answer: FALSE

Explanation: In the business world, people negotiate on multiple levels: within departmental or business units, between departments, between companies, and even across industries. For this reason, managers must understand enough about negotiations to be effective negotiating within, between, up, and across all of these organizational environments.

Page Ref: 3

Difficulty: Easy

Classification: Conceptual

2) Managers need to develop negotiation skills that are general enough to be used across different contexts but specialized enough to provide meaningful behavioral strategies in a given situation. Most managers do not consider this an uphill task.

Answer: FALSE

Explanation: It is a challenge to develop negotiation skills general enough to be used across different contexts, groups, and continents but specialized enough to provide meaningful behavioral strategies in a given situation.

Page Ref: 5

Difficulty: Easy

Classification: Conceptual

3) People who had taken time to focus on values that were not important to them were less likely to focus on valid threats. Hence, their assessments of correlations in the data eventually proved to be erroneous and inaccurate.

Answer: FALSE

Explanation: People who had taken time to focus on values that were not important to them were more likely to focus on valid threats and assess correlations more accurately in data.

Page Ref: 6

Difficulty: Easy

Classification: Conceptual

4) Satisficing, if done thoughtfully, can be beneficial both for individuals and companies as negotiation strategies and skills can be cheaply employed to dramatically increase profit.

Answer: FALSE

Explanation: Over the long run, satisficing (or the acceptance of mediocrity) can be detrimental to both individuals and companies, especially when a variety of effective negotiation strategies and skills can be cheaply employed to dramatically increase profit.

Page Ref: 7

Difficulty: Easy

Classification: Conceptual

5) CEOs overly attribute their influence when deals are successful and this trait often leads CEOs to make more deals that are successful.

Answer: FALSE

Explanation: CEOs overly attribute their influence when deals are successful. This leads CEOs to make more deals that are not successful.

Page Ref: 7

Difficulty: Easy

Classification: Conceptual

6) Managers tend to be enthusiastic when it comes to experimenting with change since going off the beaten track is very likely to render fruitful results to negotiations.

Answer: FALSE

Explanation: Related to the principle of self-reinforcing incompetence is the fact that people are reluctant to change their behavior and experiment with new courses of action because of the risks associated with experimentation. In short, the fear of losing keeps people from experimenting with change. Negotiators instead rationalize their behavior in a self-perpetuating fashion. The fear of making mistakes may result in a manager's inability to improve his or her negotiation skills.

Page Ref: 8

Difficulty: Easy

Classification: Conceptual

7) Effective negotiators consider partial trust as being detrimental to negotiations.

Answer: FALSE

Explanation: Negotiators realize that they cannot be purely trusting because any value that is created must ultimately be claimed by someone at the table.

Page Ref: 8

Difficulty: Easy

Classification: Conceptual

8) The truly effective negotiator is either tough as nails or soft as pudding.

Answer: FALSE

Explanation: Most negotiators believe they must choose between either behaving in a tough (and sometimes punitive fashion) or being "reasonable" to the point of soft and concessionary.

However, the truly effective negotiator is neither tough as nails nor soft as pudding but, rather, principled.

Page Ref: 8

Difficulty: Easy

Classification: Conceptual

9) One of the biggest myths is that effective negotiation skills are something that people are born with.

Answer: TRUE

Explanation: A pervasive belief is that effective negotiation skills are something that people are born with, not something that can be readily learned. This notion is false because most excellent negotiators are self-made.

Page Ref: 9

Difficulty: Easy

Classification: Conceptual

10) Experience improves our confidence and accuracy.

Answer: FALSE

Explanation: Experience improves our confidence, but not necessarily our accuracy.

Page Ref: 9

Difficulty: Easy

Classification: Conceptual

11) Which of the following is considered a key communication and influence tool inside and outside the company?

A) negotiation

B) delegation

C) compensation

D) motivation

Answer: A

Explanation: A) Negotiation is your key communication and influence tool inside and outside the company.

Page Ref: 2

Difficulty: Easy

Classification: Conceptual

12) Which of the following statements comes closest to defining negotiation?

A) Negotiation is a process of assessing the correctness of a decision or a plan.

B) Negotiation is a means of interchanging thoughts, opinions, and information.

C) Negotiation is a means of achieving one's objectives through interpersonal relationships.

D) Negotiation is the process of distorting something so it appears to be something entirely different.

Answer: C

Explanation: C) Negotiation is an interpersonal decision-making process necessary whenever we cannot achieve our objectives single-handedly.

Page Ref: 2

Difficulty: Moderate

Classification: Conceptual

13) What do negotiations essentially boil down to?

- A) people, communication, influence
- B) communication, profits, advertising
- C) influence, advertising, design
- D) design, communication, profits

Answer: A

Explanation: A) Whether simple or complex, negotiations boil down to people, communication, and influence. Even the most complex of business deals can be analyzed as a system of one-on-one relationships.

Page Ref: 2

Difficulty: Easy

Classification: Conceptual

14) What makes it necessary for people to renegotiate their existence in organizations throughout their careers?

- A) the static nature of business
- B) hierarchical decision making
- C) the existence of centralized business structures
- D) the dynamic nature of business

Answer: D

Explanation: D) The dynamic, changing nature of business means that people must renegotiate their existence in organizations throughout their careers.

Page Ref: 3

Difficulty: Easy

Classification: Conceptual

15) "Most people do not stay in the same job that they take upon graduating from college or receiving their MBA degree. Sixty percent of younger workers said it is not very likely or not likely at all that they will stay with their current employers for the remainder of their working life." Which of the following best supports this statement?

- A) People are fickle and get bored easily.
- B) Negotiating with higher ups is not encouraged with most organizations.
- C) People's interests are not always in alignment with the interests of the organizations.
- D) Working for more companies provides more financial incentives than working for one.

Answer: C

Explanation: C) People must continually create possibilities, integrate their interests with others, and recognize the inevitability of competition both within and between companies. Managers must be in a near-constant mode of negotiating opportunities.

Page Ref: 3

Difficulty: Easy

Classification: Conceptual

16) What does the increasing interdependence of people, both laterally and hierarchically, within organizations imply?

- A) that people need to know how to communicate well in different languages
- B) that people need to know how to play different organizational roles
- C) that people need to know how to further their interests independently
- D) that people need to know how to integrate their interests and work across business units and functional areas

Answer: D

Explanation: D) The increasing interdependence of people within organizations, both laterally and hierarchically, implies that people need to know how to integrate their interests and work across business units and functional areas.

Page Ref: 3

Difficulty: Easy

Classification: Conceptual

17) What change in the business world has necessitated that people be more and more dependent on others?

- A) increased labor requirement
- B) increasing specialization
- C) rise in unemployment
- D) centralized business structures

Answer: B

Explanation: B) The increasing degree of specialization and expertise in the business world indicates that people are more and more dependent on others.

Page Ref: 4

Difficulty: Moderate

Classification: Conceptual

18) Which of the following factors has created a culture of 24/7 availability?

- A) information technology
- B) marketing tools
- C) economic infrastructure
- D) product diversification

Answer: A

Explanation: A) Information technology can provide special opportunities and challenges for negotiators. Information technology has created a culture of 24/7 availability. With technology that makes it possible to communicate with people anywhere in the world, managers are expected to negotiate at a moment's notice.

Page Ref: 4

Difficulty: Easy

Classification: Conceptual