

## TECEP® Test Description for NEG-401-TE

### NEGOTIATIONS AND CONFLICT MANAGEMENT

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This exam assesses students' understanding of the conceptual framework of negotiations as practiced in the public and private sectors. Topics include: concepts, processes, strategies, and ethical issues related to negotiations; the theory, processes, and practices of negotiation, conflict resolution, and relationship management in a variety of situations; effective versus ineffective strategies; and patterns of negotiation and conflict resolution in multicultural contexts. (3 credits)

- **Test format:** 4 essays (20 or 30 points each)
  - **Passing score:** 70% (70/100 points). Your grade will be reported as CR (credit) or NC (no credit).
  - **Time limit:** 2 hours
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### OUTCOMES ASSESSED ON THE TEST

- Appraising the theories, processes, and practices of negotiation, conflict resolution, and relationship management.
  - Evaluating the principles, strategies and tactics of effective negotiation and relationship management.
  - Assessing the various factors that impact negotiations.
  - Synthesizing effective communication, problem-solving, and influence techniques to be appropriate for a given situation.
  - Discriminating the patterns of negotiation and conflict resolution strategies required in multicultural contexts.
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### TOPICS ON THE TEST AND THEIR APPROXIMATE DISTRIBUTION

The table below indicates the main topics covered by this exam and the approximate percentage of the exam devoted to each main topic. Under the main topic heading is a list of related—but more specific—topics. It is important to review these topics to determine how much prior knowledge you have and/or how much additional study is necessary.



Topic	Percentage
<b>What is Negotiation?</b> <ul style="list-style-type: none"> <li>● Objectives and disruptions</li> <li>● Negotiation planning</li> <li>● Managing conflict</li> <li>● Analyzing disputes</li> <li>● Improving decision-making</li> <li>● Coping with conflict</li> </ul>	<b>10%</b>
<b>Negotiation Strategies and Biases</b> <ul style="list-style-type: none"> <li>● Problem-solving</li> <li>● Contending</li> <li>● Yielding</li> <li>● Compromising</li> <li>● Building relationships</li> <li>● Understanding cognitive, motivational and emotional bias</li> <li>● Social perception</li> <li>● Joint problem-solving</li> <li>● Emotional intelligence</li> </ul>	<b>20%</b>
<b>Processes and Phases of Negotiation</b> <ul style="list-style-type: none"> <li>● Distributive negotiation</li> <li>● Positional bargaining</li> <li>● Game theory</li> <li>● Zero-sum, positive sum, and negative sum games</li> <li>● Integrative negotiation</li> <li>● Principled bargaining</li> <li>● Phases of negotiation</li> </ul>	<b>20%</b>
<b>Types of Business Negotiations</b> <ul style="list-style-type: none"> <li>● Multi-party</li> <li>● Mergers and acquisitions</li> <li>● Sales</li> <li>● Suppliers</li> <li>● Labor</li> <li>● Negotiating for yourself</li> <li>● Principals and agents</li> </ul>	<b>15%</b>
<b>Conflict Resolution</b> <ul style="list-style-type: none"> <li>● Intra-organizational conflict</li> <li>● Causes</li> <li>● Mediation</li> <li>● Arbitration</li> </ul>	<b>15%</b>
<b>Cross-Cultural Negotiation</b> <ul style="list-style-type: none"> <li>● Communications in international negotiations</li> </ul>	<b>20%</b>



<ul style="list-style-type: none"> <li>• Theories of cultural dimensions</li> <li>• Fons Trompenaars</li> <li>• Geert Hofstede</li> <li>• Political and legal issues in international negotiations</li> <li>• Bargaining ethics</li> </ul>	
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## STUDY MATERIALS

Below is a list of recommended study materials to help prepare you for your exam. Most textbooks in this subject include the topics listed above and will prepare you for the test. If you choose another text, be sure to compare its table of contents against the topic list to make sure all topics are covered.

Title
Lewicki, R., Barry, B., & Saunders, D. <i>Essentials of Negotiation</i> (current edition). New York, NY: McGraw-Hill/Irwin.
Fisher, R., & Ury, W. <i>Getting to Yes: Negotiating Agreement Without Giving In</i> (current edition). New York, NY: Penguin Books.

In addition to (or in place of) the texts listed above, you may wish to use the open resource listed below. We encourage you to explore this resource to make sure that you are familiar with multiple perspectives on the topics above. The resource is openly licensed, which means that it is free to be [revised, remixed, reused, redistributed, and retained](#), so long as its unique terms are followed. You can learn more about open licensing [here](#).

Resource Licensing Guide	
Title	License
<a href="#">BUS403: Negotiations and Conflict Management</a> [Saylor course]. Washington, D.C.: Saylor Academy.	<a href="#">See terms</a>

## SAMPLE QUESTIONS

The questions below are designed to help you study for your TECEP. Answering these questions does not guarantee a passing score on your exam.



Please note that the questions below **will not** appear on your exam.

**Sample essay question**

1. Answer the questions below.
    - a. Describe the concept of “interests” in a negotiation. *(8 pts)*
    - b. What are the benefits of using interests to reach an integrative solution to a conflict? Provide an example of how you would use interests in a negotiation. *(12 pts)*
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## ANSWERS TO SAMPLE QUESTIONS

- 1a. Interests are the fundamental needs, wants, concerns, and fears that truly motivate the negotiator's decisions and behavior. There are four types of interests in a negotiation. Substantive interests are the focus of the negotiation and involve tangible issues. Process interests are associated with the way the parties go about reaching an agreement. Relationship interests stem from either or both of the parties placing a value on preserving the relationship itself. Interests in principles are intangible concerns about what is fair and ethical.

Criteria	Points
Defining the concept of interests in a negotiation.	<b>3 points</b>
Understanding the relationship between interests and motivating factors.	<b>5 points</b>

- 1b. Since interests relate to a party's underlying needs or desires, they are more important to address than the party's position, or opening offer. Negotiating over positions may only produce a solution that is a victory for one party and a loss for another. To achieve an integrative outcome that meets the needs of both parties, one would need to devote time to the early phases of the negotiation process, when the parties are building a relationship and gathering information. During this time, a negotiator should gather information about the other party's true interests, which may not be entirely clear in their position.

For example, two new friends discuss dinner plans for a first date. Sarah suggests they go to Olive Garden, but Andrew prefers Outback. This represents each party's position. If they negotiate solely on these positions, the best that can happen is that one will win and one will lose. Things could go badly and they might fail to reach an agreement altogether. Sarah and Andrew both need to find what motivated the other's choice. If the two spend some time asking the other about their needs and desires with regard to dinner, they will identify the interests that are truly important to the negotiation. In this case, Sarah chose Olive Garden because she wanted to walk to a restaurant near her apartment; Andrew chose Outback because he prefers a steak house to Italian food. By taking the time to discover each other's interests, Sarah and Andrew learn that they can create an integrative solution that meets the desires of both parties by going to a steak house near Sarah's apartment.

Criteria	Points
Identifying the factors relevant to an integrative solution in a negotiation.	<b>4 points</b>
Developing a cogent and feasible application of interests to an integrative bargaining scenario.	<b>8 points</b>

