Name (Last/First): Lee Joong Hwa Section: LEC 01 9-10:30A

Here are some short answer/short essay questions. Answers should probably be no more than half a page except for the self-reflection question.

1. Whether conflict is good or bad depends on 3 things:

What are 2 of them.

Define each and explain why / how they lead to good or bad outcomes?

Briefly explain how you could use this knowledge in a practical way

How much

* How much conflict there is is important because level of performance peaks when there is just a right amount of conflict. When there is no conflict at all, it is likely that people are afraid of speaking their minds. When there is too much conflict, it is obvious to see that people who are antagonistic and clashing all the time would lead to decrease in level of performance. Creating a work environment that is accepting and respectful of everyone’s ideas from intern to CEO would maximize performance.
* This means that when I am in a group, I have to be accepting of any ideas and criticism from my team members. I should also feel free to speak my mind and articulate them in a way that doesn’t hurt feelings.

How is it handled

* There are five ways to handle conflicts: competition, compromise, avoidance, accommodation, collaboration.

These five ways are associated with a level of concern about own outcomes and others’ outcomes.

Competition: High concern for own outcome, low concern for others’ outcomes

Collaboration: High concern for both own outcome and others’ outcomes leads to collaboration

Avoidance: Low concern for own outcome and low concern for others’ outcomes

Accommodation: Low concern for own outcome and high concern for others’ outcomes

Compromise: Medium concern for own outcome and medium concern for others’ outcomes.

It is clear that collaboration is the best, most efficient way to leave both parties satisfied. On the other hand, avoiding the problem and ignoring the other party won’t solve the conflict.

* In my work/personal life, when a conflict arises, I should figure out what I want and what the other party wants and try to work towards solving both of our needs. Having a conversation with concern for others’ outcome would not only keep the other party happy, but also makes it more likely that I get what I want because I identify what the other person wants.

2. Why is it important to make the first offer?

* First offer sets the anchor of the negotiation. There is a strong correlation between the first offer and a final outcome. The other party’s offer will be based on the first offer. .

What are the potential advantages and disadvantages of making an extreme first offer?

* One advantage is that because people have a tendency to think that meeting halfway is a reasonable resolution, an extreme first offer would bring that middle point towards your favor.
* A disadvantage is that the other party might lose interest and motivation to further negotiate with you. The other party might also see that you’re trying to use an extreme offer tactic to anchor your way into a favorable deal, so they wouldn’t take your following offers in the negotiation very seriously.

When should you let the other party make the first offer?

* When you don’t have that much information about the market or the industry. Your first offer in this case might not even be remotely close to what the other party wants, so your offer ends up being extreme offer that either discourages the other party as mentioned in the previous question, or your

3. Concessions:

Why are concessions important and how can you use / analyze concessions to enhance negotiation performance?

* Concessions are important because you want to let the other party know that you are doing them a great favor by making the concession. Your concession should emphasize the benefits for the other party and trigger a reciprocity from the other party.

What pattern of concessions is likely to maximize the other party’s happiness with the outcome, all else equal?

* A good pattern of concession is to make each concession seem like you are giving up a lot for the other party to get a better deal. You want to make the other party feel like they walked out of the negotiation with a better deal than you, so it’s important to emphasize their benefits. Another good strategy is to offer them 2 options that are different to the other party but of the same value to you. When the other party seems self-interested and doesn’t show any signs of reciprocity, it is also good to make contingent agreements to show them that you are willing to concede, but only if they are willing to work with you as well. It is also important to ask what the other party wants before making a concession to not only see things from their perspective and but also helps figure out what kinds of concessions to make to keep both parties happy.

4. Is it usually better to make a single offer to the other party or to make multiple offers at once?

Why?

* It is better to make multiple offers that are of the same if not very similar value to you because it signals cooperation to the other party. It also lets you collect information about what the other party wants and even test their information.

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5 Self-reflection Question:

Please use the course material to make sense of a real conflict and/or negotiation experience you have had (or are having currently).

This should not be a large “paper.” It should be no longer than 1 ½ pages and may well be 1 page. The goal is to make it as easy as possible to demonstrate that you learned something and can use it in a practical way.

Please choose one or two concepts from the course, no more than this. Briefly define the concept and explain how/why it works.

Describe your past/current conflict/negotiation situation as it relates with the material. In other words, please do not write a detailed blow by blow account of all that happened. Just describe enough so the reader can understand the basic negotiation situation AND provide sufficient details of those observables/behaviors that you are relating with the course material.

Explain how the concept(s) you have chosen help you make sense of the conflict/negotiation and your take-aways.

Take-aways should be concrete and behavioral. So, “I would be more cooperative” without also listing what/how you would to this in a practical way would be too vague for full credit.

Concepts:

Identifying desires: Knowing what you want is very important in negotiation. After preparation before the negotiation, it’s important to prioritize the wants that I have so I know what to give up and not give up in my concessions and counter offers. It is also crucial to know what the other party wants as well. It is possible that your wants and the others’ wants are not a fixed pie; you can collaborate with others to maximize both parties’ gains. Identifying desires also allows you to be able to collaborate with others which not only leads to an efficient negotiation, but also makes it likely that you get a better deal because the other party would recognize that you are willing to collaborate.

In my 3rd year of my undergraduate year at Berkeley, I took one of the most programming intensive courses in which I formed a team of 4 people to work together throughout the semester. After 2 projects, it became obvious to me that 2 of the team members aren’t making an effort to contribute to the team, leaving me and another person to do all of the work. At the time, I was very angry and I directly told them that they can’t keep missing the deadline and aren’t putting in enough work. They didn’t respond very well and barely pretended to do any work for the rest of the semester.

After taking this course, I realize a lot of mistakes that I made in communicating with my team. Looking back, my desire was to complete the project with every team member contributing to it. Using the concept of identifying desires and collaborating to maximize both party’s gains, I could have talked to them more about how they benefit the team and asked them if there was any personal issue/challenges of completing their portion of the project. This would have made them feel that I am concerned about their needs and willing to work with them in the situation. Also, offering them my help when they work on their portion would signal to them that I want to work and collaborate with them, not tell them what to do. When I confronted in an upset tone, they most likely lost more motivation to finish the project.

I could have made them contingent offers as well; I could have told them that they have to finish a portion of the project by a certain deadline, but I am willing to work with them outside of our team meetings. Any effort that leads to collaboration would have resulted in a better resolution.