**Strategic Negotiations’ Online Assignments**

**Submit assignments in a word doc file to:**

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**Assignment 1**

1. Prior to reading Chapters 1 and 2 in the GETTING TO YES book or reviewing the slides, respond “true” or “false” to the review questions. Record your answers in Column 1 of Worksheet 1A.

2. Read Chapters 1 and 2 and review the PowerPoint slides for Chapters 1 and 2. Identify what you believe to be the book answers and record these answers in Column 2 of Worksheet 1A.

3. In Column 3 of Worksheet 1A, summarize information from the book to justify your answers.

4. Complete the case incidents and submit on Worksheet 1B.

5. Record your answers the Negotiating Styles Questionnaire in Worksheet 1C.

**1A. Chapter 1-2 Review Questions**

**Don’t Bargain Over Positions**

1. The definition of a wise agreement is, “meets all of my needs.”

2. A recommended negotiation tactic is to clarify your position and defend, defend, defend.

3. Positional bargaining is likely to reduce effective negotiations.

4. Initial clarification of positions increases the likelihood of efficient negotiations.

5. Relationships are likely to be improved when all parties clearly identify their positions.

6. When many parties are involved, emphasis on positions is usually ineffective.

7. “Let’s be friends,” is more characteristic of soft negotiations.

8. “Searching for the single best answer is characteristic of hard negotiations.

9. Effective negotiators avoid both “hard” and “soft” negotiating strategies.

10. Principled negotiators strive to separate the people from the problem.

**Separate the People from the Problem**

11. Effective negotiators pay little attention to the “human aspects” of negotiations.

12. Both “substance” and “relationships” are involved in negotiations.

13. It is NOT practical to separate relationships from substance during negotiations.

14. Bargaining over positions puts relationship and substance in conflict.

15. Perceptions are more important than objective reality in negotiations.

16. It is important to avoid blaming the other party for your problems.

17. “Face-saving” is NOT a consideration for effective negotiators.

18. Discussions about emotions should be EXCLUDED from serious negotiations.

19. Effective listening requires that you occasionally paraphrase what you have heard.

20. Negotiations are more successful when approached as a debate between two parties.

**1B. Case Incidents**

**Instructions. Record in Column 1 of Worksheet 1B the responses that are closer to what you would have said prior to reading the book. In Column 2, record the book answers. Summarize the book explanation in Column 3.**

**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.”

|  |  |
| --- | --- |
| 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. |
| B | I suppose it is normal to worry about the dates when they are this tight. |
| 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? |
| 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. |

**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.

|  |  |
| --- | --- |
| 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. |
| B | There is always a little confusion at the beginning of these things. |
| 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? |
| D | Let me see if I understand. You view is that the service people did not want to take care of some specific items that you thought they should service? |

**1C. Negotiating Styles Questionnaire**

**Instructions. Select the statement that best describes your typical behavior in most negotiations. Record your answers in Worksheet 1C.**

IN MOST NEGOTIATIONS, I . . .

1A. am very firm about pursuing my objectives.

1B. deal with all of the interests of the other party.

2A. am willing to compromise if the other party is reasonable.

2B. am very persistent on issues that I consider important.

3A. am very persuasive in trying to win my points.

3B. try to avoid hurting the other person’s feelings.

4A. try to get a lot of alternatives on the table.

4B. think compromises result in the best deals.

5A. may let the other party have a “win” if the tension gets too high.

5B. seek options that satisfy both of our interests.

6A. discuss the pros and cons of many suggestions.

6B. am very persistent on issues that I consider important.

7A. am quick to look for the middle ground.

7B. avoid tensions whenever I can.

8A. trade concessions with the other party if I can get most of what I want.

8B. am very reluctant to concede even minor points.

9A. compromise if it is necessary to reach agreement.

9B. am willing to disclose my information to the other party.

10A. hope to maintain a long term relationship with the other party.

10B. establish a position, I stick to it.

11A. am not satisfied unless both of us get what we needed.

11B. can be flexible in my positions.

12A. worry when the other party is unhappy with the results.

12B. usually put a few things on the table that I am willing to give up.

13A. make my initial demands pretty high.

13B. try to start the negotiations with reasonable positions.

14A. am inclined to reject the other’s positions at the beginning of our bargaining.

14B. will give a little if the other party will give a little.

15A. am very willing to meet at the other’s place to show good faith.

15B. prefer to schedule meetings at my place.

16A. try to objectively consider the other’s demands.

16B. suggest a middle positions that meet some of our respective needs.

17A. believe sharing our information gives a better chance for a fair agreement.

17B. strive to maintain harmony among all parties.

18A. am willing to accept the other party’s help in working out an agreement.

18B. continue pressing my position even it means upsetting the other party.

19A. try to find some way to lighten the tension when negotiations get stressful.

19B. am usually willing to split the difference when things get blocked.

20A. try to get my way even when our positions are very close together.

20B. will trade concessions with the other party when necessary.

21A. will trade benefits with parties that I trust.

21B. prefer that complex negotiations occur on neutral ground.

22A. may give up something to maintain good relations with the other party.

22B. press my points even if the other party gets upset.

23A. am usually willing to forgive the other party for minor misrepresentations.

23B. put ALL of my ideas on the table.

24A. try to conclude negotiations close to a “middle ground.”

24B. strive to minimize our disagreements in an attempt to maintain good relationships.

**Worksheet 1A. Chapter 1-2 Review Questions**

**(You may expand the cells.)**

|  |  |  |
| --- | --- | --- |
| **1** | **2** | **Book Justification** |
|  |  | 1. |
|  |  | 2. |
|  |  | 3. |
|  |  | Etc. |
|  |  |  |

|  |  |
| --- | --- |
|  | How many Column 2 answers differed from Column 1 answers? |
|  | List two themes from these chapters that you wish to focus on more so.  1.  2. |

**Worksheet 1B. Case Incidents**

**(You may expand the cells.)**

**Skeptical of Delivery Dates**

|  |  |  |
| --- | --- | --- |
| **Col 1** | **Col 2** | **3. Explanation of Book Recommendation** |
|  |  |  |

**Upset Over Services**

|  |  |  |
| --- | --- | --- |
| **Col 1** | **Col 2** | **3. Explanation of Book Recommendation** |
|  |  |  |

**Worksheet 1C. Negotiating Styles Questionnaire**

**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** |  |  |  |  |

**Delete copies of questions and case before submitting.**

**Assignment 2**

1. Prior to reading Chapters 3-4 in the GETTING TO YES book or reviewing the slides, respond “true” or “false” to the Chapter 3-4 Review Questions. Record your answers in Column 1 of Worksheet 2A.

2. Review the slides for Session 2 and read Chapters 3-4. Record the book answers in Column 2 of Worksheet 2A.

3. In Column 3 summarize information from the book to justify your book answers.

4. Record your analysis to the Canceled Reservations incident in Worksheet 2B.

5. Record your analysis to the Focus on Interests exercise in Worksheet 2C.

**2A. Chapter 3-4 Review Questions**

**Focus on Interests, Not Positions**

21. The basic problem in negotiations is “interests” (not “positions”) of the parties.

22. Effective negotiators look behind “interests” to identify the other’s position.”

23. It is quite possible for compatible “interests” to lie behind opposing “positions.”

24. To identifying “interests” ask yourself “Why?” the other has taken his/her position.

25. Each negotiating party will usually focus on one major interest.

26. The most powerful interests of negotiators are basic human needs.

27. Effective negotiators describe their interests in concrete, specific details.

28. Effective negotiators focus on looking forwards, not backwards.

29. It is effective to think of more than one option that may satisfy your interests.

30. Effective negotiators are hard on the problem while being soft on the people.

**Invent Options for Mutual Gain**

31. The tendency to prematurely judge solutions reduces the odds of negotiation success.

32. In most negotiations, there is a single best answer.

33. As a practical matter, successful negotiations require one party to give up something.

34. A part of negotiations should be devoted exclusively to “inventing” options.

35. It is important to AVOID criticizing options during brainstorming sessions.

36. It may sometimes aid negotiations to “fractionate” the problem into smaller units.

37. Effective negotiators focus almost exclusively on their particular interests.

38. Negotiation success often depends on making decisions easy for the other party.

39. It is a good tactic to ask for the other party’s position before you state your position.

40. In reality, threats are often more effective than offers.

**2B. Case Incident: Canceled Reservation**

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

**Instructions. Drawing on information from the book, record in Column 1 of Worksheet 2B five suggested options that the customer might discuss with the restaurant manager. Label the options, in Column 2, according to negotiating styles: hard, soft, compromising, principled.**

**2C. Experiential: Focus on Interests**

**Instructions. Recall a recent negotiation that you have experienced. Briefly describe what the negotiation was about and complete the information in Worksheet 2C.**

**Worksheet 2A. Review Questions, Chapters 3-4**

**(You may expand the cells.)**

|  |  |  |
| --- | --- | --- |
| **1** | **2** | **Book Justification** |
|  |  | 21. |
|  |  | 22. |
|  |  | 23. |
|  |  | Etc. |

|  |  |
| --- | --- |
|  | How many Column 2 answers differed from Column 1 answers? |
|  | List two themes from these chapters that you wish to focus on more so.  1.  2. |

**Worksheet 2B. Canceled Reservation**

**(You may expand the cells.)**

|  |  |
| --- | --- |
| **1. Option** | **2. Style** |
| 1. |  |
| 2. |  |
| 3. |  |
| 4. |  |
| 5. |  |

**Worksheet 2C. Experiential: Focus on Interests**

**Instructions. Recall a recent negotiation that you have experienced. Briefly describe what the negotiation was about and complete the information in Worksheet 2C.**

**Brief Description of the Negotiation**

|  |
| --- |
|  |

**Instructions. 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. Write a brief explanation to support your rating.**

|  |  |  |
| --- | --- | --- |
| **1. Interests** | **2. Rating** | **3. Explanation** |
| Security |  |  |
| Economic well-being |  |  |
| A sense of belonging |  |  |
| Recognition |  |  |
| Control over one’s life |  |  |

**Instructions. Rate your interests on the same scales and offer a brief explanation to support your rating.**

|  |  |  |
| --- | --- | --- |
| **1. Interests** | **2. Rating** | **3. Explanation** |
| Security |  |  |
| Economic well-being |  |  |
| A sense of belonging |  |  |
| Recognition |  |  |
| Control over one’s life |  |  |

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

|  |
| --- |
|  |

**Instructions. Was the negotiation successful? Explain.**

|  |
| --- |
|  |

**Delete copies of** questions **and case before submitting.**

**Assignment 3**

1. Prior to reading Chapters 5 and 6 in the GETTING TO YES book or reviewing the slides, respond “true” or “false” to the review questions. Record your answers in Column 1 of Worksheet 3A.

2. Review the slides for Session Three and read Chapters 5 and 6. Record the book answers in Column 2 of Worksheet 3A.

3. In Column 3 of Worksheet 3A, summarize information from the book to justify your book answers.

4. Complete the exercise, IDENTIFY YOUR BATNA and submit in Worksheet 3B.

5. Complete the OBJECTIVE CRITERIA exercise and record your answers in Worksheet 3C.

**3A. Chapter 5-6 Review Questions**

**Insist on Using Objective Criteria**

41. Negotiating on the basis of “will” is usually very costly.

42. Objective criteria allow negotiations independent of the will of either side.

43. When objective standards come into play, the other party becomes more difficult.

44. “Market value” can be an example of an objective criterion.

45. In many cases, useful “objective criteria” may apply to only one side of the issue.

46. While “historical precedent” IS an example of objective criteria, “tradition” is NOT.

47. The process of “one cuts; the other chooses” contains the principle of a fair procedure.

48. It is important to frame each negotiating issue as a joint search for objective criteria.

49. When identifying and using objective criteria, it is important to be reasonable.

50. It is OK to yield your position to principle but NOT OK to yield to pressure.

**What If They Are More Powerful?**

51. Identifying your “bottom line” makes you more likely to yield to pressure.

52. A “bottom line” may actually keep parties from agreeing to a reasonable solution.

53. A BATNA is a more effective negotiating concept than a “bottom line.”

54. Your BATNA consists of clever strategies used to confound powerful negotiators.

55. A “trip wire” is an early warning sign to a potentially unattractive solution.

56. If you can improve your BATNA, you can also increase your power in negotiations.

57. Selecting a BATNA requires evaluating your alternatives if there is no deal.

58. While your BATNA is important, you should give no consideration to the other’s BATNA.

59. The more powerful the other party, the less there is value in “negotiating on the merits.”

60. A sound BATNA is your best defense against negotiators who are more powerful.

**3B. Case Incident: Identify Your BATNA**

Consider a negotiation at work that you anticipate, or one that you have recently experienced. An example might be: negotiating with a vendor or customer, resolving a warranty issue, negotiating budget issues, resolving a disagreement at work, and the like. Briefly describe 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. Record your responses in Worksheet 3B.

**3C. Experiential Exercise: Objective Criteria**

Consider the purchase of a home. List and briefly describe five objective standards that you might be acceptable to both parties in trying to determine the value of the home. Record your responses in Worksheet 3C.

**Worksheet 3A. Chapter 5-6 Review Questions**

**(You may expand the cells.)**

|  |  |  |
| --- | --- | --- |
| **1** | **2** | **Book Justification** |
|  |  | 41. |
|  |  | 42. |
|  |  | 43. |
|  |  | Etc. |

|  |  |
| --- | --- |
|  | How many Column 2 answers differed from Column 1 answers? |
|  | List two themes from these chapters that you wish to focus on more so.  1.  2. |

**Worksheet 3B. Identify Your BATNA**

**Instructions. Briefly identify the situation.**

|  |
| --- |
|  |

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

|  |
| --- |
| 1. |
| 2. |
| 3. |
| 4. |

**Worksheet 3C. Objective Criteria**

**Instructions. List and briefly describe five objective standards that you might use to determine a reasonable price for the purchase of a new home.**

|  |  |
| --- | --- |
| **Standard** | **Brief Description** |
| 1. |  |
| 2. |  |
| 3. |  |
| 4. |  |
| 5. |  |

**Delete copies of questions and case before submitting.**

**Assignment 4**

1. Prior to reading Chapters 7 and 8 in the GETTING TO YES book or studying the slides, respond “true” or “false” to the review questions. Record your answers in Column 1 of Worksheet 4A.

2. Review the slides for Session Four and read Chapters 7 and 8. Identify what you believe to be the book answers. Record the book answers in Column 2 of Worksheet 4A.

3. In Column 3 of Worksheet 4A, summarize information from the book to justify your book answers.

4. Analyze the case WHEN THE OTHER WON’T NEGOTIATE and record your analysis in Worksheet 4B.

5. Complete the OBJECTIVE CRITERIA exercise and record your answers in Worksheet 4C.

6. Complete the NEGOTIATING STYLES QUESTIONNAIRE and record your answers in Worksheet 4D.

**4A Chapter 7-8 Review Questions**

**What If They Won’t Play?**

61. A suggested way to try to get the other party to focus on the merits is include a third party.

62. Rejecting another party’s firm position is likely to lock them into that position.

63. When a negotiator takes an unreasonably firm position, it is best to ignore the position.

64. When attacked from the other side, you should staunchly defend your positions.

65. If the other attacks you personally, it is best to sit back and allow them to cool down.

66. A one-text procedure is where a third party presents one plan to be accepted or rejected.

67. Making yourself open to persuasion is important to principled negotiations.

68. It is often helpful to give personal support to the other party.

69. Asking questions is a helpful principled negotiations tactic.

70. If the other is unwilling, you will not likely be able to move them to principled negotiations.

**What If They Use Dirty Tricks?**

71. Unfortunately, when the other uses dirty tricks, many negotiators just put up with it.

72. When the other uses dirty tricks, it is effective to respond in kind.

73. When you see the other using a dirty trick, you should bring it up and talk about it.

74. When the other makes false statements, try to verify without making it personal.

75. It is important to determine if the other party has authority to enter into an agreement.

76. Good negotiators rarely resort to making threats.

77. It is never appropriate to attempt to negotiate through a third party.

78. An attempt to delay an agreement is often an example of a dirty trick.

79. When the other suggests a “take-it-or-leave-it” position, negotiations are over.

80. When you suspect the other party, it is helpful to begin by agreeing upon the rules.

**4B. Case: When the Other Won’t Negotiate**

**Instructions. Recall a negotiation that you have experienced with another party who took firm positions and was very reluctant to negotiate on the merits. Record your analysis in Worksheet 4B.**

1. Briefly describe the subject of the negotiation.

2. Summarize three suggestions from the book that would have been appropriate to use.

3. Rate the other party’s behavior by selecting either A or B on the questionnaire below.

**Rating of Negotiator’s Behaviors**

|  |  |
| --- | --- |
| 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 |

**4C. Experiential Exercise: Dirty Tricks**

**Instructions. Recall a negotiation that you have experienced with another party who used one or more dirty tricks such as: (a) deliberate deception, (b) psychological warfare, or (c) positional pressure tactics. Respond to the three instructions below and record your responses on Worksheet 4C.**

1. Briefly describe the subject of the negotiation.

2. Summarize three suggestions from the book that would have been appropriate to use.

3. Identify whether you think the following ten tactics would be ethical in negotiations.

**Negotiation Ethics**

|  |  |
| --- | --- |
| **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. |

**4D. Negotiating Styles Questionnaire**

**Instructions. Select the statement that best describes the behavior that you favor after completing this course. Record your answers in Worksheet 4D.**

IN MOST NEGOTIATIONS, I . . .

1A. am very firm about pursuing my objectives.

1B. deal with all of the interests of the other party.

2A. am willing to compromise if the other party is reasonable.

2B. am very persistent on issues that I consider important.

3A. am very persuasive in trying to win my points.

3B. try to avoid hurting the other person’s feelings.

4A. try to get a lot of alternatives on the table.

4B. think compromises result in the best deals.

5A. may let the other party have a “win” if the tension gets too high.

5B. seek options that satisfy both of our interests.

6A. discuss the pros and cons of many suggestions.

6B. am very persistent on issues that I consider important.

7A. am quick to look for the middle ground.

7B. avoid tensions whenever I can.

8A. trade concessions with the other party if I can get most of what I want.

8B. am very reluctant to concede even minor points.

9A. compromise if it is necessary to reach agreement.

9B. am willing to disclose my information to the other party.

10A. hope to maintain a long term relationship with the other party.

10B. establish a position, I stick to it.

11A. am not satisfied unless both of us get what we needed.

11B. can be flexible in my positions.

12A. worry when the other party is unhappy with the results.

12B. usually put a few things on the table that I am willing to give up.

13A. make my initial demands pretty high.

13B. try to start the negotiations with reasonable positions.

14A. am inclined to reject the other’s positions at the beginning of our bargaining.

14B. will give a little if the other party will give a little.

15A. am very willing to meet at the other’s place to show good faith.

15B. prefer to schedule meetings at my place.

16A. try to objectively consider the other’s demands.

16B. suggest a middle positions that meet some of our respective needs.

17A. believe sharing our information gives a better chance for a fair agreement.

17B. strive to maintain harmony among all parties.

18A. am willing to accept the other party’s help in working out an agreement.

18B. continue pressing my position even it means upsetting the other party.

19A. try to find some way to lighten the tension when negotiations get stressful.

19B. am usually willing to split the difference when things get blocked.

20A. try to get my way even when our positions are very close together.

20B. will trade concessions with the other party when necessary.

21A. will trade benefits with parties that I trust.

21B. prefer that complex negotiations occur on neutral ground.

22A. may give up something to maintain good relations with the other party.

22B. press my points even if the other party gets upset.

23A. am usually willing to forgive the other party for minor misrepresentations.

23B. put ALL of my ideas on the table.

24A. try to conclude negotiations close to a “middle ground.”

24B. strive to minimize our disagreements in an attempt to maintain good relationships.

**Worksheet 4A. Review Questions, Chapters 7-8**

**(You may expand the cells.)**

|  |  |  |
| --- | --- | --- |
| **1** | **2** | **Book Justification** |
|  |  | 1. |
|  |  | 2. |
|  |  | 3. |
|  |  | Etc. |
|  |  |  |

|  |  |
| --- | --- |
|  | How many Column 2 answers differed from Column 1 answers? |
|  | List two themes from these chapters that you wish to focus on more so.  1.  2. |

**Worksheet 4B. When the Other Won’t Negotiate**

**Instructions. Briefly, describe the subject of the negotiation.**

|  |
| --- |
|  |

**Instructions.** **Summarize three suggestions from the book that would have been appropriate to use.**

|  |
| --- |
| 1. |
| 2. |
| 3. |

**Instructions. 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 |  |

**Worksheet 4C. Dirty Tricks**

**Instructions. Briefly, describe the subject of the negotiation.**

|  |
| --- |
|  |

**Instructions. Summarize three suggestions from the book that would have been appropriate for you to use.**

|  |
| --- |
| 1. |
| 2. |
| 3. |

**Instructions. Record your answers to the negotiations ethics questionnaire.**

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

**Worksheet 4D. Negotiating Styles Questionnaire**

**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** |  |  |  |  |

**Delete copies of questions and case before submitting**