Negotiations and Conflict Management  

NEG-401-TE

This TECEP® tests content covered in a one-semester course. It focuses on 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 vs. ineffective strategies; patterns of negotiation and conflict resolution in multicultural contexts.  (3 s.h.)

- 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

Topics on the test and their approximate distribution

1. What is negotiation?  (10%)
   Key concepts:
   Objectives and disruptions; negotiation planning; managing conflict; analyzing disputes; improving decision-making; coping with conflict

2. Negotiation strategies and biases  (20%)
   Key concepts:
   Problem-solving; contending; yielding; compromising; building relationships; understanding cognitive, motivational and emotional bias; social perception; joint problem-solving; emotional intelligence

3. Processes and phases of negotiation  (20%)
   Key concepts:
   Distributive negotiation; positional bargaining; game theory; zero-sum, positive sum, and negative sum games; integrative negotiation; principled bargaining; phases of negotiation

4. Types of business negotiations  (15%)
   Key concepts:
   Multi-party; mergers and acquisitions; sales; suppliers; labor; negotiating for yourself; principals and agents

5. Conflict resolution  (15%)
   Key concepts:
   Intra-organizational conflict; causes; mediation; arbitration

6. Cross-cultural negotiation  (20%)
   Key concepts:
   Communications in international negotiations; theories of cultural dimensions; Fons Trompenaars; Geert Hofstede; political and legal issues in international negotiations; bargaining ethics
Outcomes assessed on the test

• Appraise the theories, processes, and practices of negotiation, conflict resolution, and relationship management
• Evaluate the principles, strategies and tactics of effective negotiation and relationship management
• Assess the various factors that impact negotiations
• Synthesize effective communication, problem-solving, and influence techniques to be appropriate for a given situation
• Discriminate the patterns of negotiation and conflict resolution strategies required in multicultural contexts

Study materials

The Saylor Foundation's free open course *Negotiations and Conflict Management* provides excellent preparation for this TECEP exam. If you are interested, go to the Saylor.org site to learn how their course process works. This link will take you to the course: [http://www.saylor.org/courses/bus403/](http://www.saylor.org/courses/bus403/).

Also, various college-level texts in this subject can help you prepare for this test. If you choose a text, compare its table of contents against the list of topics on the first page of this document to make sure all topics are covered. The table of contents page is usually available on the publishers' website. Below are a few text suggestions you may find helpful. Use the most recent edition.

New York: McGraw-Hill/Irwin

New York: Penguin Books

Sample essay question

1. 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)*

Answer to sample essay question

1. a. 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.

3 points – Defining the concept of interests in a negotiation
5 points – Understanding the relationship between interests and motivating factors
1. b. 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.

4 points – Identifying the factors relevant to an integrative solution in a negotiation
8 points – Developing a cogent and feasible application of interests to an integrative bargaining scenario