

Online Assignments

Submit assignments to: cmd.negotiations@wichita.edu

Week 1

1. Prior to reading the text material, complete the questionnaire on Negotiating Styles and submit your answers on the Worksheet 1 on page 4.
2. Read Chapters 1 and 2 in Getting to Yes. Write answers to the Review Questions for Chapters 1 and 2 and submit on Worksheet 2 on page 6.
3. Complete the exercise on Separating People from the Problem and submit your answers on the Worksheet 3 on page 10.

Week 2

4. Read Chapters 3 and 4 in Getting to Yes. Write answers to the Review Questions for Chapters 3 and 4 and submit Worksheet 4 on pages 12-13.
5. Complete the exercise on Focus on Interests and submit your answers on Worksheet 5 on pages 14-15.
6. Complete the exercise on Canceled Reservation and submit your answers on Worksheet 6 on page 16.

Week 3

7. Read Chapters 5 and 6 in Getting to Yes. Write your answers to the Review Questions for Chapters 5 and 6 and submit on Worksheet 7 on pages 18-19.
8. Complete and submit Worksheet 8 on Objective Criteria on page 20.
9. Complete and submit Worksheet 9 on Identify Your BATNA on page 21.

Week 4

10. Read Chapters 7 and 8 in Getting to Yes. Write your answers to the Review Questions for Chapters 7 and 8 and submit on Worksheet 10 on pages 23-24.
11. Complete and submit Worksheet 11 on Focus Their Attention on page 26.
12. Complete and submit Worksheet 12 on Dirty Tricks on page 28.

Questionnaire: Negotiating Styles

Instructions. Select the statement that best describes your behavior in most negotiations. Record your answers on the worksheet that follows and submit the worksheet **only**.

- _____ 1A. I am very firm about pursuing my objectives.
_____ 1B. I deal with all of the interests of the other party.
- _____ 2A. I am willing to compromise if the other party is reasonable.
_____ 2B. I am very persistent on issues that I consider important.
- _____ 3A. I am very persuasive in trying to win my points.
_____ 3B. I try to avoid hurting the other person's feelings.
- _____ 4A. I try to get a lot of alternatives on the table.
_____ 4B. Compromises sometimes result in the best deals.
- _____ 5A. If the other party gets stressed, I may let her have a "win."
_____ 5B. I seek to satisfy both of our interests.
- _____ 6A. I discuss the pros and cons of many suggestions.
_____ 6B. I am very persistent on issues that I consider important.
- _____ 7A. I am quick to look for the middle ground.
_____ 7B. I avoid tensions whenever I can.
- _____ 8A. If I can get some of what I want, I'll trade concessions with the other party.
_____ 8B. I am very reluctant to concede even minor points.
- _____ 9A. I can compromise if it is necessary to reach agreement.
_____ 9B. I am willing to disclose my information to the other party.
- _____ 10A. I hope to maintain a long term relationship with the other party.
_____ 10B. When I establish a position, I stick to it.
- _____ 11A. I am not satisfied unless both of us get what we needed.
_____ 11B. I can be flexible in my positions.

- _____ 12A. I worry when the other party is unhappy with the results.
_____ 12B. I usually put a few things on the table that I am willing to give up.
- _____ 13A. My initial demands are usually pretty high.
_____ 13B. In the beginning, I try to take reasonable positions.
- _____ 14A. I start by rejecting the other's positions.
_____ 14B. I will give a little if the other party will give a little.
- _____ 15A. To show good faith, I am very willing to meet at the other's place.
_____ 15B. I like to schedule meetings at my place.
- _____ 16A. I objectively consider the other's demands.
_____ 16B. When I see the differences clearly, I'll suggest a middle position.
- _____ 17A. I believe sharing our information gives a better chance for a fair agreement.
_____ 17B. I strive to maintain harmony among all parties.
- _____ 18A. I am willing to accept the other party's help in working out an agreement.
_____ 18B. Even if the other party gets upset, I continue pressing my position.
- _____ 19A. If negotiations get stressful, I try to find some way to lighten the tension.
_____ 19B. When we get blocked, I am usually willing to split the difference.
- _____ 20A. No matter how small the difference, I still try to get my way.
_____ 20B. When necessary, I will trade concessions with the other party.
- _____ 21A. I will trade benefits with parties that I trust.
_____ 21B. I like for complex negotiations to occur on neutral ground.
- _____ 22A. I may give up a little to maintain good relations with the other party.
_____ 22B. I press my points even if the other party gets upset.
- _____ 23A. I am usually willing to forgive the other party for minor misrepresentations.
_____ 23B. I put all of my ideas on the table.
- _____ 24A. I try to conclude negotiations close to a "middle ground."
_____ 24B. To maintain a good relationship, I try to minimize our disagreements.

Worksheet 1. Negotiating Styles

Instructions. Save the worksheet to your hard drive. Bold your answer and count the number of answers in each column. Submit the worksheet.

Question	Col 1	Col 2	Col 3	Col 4
1.	A	B		
2.	B		A	
3.	A			B
4.		A	B	
5.		B		A
6.	B	A		
7.			A	B
8.	B		A	
9.		B	A	
10.	B			A
11.		A		B
12.			B	A
13.	A	B		
14.	A		B	
15.	B			A
16.		A	B	
17.		A		B
18.	B	A		
19.			B	A
20.	A		B	
21.		B	A	
22.	B			A
23.		B		A
24.			A	B
Total				

Review Questions for Chapters 1-2

Instructions. Save a copy of Worksheet 2 on your hard drive. Write your answers on the worksheet and submit. Do not include a copy of the questions with your answers. Consider 200 to 400 words per chapter as sufficient coverage of the material.

1. Don't Bargain Over Positions

1. What three criteria should be used to judge negotiation methods?
2. Why is it unwise to argue over positions?
3. What are the major differences between soft and hard negotiation styles?
4. How would you explain principled negotiations?

2. Separate the People from the Problem

1. What does the author mean by the phrase, "Negotiators are people first?"
2. Describe the two interests that all negotiators have.
3. How do you separate the relationship from the substance?
4. How should negotiators deal with perceptions?
5. How should negotiators deal with emotions of the other party?
6. Explain how listening can be an effective tool in negotiating.
7. What does the author mean by the phrase, "Speak about yourself, not about them?"

Worksheet 2. Review Questions 1-2

Chapter 1. Don't Bargain Over Positions

Note: Expand the space in the cells if you need more space for your answers.

1.	
2.	
3.	
4.	

Chapter 2. Separate the People from the Problem

Note: Expand the space in the cells if you need more space for your answers.

1.	
2.	
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6.	
7.	

Exercise: Separate People from the Problem

Skeptical of Delivery Date

Assume that you are discussing delivery date with another party. The other party contradicts an assertion that you have put forth. You have indicated that you can deliver the product in the short time period that the other party is requesting. You are confident that you can meet the deadline because your team has recently installed new equipment to help speed deliveries. The other party gets impatient and suggests that your recent delivery history may not be as good as they have been led to believe. And the other party actually said, "I don't believe you will be able to meet this deliver day. I think you are just agreeing to it to get the business."

Instructions. Submit your response on Worksheet 3.

A	I'm not sure what data you are looking at, but we have recently installed some new equipment to help with delivery times. Let me take a moment to walk you through it.	A
B	I suppose it is normal to worry about the dates when they are this tight.	B
C	I'd like some more information. What are you basing your decision on? Do you have some information that led you to this conclusion?	C
D	I understand the short delivery time is a concern for you. And I see that you are not confident in our ability to meet it.	D

Also, respond to the example on the next page.

Upset over Services

A good customer calls and complains. "I thought you had promised to include additional equipment in your service contract. Remember, we discussed this just before we signed the contract and you said you could cover the additional equipment at no cost increase. Your service people have just been here and they refused to service the new equipment, unless they added fifteen percent to the cost."

You understand the customer's perception; but when you questioned your service people they said the customer wanted them to provide service to several pieces of equipment that was not covered in your contract with them.

Instructions. Submit your response on Worksheet 3.

A	There must be some misunderstanding. My service people said you were asking them to serve equipment not on our agreed list. Let me review the contract. I'm sure we can sort this out.	A
B	There is always a little confusion at the beginning of these things.	B
C	I'd like more information. Can you tell me what they did service? Can you give me a list of the equipment that is in question?	C
D	Let me see if I understand. Your view is that the service people did not want to take care of some specific items that you thought they should service?	D

Worksheet 3. Separate People from the Problem

Skeptical of Delivery Date

Instructions. Record in Column 1 the response that you would have most likely given prior to reading Chapters 1 and 2. Record what you believe to be the book recommendation in Column 2. Use material from the book to briefly explain the textbook answer.

Col 1	Col 2	Explanation

Upset Over Services

Instructions. Record in Column 1 the response that you would have most likely given prior to reading Chapters 1 and 2. Record what you believe to be the book recommendation in Column 2. Use material from the book to briefly explain the textbook answer.

Col 1	Col 2	Explanation

Review Questions for Chapters 3-4.

Instructions. Write your answers on Worksheet 4. Do not include a copy of the questions with your answers. Consider 200 to 400 words per chapter as sufficient coverage of the material.

3. Focus on Interests, Not Positions

1. What is the difference between an “interest” and a “position”?
2. Give an example of compatible interests that may lie behind opposing positions.
3. Explain two techniques for identifying interests.
4. Briefly summarize the five most powerful interests—human needs.
5. How can you make interests come alive during negotiations?
6. What does it mean to put the problem before the answer?
7. What does “be hard on the problem, soft on the people” mean?

4. Invent Options for Mutual Gain

1. Briefly explain the four major obstacles that prohibit an abundance of options.
2. What does it mean to separate invention from deciding?
3. Describe the authors’ four guidelines for effective brainstorming during a session.
4. How can you broaden options by shuttling between the specific and the general?
5. Give an example of inventing arguments of different strengths.
6. Explain a suggestion for looking for mutual gain.
7. Explain how you might dovetail different interests.
8. Give an example of how you might make the other party’s decision easy.

Worksheet 4. Review Questions 3-4

Chapter 3. Focus on Interests, Not Positions

Note: Expand the space in the cells if you need more space for your answers.

1.	
2.	
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Chapter 4. Invent Options for Mutual Gain

Note: Expand the space in the cells if you need more space for your answers.

1.	
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8.	

Worksheet 5. Focus on Interests

1. **Instructions.** Recall a recent negotiation that you have experienced. Briefly describe what the negotiation was about and complete the information in Worksheet 5.

2. Rate the other party's interests from high to low on a scale of 5 to 1 with 5 being high on the following items, and offer a brief explanation to support your rating.

Interests	Rating	Explanation
Security		
Economic well-being		
A sense of belonging		
Recognition		
Control over one's life		

3. Rate your interests on the same scale and offer a brief explanation to support your rating.

Interests	Rating	Explanation
Security		
Economic well-being		
A sense of belonging		
Recognition		
Control over one's life		

4. Did you and the other party have any interests that were similar? Explain.

5. Was the negotiation successful or not? Explain.

Worksheet 6. Cancelled Reservation

A lady made a luncheon reservation for fifteen people in a popular restaurant two weeks in advance of the luncheon meeting.

On the date of the meeting, the lady who had made the reservations arrived thirty minutes early. The restaurant manager said to the customer, “I called you yesterday to confirm your reservation. You did not return my call. According to our policy, if reservations are not confirmed the day before the meeting, we may offer the room to others. Another party of ten people wanted the room, so I have assigned it to them.”

On Worksheet 6, suggest five options that the customer might discuss with the restaurant manager. Label the options according to negotiating styles: hard, soft, compromising, principled.

Option	Style

Review Questions for Chapters 5 and 6

5. Insist on Using Objective Criteria

1. Why is negotiating on the basis of “will” costly?
2. Summarize the case for using objective criteria.
3. Give five examples of how you might develop objective criteria.
4. What does it mean to “frame each issue as a joint search for objective criteria”?
5. Why should you never yield to pressure?

6. What If They Are More Powerful?

1. Define “bottom line.”
2. Explain BATNA.
3. What problems does it create for you if you do not know your BATNA?
4. Explain the “trip wire” test.
5. Describe the three steps necessary to develop BATNA’s.

Worksheet 7. Review Questions 5-6

Chapter 5. Insist on Using Objective Criteria

Note: Expand the space in the cells if you need more space for your answers.

1.	
2.	
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4.	
5.	

Chapter 6. What If They Are More Powerful

Note: Expand the space in the cells if you need more space for your answers.

1.	
2.	
3.	
4.	
5.	

Worksheet 8. Objective Criteria

Instructions. Consider the purchase of a home. List five objective standards that might be acceptable to both parties in trying to determine the value of the home.

1.
2.
3.
4.
5.

Worksheet 9. Identify Your BATNA

Instructions. Consider a negotiation that you will likely attempt in the near future. The negotiation could be something complex such as the purchase of an auto or simpler such as changing the service on your cell phone. Briefly describe the subject of the negotiation and list at least four alternatives that you could pursue should you not be able to come to agreement on your original negotiation.

1. Briefly describe the subject of the negotiation.

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2. List four alternatives that you could pursue should you not be able to reach an agreement.

1.
2.
3.
4.

Review Questions for Chapters 7 and 8

7. What If They Won't Play?

1. Suggest ways that you may turn the other party away from positions and toward merits.
2. Explain four aspects of "negotiation jujitsu."
3. Explain the "one-text procedure."
4. In your opinion, what is the most important insight illustrated in the Jones Realty and Frank Turnbull example?

8. What If They Use Dirty Tricks?

1. Describe the two most common ways the people respond when they realize that the other side is using tricky tactics?
2. Explain the three steps in negotiating the rules of the game when the other side is using dirty tricks.
3. Explain how you might deal with deliberate deception.
4. Describe what you can do when the other party uses psychological warfare.
5. Give two examples of positional pressure tactics and offer suggestions for dealing with them.
6. Offer a suggestion of what you can do to ensure that you do not become a victim in negotiations.

Worksheet 10. Review Questions 7-8

Chapter 7. What If They Won't Play?

Note: Expand the space in the cells if you need more space for your answers.

1.	
2.	
3.	
4.	

Chapter 8. What If They Use Dirty Tricks?

Note: Expand the space in the cells if you need more space for your answers.

1.	
2.	
3.	
4.	
5.	
6.	

Exercise: How to Focus Their Attention

Instructions. Recall a negotiation that you have experienced with another party who would made certain demands but was reluctant to discuss the negotiation issue on the merits. Briefly describe the subject of the negotiation and summarize five suggestions from Chapter 7 that would have been appropriate to use. Rate the other party's behavior by selecting either A or B and record your responses in Worksheet 11.

1.	A. treated me more like a friend B. treated me more like an adversary
2.	A. seemed to trust me B. was pretty skeptical of what I was saying
3.	A. was willing to make some concessions B. was pretty demanding
4.	A. was willing to disclose to me what he/she knew B. was somewhat misleading about information he/she had
5.	A. was sensitive to my position B. focused primarily on his/her points
6.	A. mainly, wanted to win the negotiation B. genuinely interested in reaching an agreement
7.	A. defied my offers and counter offers B. yielded to some of my requests
8.	A. was very stubborn during the negotiations B. showed flexibility in trying to work out a deal
9.	A. tried to dominate my position B. submitted to many of my demands
10.	A. initial demand was very high B. initial demand was very reasonable

Worksheet 11. Focus Their Attention

1. Briefly, describe the subject of the negotiation.

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2. Summarize five suggestions from Chapter 7 that would have been appropriate for you to use.

1.
2.
3.
4.
5.

3. Record your rating of the other party.

Number	A or B		Number	A or B
1			6	
2			7	
3			8	
4			9	
5			10	

Exercise: Dirty Tricks

Instructions. Recall a negotiation that you have experienced with another party who would made certain demands but was reluctant to discuss the negotiation issues on the merits. Briefly describe the subject of the negotiation and summarize five suggestions from Chapter 8 that would have been appropriate to use. Also, identify whether you think the following ten tactics would be ethical in negotiations. Use Worksheet 12 to record and submit your responses.

Ethical/ Unethical	Practice
1.	Refuse to reveal information that might be helpful to the other party.
2.	Report that you have a better deal when you do not.
3.	Insist on a better deal when the current deal is very reasonable.
4.	Exaggerate your claims beyond what your data support.
5.	Promise you can deliver on an issue when you are unsure.
6.	Attack the other party when you have no reason to doubt his/her position.
7.	Agree to a deal that you know is unfair to the other party.
8.	Do not volunteer to give the other party helpful information.
9.	Allow the other party to consider inaccurate data; if caught, claim it was a mistake.
10.	State that you need to get approval when you actually have the authority.

Worksheet 12. Dirty Tricks

1. Briefly, describe the subject of the negotiation.

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2. Summarize five suggestions from Chapter 8 that would have been appropriate for you to use.

1.	
2.	
3.	
4.	
5.	

3. Record your responses to the Ethical/Unethical Questionnaire.

3. Record your rating of the other party.

Number	E or U		Number	E or U
1			6	
2			7	
3			8	
4			9	
5			10	