



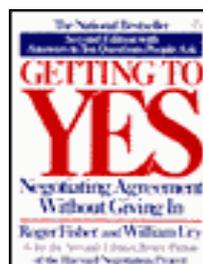
## FINAL EXAM

# Course # 411002 Getting to Yes - Negotiation Techniques

based on the book:

### **Getting to Yes: Negotiating Agreement Without Giving In**

by: Roger Fisher & William Ury ( 1991 )



15 CPE Credit Hours  
Communication &  
Sales

*This exam sheet is made available for your convenience in answering questions while offline. Please note that you will still need to enter your answers on the online exam sheet for grading. Instructions are provided at the end of this document.*

## **Chapter 1 - Don't Bargain Over Positions**

1. Everyone negotiates something everyday.

TRUE

FALSE

2. Positional bargaining is the method of negotiation by which:

Each side attempts to deceive the other side

People refuse to negotiate

Each side takes a position, argues for it, and makes concessions to reach a compromise

Each side negotiates from opposite sides of the table

3. Efficiency is one of three criteria used to fairly judge any method of negotiation.

TRUE

FALSE

4. A wise agreement can be defined as:

One that meets the legitimate interests of each side to the extent possible

One that resolves conflicting interests fairly

One that is durable and takes community interests into account

All of the above

5. Arguing over positions produces unwise agreements.

TRUE

FALSE

6. Arguing over positions is extremely efficient.

TRUE

FALSE

7. Arguing over positions has no effect on ongoing relationships.

TRUE

FALSE

8. In positional bargaining, the more you clarify your position and defend it against attack, the less committed you become to it.

TRUE

FALSE

9. Arguing over positions endangers an ongoing relationship as each side tries through sheer will power to force the other to change its position.

TRUE

FALSE

10. The fewer people involved in a negotiation, the more serious the drawbacks to positional bargaining.

TRUE

FALSE

11. In positional bargaining, people's egos become identified with their positions.

TRUE

FALSE

12. When negotiating on the merits, participants are:

friends

adversaries

problem-solvers

good citizens

## **Chapter 2 - Separate the People from the Problem**

13. A basic fact about negotiation is that you are dealing not with abstract representatives of the other side, but with human beings.

TRUE

FALSE

14. The method of principled negotiation involves separating the people from the problem.

TRUE

FALSE

15. Beyond reaching an agreement that satisfies his substantive interests, every negotiator also has an interest in:

The outcome of prior negotiations

The business of the other side

His relationship with the other side

His appearance

16. Dealing with a substantive problem and maintaining a good working relationship need not be conflicting goals if the parties are committed and psychologically prepared to treat each separately on its own legitimate merits.

TRUE

FALSE

17. Understanding the other side's thinking is not simply a useful activity that will help you solve your problem. Their thinking is the problem.

TRUE

FALSE

18. In a negotiation, particularly in a bitter dispute, talk is more important than feelings.

TRUE

FALSE

19. Without communication there is no negotiation.

TRUE

FALSE

### **Chapter 3 - Focus on Interests, Not positions**

20. The method of principled negotiation involves focusing on interests, not positions.

TRUE

FALSE

21. Interests motivate people. They are the silent movers behind positions.

TRUE

FALSE

22. Opposed positions are based on conflicting interests, not compatible ones.

TRUE

FALSE

23. Reconciling interests rather than positions works because:

Interests are less important than positions

Interests usually conflict

Positions are easily defined.

For every interest there usually exist several possible positions that could satisfy it

24. Interests define the problem.

TRUE

FALSE

25. In principled negotiations, figuring out the other side's interests is at least as important as figuring out your own.

TRUE

FALSE

26. A basic technique for identifying positions is to put yourself in their shoes, examine each position they take, and ask yourself why.

TRUE

FALSE

27. Asking "Why Not?" is to identify the basic decision that those on the other side probably see you asking them for and then:

To ask yourself what decision you would make

To ask yourself how you can help them make that decision

To ask them why they have not made the decision

To ask yourself why they have not made that decision

28. Each side rarely has multiple interests.

TRUE

FALSE

29. The most powerful interests are basic human needs.

TRUE

FALSE

30. A common error in diagnosing a negotiating situation is to assume that each person on the other side has the same interests.

TRUE

FALSE

31. Basic human needs include:

A vacation home

A corner office

Security

Peace and quiet

32. It is your responsibility to explain your interests to the other side.

TRUE

FALSE

33. Being specific about the details of your interests will make your interests seem less credible to the other side.

TRUE

FALSE

34. It's important to acknowledge the other side's interests as part of the problem.

TRUE

FALSE

35. If you want someone to listen and understand your reasoning, give your interests and reasoning first and your conclusions or proposals later.

TRUE

FALSE

36. You will satisfy your interests better if you come to an agreement or settlement of things that happened in the past before you proceed to the

future.

TRUE

FALSE

37. It may not be wise to commit yourself to your position, but it is wise to commit yourself to your interests.

TRUE

FALSE

#### **Chapter 4 - Invent Options for Mutual Gain**

38. The method of principled negotiation involves inventing options for mutual gain.

TRUE

FALSE

39. One major obstacle that inhibits the inventing of an abundance of options is thinking that solving their problem is their problem.

TRUE

FALSE

40. The following is not a major obstacle that inhibits the inventing of an abundance of options:

Premature judgment

Searching for the single answer

The generation of "wild ideas"

The assumption of a fixed pie

41. Inventing options comes naturally.

TRUE

FALSE

42. Inventing is part of the negotiation process.

TRUE

FALSE

43. Most people see their job in negotiation as narrowing the gap between options, not broadening the options available.

TRUE

FALSE

44. Before brainstorming, you should

Define your purpose

Eat a good lunch

Design a formal atmosphere

Not make advance preparations

45. To invent creative options, you will need to combine the act of inventing options and the act of judging them.

TRUE

FALSE

46. During brainstorming, you should record the ideas in full view.

TRUE

FALSE

47. The type of thinking in which you diagnose an existing situation in general terms is known as descriptive analysis.

TRUE

FALSE

48. Examination of your problem from the perspective of different professions and disciplines will help to generate multiple options.

TRUE

FALSE

49. Since success for you in a negotiation depends upon the other side's making a decision you want, you should do what you can to make that decision an easy one.

TRUE

FALSE

## **Chapter 5 - Insist on Using Objective Criteria**

50. The method of principled negotiation involves insisting on using objective criteria.

TRUE

FALSE

51. Your chance of benefiting from past experience becomes greater the more you and the other side:

Refer to precedent and community practice

Brainstorm

Stick to your guns

Utilize third party facilitators

52. Trying to settle differences of interest on the basis of will has high costs.

TRUE

FALSE

53. It's never a good idea to ask the other side what the theory is behind their position.

TRUE

FALSE

54. An example of objective criteria is:

Your professional opinion

Market value

The greater amount

The first option presented

55. Ideally, to assure a wise agreement, objective criteria should be not only independent of will but also both legitimate and practical.

TRUE

FALSE

56. In order to negotiate with objective criteria, it's a good idea to frame each issue as a joint search for objective criteria.

TRUE

FALSE

## Chapter 6 - What if They Are More powerful?

57. Your BATNA is your:

- Battery Activated Turbo Nuclear Antenna
- Best Actual Technology Not Activated
- Best Alternative To a Negotiated Agreement
- Believed Authoritative Test for Not Arguing

58. Adopting a bottom line limits your ability to benefit from what you learn during negotiation.

- TRUE
- FALSE

59. The standard against which any proposed agreement should be measured is :

- Your bottom line
- Your BATNA
- Your trip wire
- Your best proposition

60. A bottom line increases imagination.

- TRUE
- FALSE

## **Chapter 7 - What if they Won't Play?**

61. In negotiation jujitsu, you should attack the other side's position.

- TRUE
- FALSE

62. If the other side chooses to play the game of positional bargaining, you can change the game simply by starting to play a new one.

- TRUE
- FALSE

63. A way to channel criticism in a constructive direction is to turn the situation around and ask for their advice.

- TRUE

FALSE

64. In negotiation jujitsu, rather than resisting the other side's criticism, you should invite it.

TRUE

FALSE

65. A key tool in negotiation jujitsu is:

Preparing bold statements in advance

Being persuasive

Having the upper hand

Asking questions

66. Some of the most effective negotiating you will ever do is when you are not talking.

TRUE

FALSE

67. The one-text procedure shifts the game from positional bargaining and simplifies the process of inventing options and deciding jointly on one.

TRUE

FALSE

68. It's important to get everyone's consent before beginning the one-text procedure.

TRUE

FALSE

## **Chapter 8 - What if They Use Dirty Tricks?**

69. In negotiating the rules of the negotiating game, you should recognize the tactic, raise the issue explicitly, and:

Call the police

Discontinue negotiations

Question the tactic's legitimacy and desirability

Use the tactic to your advantage

70. Before beginning any negotiation, it's a good idea to inquire about the level of authority held by the negotiator on the other side.

TRUE

FALSE

71. Positional pressure tactics are designed to structure the situation so that only one side can effectively make concessions.

TRUE

FALSE

72. An example of a positional pressure tactic is:

Refusal to negotiate

Extreme demands

Escalating demands

All of the above

73. Psychological warfare tactics are designed to make you feel uncomfortable so that you will have a subconscious desire to end the negotiation as soon as possible.

TRUE

FALSE

74. It is easier to defend principle than an illegitimate tactic.

TRUE

FALSE

75. The good-guy bad-guy routine is a form of deliberate deception.

TRUE

FALSE

## **Chapter 9 - In Conclusion**

### Instructions for Submitting Answers Online:

- Sign In at [www.ApexCPE.com](http://www.ApexCPE.com)
- Click the "My CPE" tab at the top of the page.
- Click "My CPE Courses".
- Find the current CPE year and click "Go to My Courses".

- *Find this course and click the "Go to Course" link.*
- *Step 2 on the Course Syllabus page is "Take the Final Exam". Click the "Begin Final Exam" link.*
- *Enter your answers on the online exam sheet.*
- *Click the "Grade Exam" button at the bottom of the page. Your exam will be graded automatically. If your score exceeds 70%, a "Create Certificate" button will display. Otherwise, you may continue to retake the exam until you pass.*
- *A short evaluation page will display. Please provide your feedback for the course.*
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