

# Negotiation

Readings, Exercises,  
and Cases

*Seventh Edition*

**Roy J. Lewicki**  
The Ohio State University

**Bruce Barry**  
Vanderbilt University

**David M. Saunders**  
Queen's University

## Section 1

### Negotiation Fundamentals

- 1.1 Three Approaches to Resolving Disputes: Interests, Rights, and Power 1
- 1.2 Selecting a Strategy 14
- 1.3 Balancing Act: How to Manage Negotiation Tensions 30
- 1.4 The Negotiation Checklist 34
- 1.5 Effective Negotiating Techniques: From Selecting Strategies to Side-Stepping Impasses and Assumptions 48
- 1.6 Closing Your Business Negotiations 65
- 1.7 Defusing the Exploding Offer: The Farpoint Gambit 72
- 1.8 Implementing a Collaborative Strategy 80
- 1.9 Solve Joint Problems to Create and Claim Value 97
- 1.10 The Walk in the Woods: A Step-by-Step Method for Facilitating Interest-Based Negotiation and Conflict Resolution 112
- 1.11 Negotiating with Liars 123
- 1.12 Negotiation Ethics 133
- 1.13 Three Schools of Bargaining Ethics 137

## Section 2

### Negotiation Subprocesses

- 2.1 Negotiating Rationally: The Power and Impact of the Negotiator's Frame 143
- 2.2 Managers and Their Not-So Rational Decisions 153
- 2.3 Untapped Power: Emotions in Negotiation 163
- 2.4 Negotiating with Emotion 171
- 2.5 Negotiating Under the Influence: Emotional Hangovers Distort Your Judgment and Lead to Bad Decisions 179
- 2.6 Staying with No 183
- 2.7 Negotiation via (the New) E-mail 188
- 2.8 Where Does Power Come From? 209

- 2.9 Harnessing the Science of Persuasion 218
- 2.10 The Six Channels of Persuasion 227
- 2.11 A Painful Close 233

## Section 3

### Negotiation Contexts

- 3.1 Staying in the Game or Changing It: An Analysis of *Moves* and *Turns* in Negotiation 239
- 3.2 Bargaining in the Shadow of the Tribe 253
- 3.3 Create Accountability, Improve Negotiations 265
- 3.4 The Fine Art of Making Concessions 269
- 3.5 The High Cost of Low Trust 273
- 3.6 Consequences of Principal and Agent 277
- 3.7 The Tension between Principals and Agents 285
- 3.8 When a Contract Isn't Enough: How to Be Sure Your Agent Gets You the Best Deal 296
- 3.9 This Is Not a Game: Top Sports Agents Share Their Negotiating Secrets 300
- 3.10 Can't Beat Them? Then Join a Coalition 305
- 3.11 Building and Maintaining Coalitions and Allegiances throughout Negotiations 308
- 3.12 How to Manage Your Negotiating Team 312

## Section 4

### Individual Differences

- 4.1 Women Don't Ask 317
- 4.2 Become a Master Negotiator 325
- 4.3 Should You Be a Negotiator? 333

## Section 5

### Negotiation across Cultures

- 5.1 Culture and Negotiation 337

- 5.2 Intercultural Negotiation in International Business 354
- 5.3 American Strengths and Weaknesses 372

**Section 6**  
**Resolving Differences**

- 6.1 Doing Things Collaboratively: Realizing the Advantage or Succumbing to Inertia? 377
- 6.2 Don't Like Surprises? Hedge Your Bets with Contingent Agreements 391
- 6.3 Extreme Negotiations 395
- 6.4 Taking the Stress Out of Stressful Conversations 403
- 6.5 Renegotiating Existing Agreements: How to Deal with "Life Struggling against Form" 412
- 6.6 How to Handle "Extreme" Negotiations with Suppliers 430
- 6.7 When and How to Use Third-Party Help 439
- 6.8 Investigative Negotiation 457

**Section 7**  
**Summary**

- 7.1 Best Practices in Negotiation 465
- 7.2 Getting Past Yes: Negotiating as if Implementation Mattered 475
- 7.3 The Four Pillars of Effective Negotiation 488
- 7.4 Seven Strategies for Negotiating Success 494
- 7.5 Six Habits of Merely Effective Negotiators 500

**Exercises**

- 1. Pemberton's Dilemma 511
- 2. The Commons Dilemma 514
- 3. Pasta Wars 515
- 4. Planning for Negotiations 517
- 5. The Used Car 520

- 6. GTechnica—AccelMedia 522
- 7. Knight Engines/Excalibur Engine Parts 523
- 8. Toyonda 524
- 9. The Pakistani Prunes 525
- 10. Universal Computer Company 526
- 11. Bestbooks/Paige Turner 529
- 12. SeaTech 530
- 13. Eurotechnologies, Inc. 531
- 14. AuraCall Inc. 538
- 15. Island Cruise 539
- 16. Live8 544
- 17. The New House Negotiation 545
- 18. Twin Lakes Mining Company 547
- 19. The Buena Vista Condo 550
- 20. City of Tamarack 551
- 21. Negotiating about Giant Pandas 554
- 22. Ridgecrest School Dispute 555
- 23. Salary Negotiations 561
- 24a. Job Offer Negotiation: Joe Tech and Robust Routers 562
- 24b. Job Offer Negotiation: Jane Tech and Robust Routers 567
- 25. The Employee Exit Interview 571
- 26. Coalition Bargaining 572
- 27. Second South American Conference on the Environment 575
- 28. The Connecticut Valley School 578
- 29. Bakery—Florist—Grocery 581
- 30. Campbell-Lessing Farms 582
- 31. Dogs in the Park 585
- 32. Third-Party Conflict Resolution 587
- 33. Elmwood Hospital Dispute 592
- 34. 500 English Sentences 595
- 35. Sick Leave 596
- 36. Alpha—Beta 597
- 37. Galactica SUV 599
- 38. Bacchus Winery 600
- 39. GRID Site Negotiation 601
- 40. Strategic Moves and Turns 603
- 41. A Team in Trouble 605
- 42. Collecting Nos 606
- 43. The Power Game 608

**Cases**

1. Pacific Oil Company (A) 609
2. Negotiating about Pandas for San Diego Zoo (A) 636
3. Collective Bargaining at Magic Carpet Airlines: A Union Perspective (A) 653
4. Bargaining Strategy in Major League Baseball 662
5. Midwestern::Contemporary Art 673
6. *500 English Sentences* 680
7. Sick Leave 689

**Questionnaires**

1. The Subjective Value Inventory (SVI) 699
2. The Personal Bargaining Inventory 701
3. The SINS II Scale 704
4. Six Channels of Persuasion Survey 706
5. The Trust Scale 709
6. Communication Competence Scale 714
7. The Cultural Intelligence Scale 716
8. The PMD Scale 717

**Index 719**