

## Chapter 5 Negotiation

1. Yu Fei, a negotiator for Tama Inc., has a conference with an American competitor's officials. Her seniors advise her to completely understand the Americans' viewpoint during the conference. Which of the following benefits will be most likely achieved by Yu Fei if she listens to her seniors' advice?
  - a) It will help Yu Fei fine tune her listening skills and help point out loopholes.
  - b) It will encourage Yu Fei to assess a wide range of alternatives for a resolution.
  - c) It will motivate Yu Fei to adapt to the negotiation style of the Americans.
  - d) It will help Yu Fei to delve specifically and repeatedly into the details at hand.
2. Which of the following is most likely to be a reason for ineffective international business negotiations?
  - A) differences in cultural values and problem-solving techniques
  - B) highly restrictive government legislations
  - C) lack of socializing with the opposite party
  - D) lack of nonverbal communication
3. Cultural values that affect international negotiations do NOT include?
  - A) lifestyle
  - B) non-verbal communication
  - C) approaches to informal decisions
  - D) problem solving techniques
4. Which of the following variables is LEAST relevant to the profile of an opposing party in a cross-cultural negotiation?
  - A) bases of trust
  - B) value and uses of time
  - C) risk-taking propensity
  - D) location of the negotiation
5. One of the primary purposes of relationship building during the negotiation process is to \_\_\_\_\_.
  - A) build mutual trust
  - B) create formal contracts
  - C) exchange task-related information
  - D) avoid direct confrontations
6. According to Adler, to understand the perspectives of both sides and to prepare for meetings effectively, a negotiator must \_\_\_\_\_.
  - A) avoid the use of nonverbal communication
  - B) engage in lengthy, evasive conversations
  - C) practice role reversal
  - D) avoid direct conflicts
7. In the American culture, which of the following is most likely to be considered a dirty trick during cross-cultural negotiations?
  - A) establishing personal relationships
  - B) deliberately distorting facts
  - C) hard bargaining
  - D) exchanging irrelevant information

8. Which of the following tactics are not used by skilled international negotiators?
- A) promises
  - B) threats
  - C) dirty tricks
  - D) meaningful information
9. Which of the following is most likely a subtle and complex behavior that makes cross-cultural negotiations difficult?
- A) developing goals of negotiation
  - B) nonverbal communication
  - C) exchanging objective information
  - D) employing information technology
10. In which of the following countries do people typically begin the concessions and agreement stage of negotiation with what they are prepared to accept rather than take extreme positions?
- A) China
  - B) Sweden
  - C) Russia
  - D) United States
11. Which of the following is a similarity between the negotiation styles of both North Americans and Latin Americans?
- A) They highly value emotional sensitivity.
  - B) They display strong commitment to their employers.
  - C) They give great importance to documentation.
  - D) They tend to be argumentative when they think they are right.
12. Which of the following is true about Japanese negotiators?
- A) Personal benefit is the ultimate aim of the Japanese negotiators.
  - B) Japanese negotiators are often impulsive and make decisions spontaneously.
  - C) Japanese negotiators are outwardly expressive and take conflicts personally.
  - D) Japanese negotiators are calm and patient, and accustomed to long, detailed negotiating sessions.
13. Which of the following behaviors is NOT consistent with Casse's profile of successful American negotiators?
- A) refuse to make concessions in advance
  - B) exhibits a good sense of timing
  - C) never compromises
  - D) understands the issues
14. According to **Pierre Casse**, which of the following is a typical characteristic of a successful Indian negotiator?
- A) never changes his or her mind
  - B) lacks patience
  - C) uses trade secrets to strengthen his position

D) stays humble and trusts the opponent

15. Which of the following is true about Arab negotiators?

- A) Arab negotiators do not use conferences as mediating devices.
- B) Arab negotiators generally use factual rather than affective appeals.
- C) Arab negotiators prefer short-term relationships to long-term relationships.
- D) Arab negotiators use mediators to settle disputes.

16. Which of the following types of decision making is generally used in China, Germany, Turkey, and India?

- A) participative
- B) autocratic
- C) totalitarian
- D) theocratic

17. In Japanese culture, the term " \_\_\_\_\_ " refers to a process which involves gaining approval on a proposal by circulating documents to those concerned throughout the company. It usually comprises four steps: proposal, circulation, approval, and record.

- A) nemawashi
- B) kaizen
- C) shinyo
- D) ringi

18. Decentralized decision making is beneficial when \_\_\_\_\_.

- A) all subsidiaries use the same inputs in production
- B) fast-changing national business environments put a premium on local responsiveness
- C) one subsidiary's output is another's input
- D) it aims to create a single global organizational culture

19. What is negotiation?

20. Name the stages in the negotiation process and how culturally based value systems influence these stages.

In addition, please answer the following questions:

- a) explain the role and relative importance of relationship building in different countries.
- b) explain the various styles and tactics that can be involved in exchanging task-related information.
- c) Describe differences in culturally based styles of persuasion.
- d) Discuss the kinds of concession strategies a negotiator might anticipate in various countries.

Focusing on the characters of successful American, Arab, Chinese, Japanese, Indian, Swede/Swedish, and Mexican negotiators.