

RESEARCH SURVEY ON NEGOTIATION

Thank you in advance for completing this survey on negotiation strategy. The views you provide are confidential. Your responses will only be reported in an aggregated form.

Following are a number of scenarios characteristic of the negotiation process. There are a number of possible answers to each scenario. Please provide the answer that most closely expresses what you would do in this situation.

1. You are trying to sell some expensive art items. A customer you have never met before shows an interest in buying an item that you hope to sell for €100. (It has an appraised value of €100). What will your initial offer be? (Please indicate € value): _____
2. You are trying to sell some expensive art items. A long-term customer shows an interest in buying an item that you hope to sell for €100. (It has an appraised value of €100). What will your initial offer be? (Please indicate € value): _____
3. You have rented a space in the market for just one day to sell some art items. The market is open between 9 AM and 5 PM. It is 10 AM in the morning and a prospective client shows an interest in an item that you hope to sell for €100. (It has an appraised value of €100). What will your initial offer be? (Please indicate € value): _____
4. You have rented a space in the market for just one day to sell some art items. The market is open between 9 AM and 5 PM. It is 4:45 PM in the afternoon and a prospective client shows an interest in an item that you hope to sell for €100 (It has an appraised value of €100). What will your initial offer be? (Please indicate € value): _____
5. A potential buyer asks you how much you would like to get for a specific painting. You say you are asking for €100 for this art item. The buyer offers you € 40. What will your counter-offer be? (Please indicate € value): _____

II. Following are a number of scenarios. Please indicate what you are likely to do in each case. Using the scale below please fill in the circle with the number that best matches your view.

①	②	③	④	⑤
Not at all Likely				Very Likely

1.	<p>You have identified a great opportunity to expand your business by negotiating a joint venture with another company. You need to get information from them about their needs and priorities. What are you likely to do?</p> <p>Ask them questions about their priorities and share with them a little information about your own priorities.</p> <p>Rather than ask questions immediately, make them a proposal and ask for a reaction to it.</p>	<p style="text-align: center;">① ② ③ ④ ⑤</p> <p style="text-align: center;">① ② ③ ④ ⑤</p>
2.	<p>Your raw materials costs have skyrocketed due to circumstances completely beyond your control. At contract renewal discussions with a big customer, you need to negotiate a higher price to cover these costs. What are you likely to do?</p> <p>Express your and your company's feelings for the relationship, express sorrow for the potential implication for the relationship of the skyrocketing materials costs, and then appeal to them with a statement such as, "<i>We need your help.</i>"</p> <p>Rationally explain the circumstances that were out of your control that have affected your raw materials costs, focusing on facts. Propose a new price.</p>	<p style="text-align: center;">① ② ③ ④ ⑤</p> <p style="text-align: center;">① ② ③ ④ ⑤</p>
3.	<p>You have a contract with a manufacturer to produce a shipment of bicycles. After signing the contract, you receive credible, new information that this manufacturer has had quality problems, and in particular, that the bikes being produced for your shipment are rattling. Your bicycles are supposed to be shipped next week. What are you likely to do?</p> <p>Immediately go to the plant to check on the quality problem and if there is one, tell the plant manager that rattles must be fixed before the bikes are shipped.</p> <p>Go to the plant and ride a few of the bikes. If there is a quality problem, invite the plant manager for a bike ride in the local park. After the ride, ask him, "<i>Do all the bikes rattle? Will the rattling be a problem for the buyer?</i>" And then leave.</p>	<p style="text-align: center;">① ② ③ ④ ⑤</p> <p style="text-align: center;">① ② ③ ④ ⑤</p>

III. Please indicate the extent to which you agree with the following statements using this scale. Fill in the circle with the number that best matches your view.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
①	②	③	④	⑤

1.	You have decided to sell a painting and are asking for €1.000, what you consider to be a high price for this item. Despite the fact that you were anticipating long and hard negotiation <i>the first buyer</i> is ready, on the spot and without further bargaining, to accept all your conditions (the price you had requested and the terms of payments). To what extent would you regret accepting the first offer?	① ② ③ ④ ⑤
2.	You have attended an auction and planned to spend up to €1.000 on a rare item. Despite that fact that you were anticipating a long and hard auction there was little public interest in the item. After just a few rounds you were left to pick up the item for exactly €1.000. To what extent would you regret paying the full price you have planned of €1.000 for the item?	① ② ③ ④ ⑤
3.	You are negotiating with a <i>colleague</i> of the same rank as yourself and the colleague proves to be very difficult and uses very bothersome language. To what extent would you allow yourself to show your anger during the negotiation?	① ② ③ ④ ⑤
4.	You are negotiating with a <i>subordinate</i> of a lower rank than yourself and the subordinate proves to be very difficult and uses very bothersome language. To what extent would you allow yourself to show your anger during the negotiation?	① ② ③ ④ ⑤
5.	You are negotiating with a <i>superior</i> and the superior proves to be very difficult and uses very bothersome language. To what extent would you allow yourself to show your anger during the negotiation?	① ② ③ ④ ⑤
6.	You are negotiating with a client and you think that you are doing very well but then your colleagues tell you that you were taken advantage of. To what extent would you tend to negotiate more aggressively in future negotiations with the same client?	① ② ③ ④ ⑤

IV. Please indicate the extent to which you agree with the following statements using this scale. Fill in the circle with the number that best matches your view.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
①	②	③	④	⑤

1.	It is important to have contracts signed by both parties reflecting the terms of the negotiated agreement.	① ② ③ ④ ⑤
2.	Negotiated contracts should focus on overarching concepts rather than specific details.	① ② ③ ④ ⑤
3.	I expect the other party to abide by the terms of the negotiated contract.	① ② ③ ④ ⑤
4.	I would legally enforce a negotiated contract if the other party failed to comply with its terms.	① ② ③ ④ ⑤
5.	Contracts are important because they inform both parties of what is expected of them.	① ② ③ ④ ⑤

V. In negotiation it is necessary to use a range of different tactics. Consider the following tactics in the context of a situation in which you will be negotiating for something which is very important to you and your business. Please indicate how appropriate each tactic would be in this situation using the scale below.

Never None Not at all			Sometimes			Constantly Always Very
①	②	③	④	⑤	⑥	⑦

1.	Pretend that an issue of little or no importance to you is quite important.	① ② ③ ④ ⑤ ⑥ ⑦
2.	Get the other party to think that you like him/her personally despite the fact that you don't really do.	① ② ③ ④ ⑤ ⑥ ⑦
3.	Promise that good things will happen to the other party if s/he gives you what you want, even if you know that you cannot (or will not) deliver these things when the other's cooperation is obtained.	① ② ③ ④ ⑤ ⑥ ⑦
4.	Strategically express anger toward the other party in a situation where you are not really angry.	① ② ③ ④ ⑤ ⑥ ⑦
5.	Express sympathy with the other party's plight although in truth you don't care about their problems.	① ② ③ ④ ⑤ ⑥ ⑦
6.	Make an opening demand that is far greater than what you really hope to settle for.	① ② ③ ④ ⑤ ⑥ ⑦
7.	Pretend to be disgusted at the other party's comments.	① ② ③ ④ ⑤ ⑥ ⑦
8.	Convey a false impression that you are in absolutely no hurry to come to a negotiated agreement, thereby trying to put time pressure on your opponent to concede quickly.	① ② ③ ④ ⑤ ⑥ ⑦
9.	In return for concessions from the other party now, offer to make future concessions that you know you will not follow through on.	① ② ③ ④ ⑤ ⑥ ⑦

10.	Deny the validity of information, which your opponent has that weakens your negotiating position, even though the information is true and valid.	① ② ③ ④ ⑤ ⑥ ⑦
11.	Make an opening demand so high/low that it seriously undermines the other party's confidence in his/her ability to negotiate a satisfactory settlement.	① ② ③ ④ ⑤ ⑥ ⑦
12.	Overwhelm the other party with so much information that they have trouble determining which factors are important and which are merely distractions.	① ② ③ ④ ⑤ ⑥ ⑦
13.	Gain information about the other party's negotiation position by cultivating his friendship through expensive gifts, entertaining, or personal favors.	① ② ③ ④ ⑤ ⑥ ⑦
14.	Act as if the decision of the other party is one of agreement even though they have not expressed agreement yet.	① ② ③ ④ ⑤ ⑥ ⑦
15.	When the other party and you agree, except on a small cost, then you will offer to split the cost to close the deal.	① ② ③ ④ ⑤ ⑥ ⑦
16.	Use a tight unnecessary deadline to get a quick agreement from the other party.	① ② ③ ④ ⑤ ⑥ ⑦
17.	Intentionally misrepresent information to the other party in order to support your negotiating arguments or positions.	① ② ③ ④ ⑤ ⑥ ⑦

VI. Please indicate the extent to which you agree with the following statements using the below scale. Fill in the circle with the number that best matches your view.

①	②	③	④	⑤
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

1.	A person should make certain that their actions never intentionally harm another even to a small degree.	① ② ③ ④ ⑤
2.	Risks to another should never be tolerated, even if the risks are small.	① ② ③ ④ ⑤
3.	The existence of potential harm to others is always wrong, irrespective of the benefits to be gained.	① ② ③ ④ ⑤
4.	One should never psychologically or physically harm another person.	① ② ③ ④ ⑤
5.	One should not perform an action, which might in any way threaten the dignity and welfare of another individual.	① ② ③ ④ ⑤
6.	It is never necessary to sacrifice the welfare of others.	① ② ③ ④ ⑤
7.	One should be very cautious with strangers.	① ② ③ ④ ⑤
8.	Most experts tell the truth about the limits of their knowledge.	① ② ③ ④ ⑤
9.	Most people can be counted on to do what they say they will do.	① ② ③ ④ ⑤

10.	These days, you must be alert or someone is likely to take advantage of you.	① ② ③ ④ ⑤
11.	Most salespeople are honest in describing their products.	① ② ③ ④ ⑤
12.	Most repair people will not overcharge people who are ignorant of their specialty.	① ② ③ ④ ⑤
13.	Most people answer public opinion polls honestly.	① ② ③ ④ ⑤
14.	Most people are competent at their jobs.	① ② ③ ④ ⑤
15.	Making a lot of money is largely a matter of getting the right breaks.	① ② ③ ④ ⑤
16.	Promotions are earned through hard work and persistence.	① ② ③ ④ ⑤
17.	Many times, the reaction of a supervisor seems chaotic to me.	① ② ③ ④ ⑤
18.	It is silly to think that one can really change another person's basic attitudes.	① ② ③ ④ ⑤
19.	When I am right, I can convince others.	① ② ③ ④ ⑤
20.	Getting promoted is really a matter of being a little luckier than the next person.	① ② ③ ④ ⑤
21.	If one knows how to deal with people, they are really quite easily led.	① ② ③ ④ ⑤
22.	I have little influence over the way other people behave.	① ② ③ ④ ⑤
23.	People like me can change the course of world affairs if we make ourselves heard.	① ② ③ ④ ⑤
24.	It is only wishful thinking to believe that one can easily influence what happens in our society at large.	① ② ③ ④ ⑤
25.	I am the master of my fate.	① ② ③ ④ ⑤
26.	Getting along with the people is a skill that must be practiced.	① ② ③ ④ ⑤

VII. Please read each statement below and evaluate the extent to which you agree or disagree with the statement using the following scale.

Never Definitely No				Sometimes				Always Definitely Yes
①	②	③	④	⑤	⑥	⑦	⑧	⑨

1.	I often do "my own thing."	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
2.	One should live one's life independently of others.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
3.	I like my privacy.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
4.	I prefer to be direct and forthright when in discussion with people.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
5.	I am a unique individual.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
6.	What happens to me is my own doing.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
7.	When I succeed, it is usually because of my abilities.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
8.	I enjoy being unique and different from others in many ways.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
9.	It annoys me when other people perform better than I do.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

10.	Competition is the law of nature.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
11.	When another person does better than I do, I get tense and aroused.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
12.	Without competition, it is not possible to have a good society.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
13.	Winning is everything.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
14.	It is important that I do my job better than others.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
15.	I enjoy working in situations involving competition with others.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
16.	Some people emphasize winning; I am not one of them.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
17.	The well-being of my co-workers is important to me.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
18.	If a co-worker gets a prize, I would feel proud.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
19.	If a relative were in financial difficulty, I would help within my means.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
20.	It is important to maintain harmony within my group.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
21.	I like sharing little things with my neighbors.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
22.	I feel good when I cooperate with others.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
23.	My happiness depends very much on the happiness of those around me.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
24.	To me, pleasure is spending time with others.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
25.	I would sacrifice an activity that I enjoy very much if my family did not approve of it.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
26.	I would do what would please my family, even if I detested that activity.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
27.	Before taking a major trip, I consult with most members of my family and many friends.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
28.	I usually sacrifice my self-interest for the benefit of my group.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
29.	Children should be taught to place duty before pleasure.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
30.	I hate to disagree with others in my group.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
31.	We should keep our aging parents with us at home.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨
32.	Children should feel honored if their parents receive a distinguished award.	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

VIII. Please tell us a little about yourself. This information is important to this research project. Please be assured that all of your answers will remain anonymous.

1.	What is your rank in your company (10 is the highest rank and 1 is the lowest rank)?	① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩
2.	What is the industry in which you are employed?	
3.	Please indicate your gender? Please circle one:	<input type="checkbox"/> Male <input type="checkbox"/> Female
4.	What is your native language? (The language you speak at home)	
5.	What other languages do you speak?	
6.	What is your nationality? (see next question)	
7.	If your nationality has been different at your birth from now, which was your nationality at birth?	
8.	What is your age (in years)?	
9.	What is the highest level of your education? Please circle one level of education:	<input type="checkbox"/> High school/secondary school <input type="checkbox"/> Professional Education <input type="checkbox"/> Undergraduate Degree <input type="checkbox"/> Masters Degree <input type="checkbox"/> Doctorate <input type="checkbox"/> Other: _____

Thank you very much for your cooperation!