

**I am looking for research collaborators that would be interesting in developing a profile of the negotiation style for countries not included in our data base. The research procedures are described in some detail below. If you are interested in working together, please contact me directly at the email address given on the preceding page.**

**Thanks, John Graham**

### Proposed Research Procedures

Overview      The simulation consists of business people playing a two-person, buyer seller negotiation game and filling out a questionnaire immediately following the game. The time required of each participant is no longer than two hours. Each pair should bargain in a separate room, uninfluenced by other participants or other potential distractions.

Sample      Forty to fifty business people, all permanent residents and exclusively educated in Cuba, all with at least two years work experience, all at least 25 years old.

Setting      The simulation can be run as part of an executive program or class where several pairs play the game simultaneously. However, the best control is accomplished when pairs participate one at a time. Obviously, the latter circumstance requires more experimenter's time. In either case, the pairs should be isolated from outside distractions during preparations for the game, the actual play, and the completion of the questionnaires. A meeting room with table and chairs would be ideal.

Procedures      1. The subjects are randomly assigned to play the role of either a buyer or seller and given the appropriate "position papers."

Each participant is allowed fifteen minutes to read the written instructions (i.e., either a buyer or seller position sheet and appropriate payoff matrix) and plan negotiation strategies. Questions of clarification are answered during this time. Each participant should be told, "Play the assigned roles as well as possible. The better you play your role, the more you and your negotiation partner will get out of the exercise."

2. At the end of the fifteen minutes preparation period, the participants are seated across from one another at a table, given final verbal instructions, and left alone.

3. The final instructions consist in part of the following statements:

“The game usually takes about thirty minutes to complete.”

“There is a one-hour time limit.”

“Once you have reached an agreement, do not discuss the game further until you have completed the post-game questionnaire.”

4. When an agreement is reached or when one hour has elapsed, the participants are given the post-game questionnaire.

Questionnaire Have each participant complete the questionnaire before allowing them to talk about the exercise. This is particularly important and particularly difficult. The questionnaire is lengthy, requiring about 20 minutes to complete. Participants' names should be written on the questionnaires and position papers. Each pair of questionnaires and papers (a buyer's and a seller's) should be stapled together and are considered one case for the coding and data analysis.

Note: The Negotiator's Profile, Parts I through V of the questionnaire, may be completed before the simulation.

#### Translation

#### Of the

Questionnaire In order to publish the results, extraordinary care should be taken in the translation process. The questionnaire and game instructions should first be translated into your native language by one person. Second, the native version should be back-translated into English by another person and the two English versions checked for accuracy, etc. This process is tedious. However, to obtain the clearest picture of your country's negotiation style, and to get the results published in the most important journals, this tedious translation process is a must.

#### Videotaping

Ideally, three (3) of the interactions would be videotaped for future use in analysis of verbal and nonverbal content. A wide-angle, side-view camera perspective should be used to capture all body movements of both participants. These participants would also complete the questionnaire, etc.

#### Pilot Study

I suggest you do a “test run” of the materials and procedures before having an executive program or MBA class participate. You might have two pairs go through the exercise and, send me the completed questionnaire and/or videotapes.

#### Final

#### Comments

The closer the experimental instructions are followed – sample, translation, procedures, etc. – the clearer picture of your country's negotiation style will be produced. And a clearer picture will make comparisons to the others countries that much more revealing and accurate.

## BUYER POSITION PAPER

For the purpose of the exercise assume that you are the representative of Omega Department Store, a regional chain of department stores. You have been sent to Alfa Appliance Distributors, a wholesaler of small electric appliances, to purchase televisions, DVD players, and air conditioners for your stores.

You purchase appliances from companies like Alfa and then resell them in your department stores. Based on your cost and the sale price it is possible for you to compute potential profits for reselling 100 televisions, 100 DVD players, and 100 air conditioners. For purposes of the present situation, you are concerned only with buying one model of television, one model of DVD player, and one model of vacuum cleaner.

Naturally, you are attempting to purchase these commodities as cheaply as possible so that your profits will be high when you resell them. Assume that you could make up to nine different offers on each commodity and that your profits for each price would be represented in the attached table. As you can see, on the left there are nine letters. Each letter represents a price at which you could purchase these three appliances. Price "A" is the cheapest price and price "I" is the most expensive. Since the lower your buying price the greater your profits, your profits will be greatest for price "A" and the smallest for price "I". The actual price is not important and can be referred to by letter, but the profits are important and are listed in the table. Thus, if you could buy the televisions at price "A" you would make \$2000, if you could also buy the DVD players at price "A" you would make \$1200, and if you also bought the air conditioners for "A" you would make \$800, for a total profit of \$4000, when you resold the items. On the other hand, if you were forced to buy the televisions at price "I" you would make no profit at all. Assume that variations in prices are possible, that is, you don't have to buy the three appliances at the same price.

You must come to an agreement on one letter for the televisions, one letter for the DVD players, and one letter for the air conditioners. But you don't have to have the same letter for each of them. You will be making offers for all three items at one time; it is like making a package deal.

The seller has a profit sheet like yours. He has the same nine options as you, but with different values attached to them. All that you can be certain of is that he will be attempting to sell the three appliances at as high a price as possible.

Feel free to use part of all of the information provided in this position paper in shaping your bargaining strategies. Create additional arguments to bolster your position if you so desire.

You are free to exchange any information during this bargaining. Although you are not allowed to exchange profit sheets, you can exchange information from the sheets. This information need not be truthful.

Naturally, your company wants to make as much profit as possible.

BUYER

Televisions

A	2000
B	1750
C	1500
D	1250
E	1000
F	750
G	500
H	250
I	000

DVD players

A	1200
B	1050
C	900
D	750
E	600
F	450
G	300
H	150
I	000

Air conditioners

A	800
B	700
C	600
D	500
E	400
F	300
G	200
H	100
I	000

## SELLER POSITION PAPER

For the purpose of this exercise assume that you are the representative of Alfa Appliance Distributors, a wholesaler of small electric appliances. You are to meet with the representative of Omega Department Store, a regional chain of department stores, who wants to purchase televisions, DVD players, and air conditioners.

It is your job to sell appliances to companies like Omega. Based on your cost and the sale price it is possible for you to compute potential profits for 100 televisions, 100 DVD players, and 100 air conditioners, the quantities Omega is interested in buying. For the purposes of the present situation you are concerned only with selling one model of televisions, one model of DVD players, and one model of air conditioners.

Naturally you are attempting to sell these commodities at as high a price as possible so that your profits will be high. Assume that you could make up to nine different offers on each commodity and that your profits for each price would be represented in the attached table. As you can see, on the left there are nine letters. Each letter represents a price at which you could sell these three appliances. Price "A" is the cheapest and price "I" is the most expensive. Since the greater your selling price the greater your profits, your profits would be greatest for price "I" and smallest for price "A". The actual price is not important and can be referred to by letter, but the profits are important, they are listed in the table. Thus, if you could sell televisions at price "I" you would make \$800, if you could also sell the DVD players at price "I" you would make \$1200, and if you also sold the air conditioners for "I" you would make \$2000, for a total profit of \$4000. On the other hand, if you were forced to sell the televisions at price "A", you would make no profit at all. Assume that variations in prices are possible, that is, you don't have to sell the three appliances at the same price.

You must come to an agreement on one letter for the televisions, one letter for the DVD players, and one letter for the air conditioners. But you don't have to have the same letter for each of them. You will be making offers for all three items at one time, it is like making a package deal.

The buyer has a profit sheet like yours. He has the same nine options as you, but with different values attached to them. All that you can be certain of it that he will be attempting to buy the three appliances at as low a price as possible.

Feel free to use part or all of the information provided in this position paper in shaping your bargaining strategies. Create additional arguments to bolster your position if you so desire.

You are free to exchange any information during this bargaining. Although you are not allowed to exchange profit sheets, you can exchange information from the sheets. This information need not be truthful.

Naturally, your company wants to make as much profit as possible.

SELLER

Televisions

A	000
B	100
C	200
D	300
E	400
F	500
G	600
H	700
I	800

DVD players

A	000
B	150
C	300
D	450
E	600
F	750
G	900
H	1050
I	1200

Air conditioners

A	000
B	250
C	500
D	750
E	1000
F	1250
G	1500
H	1750
I	2000

NAME: \_\_\_\_\_

<b>POST-EXERCISE QUESTIONNAIRE</b> <b>(all responses will be kept in strictest confidence)</b>
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- |   |                                      |   |   |   |   |   |                               |
|---|--------------------------------------|---|---|---|---|---|-------------------------------|
| 1. If an agreement was reached, how satisfied were you with that agreement?   | satisfied                            | 5 | 4 | 3 | 2 | 1 | dissatisfied                  |
| 2. How satisfied were you with the agreement relative to your pre-game expectations?  | satisfied                            | 5 | 4 | 3 | 2 | 1 | dissatisfied                  |
| 3. How satisfied were you with your individual profit level?  | satisfied                            | 5 | 4 | 3 | 2 | 1 | dissatisfied                  |
| 4. How satisfied were you with your performance during the game?  | satisfied                            | 5 | 4 | 3 | 2 | 1 | dissatisfied                  |
| 5. How comfortable did you feel with the particular person with whom you were paired?   | comfortable                          | 5 | 4 | 3 | 2 | 1 | uncomfortable                 |
| 6. How interested were you in the person with whom you were paired?   | interested                           | 5 | 4 | 3 | 2 | 1 | uninterested                  |
| 7. How interested would you be in again seeing the person with whom you were paired?  | interested                           | 5 | 4 | 3 | 2 | 1 | uninterested                  |
| 8. How well acquainted were you with your partner before this negotiation?  | well acquainted                      | 5 | 4 | 3 | 2 | 1 | This was our first meeting    |
| 9. Who had the most influence in determining what was talked about during the game?   | I had more influence                 | 5 | 4 | 3 | 2 | 1 | my partner had more influence |
| 10. How well were you able to evaluate the impact of your arguments on your partner?  | very well                            | 5 | 4 | 3 | 2 | 1 | not very well                 |
| 11. Do you feel the person with whom you were paired was more interested in solving your mutual problem or was more self-interested?                            | interested in solving mutual problem | 5 | 4 | 3 | 2 | 1 | self-interested               |
| 12. Rate yourself on the same scale.  | interested in solving mutual problem | 5 | 4 | 3 | 2 | 1 | self-interested               |
| 13. Rate <u>your partner's</u> bargaining strategies on the following scales:   | exploitive                           | 5 | 4 | 3 | 2 | 1 | accommodating                 |
|   | honest                               | 5 | 4 | 3 | 2 | 1 | deceptive                     |
|   | ineffective                          | 5 | 4 | 3 | 2 | 1 | effective                     |
|   | informative                          | 5 | 4 | 3 | 2 | 1 | persuasive                    |
|   | unbiased                             | 5 | 4 | 3 | 2 | 1 | biased                        |
|   | cooperative                          | 5 | 4 | 3 | 2 | 1 | competitive                   |
| 14. Rate <u>your own</u> bargaining strategies on the following scales:   | exploitive                           | 5 | 4 | 3 | 2 | 1 | accommodating                 |
|   | honest                               | 5 | 4 | 3 | 2 | 1 | deceptive                     |
|   | ineffective                          | 5 | 4 | 3 | 2 | 1 | effective                     |
|   | informative                          | 5 | 4 | 3 | 2 | 1 | persuasive                    |
|   | unbiased                             | 5 | 4 | 3 | 2 | 1 | biased                        |
|   | cooperative                          | 5 | 4 | 3 | 2 | 1 | competitive                   |
| 15. Please check this box if an agreement was not reached <input type="checkbox"/> and then write the reasons you consider important on the back of this sheet. |                                      |   |   |   |   |   |                               |

16. List the letters of your agreement (if one was reached): \_\_\_\_\_
17. Record the length of time taken for negotiation: \_\_\_\_\_ minutes.
18. Please circle whether you were a buyer or a seller
19. Judging by how your partner behaved in this simulated negotiation, what would be your guess as to whether he/she would generally...
- |   |                  |   |   |   |   |   |                |
|---|------------------|---|---|---|---|---|----------------|
| ... act with sincerity?   | uncharacteristic | 5 | 4 | 3 | 2 | 1 | characteristic |
| ... talk much more than he/she listens?                               | uncharacteristic | 5 | 4 | 3 | 2 | 1 | characteristic |
| ... work hard in the future to establish good personal relationships? | uncharacteristic | 5 | 4 | 3 | 2 | 1 | characteristic |
| ... be a careful and attentive listener?                              | uncharacteristic | 5 | 4 | 3 | 2 | 1 | characteristic |
| ... be reliable in future dealings?                                   | uncharacteristic | 5 | 4 | 3 | 2 | 1 | characteristic |
| ... frequently not pay attention to what others say?                  | uncharacteristic | 5 | 4 | 3 | 2 | 1 | characteristic |
| ... be trustworthy in a business situation?                           | uncharacteristic | 5 | 4 | 3 | 2 | 1 | characteristic |
20. Indicate the approximate percentage of statements MADE BY YOUR PARTNER during the negotiation that might be classified into the following categories:
- |   |  |
|---|--|
| questions (asking for information): _____%    | prescriptions (recommendations and requests): _____% |
| self-disclosures (giving information): _____% | commitments (promises and concessions): _____%       |
| admonitions (threats and warnings): _____%    |  |
21. Indicate the approximate percentage of statement MADE BY YOU during the negotiation that might be classified into the following categories:
- |   |  |
|---|--|
| questions (asking for information): _____%    | prescriptions (recommendations and requests): _____% |
| self-disclosures (giving information): _____% | commitments (promises and concessions): _____%       |
| Admonitions (threats and warnings): _____%    |  |
22. Your comments and suggestions:

**Please remember to bring this completed form with you to the session.**

**THANK YOU!**



**PLEASE COMPLETE THIS QUESTIONNAIRE AND BRING IT  
WITH YOU TO THE SESSION. THANK YOU!**

### NEGOTIATOR'S PROFILE

Your responses to the questions below will help us develop a negotiator's profile for your personal purposes. All the information you provide will be completely confidential. Please work quickly but carefully. The entire form should take about 20 minutes to complete.

Part I	unlike me					like me
1. I talk much more than I listen.	1	2	3	4	5	
2. I am good at utilizing resources (expertise) of my work group.	1	2	3	4	5	
3. Ordinarily, I concern myself only with economic issues in a negotiation.	1	2	3	4	5	
4. I am a careful and attentive listener.	1	2	3	4	5	
5. I have had little experience dealing with foreigners.	1	2	3	4	5	
6. I prefer doing things on my own.	1	2	3	4	5	
7. I feel that building personal relationships in negotiations produces the best results.	1	2	3	4	5	
8. I often don't pay attention to what others say.	1	2	3	4	5	
9. In a negotiation, I seldom concern myself with how the other person(s) feels.	1	2	3	4	5	
10. I trust the expertise of others in my work group.	1	2	3	4	5	
11. I am a good bargainer.	1	2	3	4	5	
12. To me, it is important to drive the best bargain at all costs.	1	2	3	4	5	
13. I favor establishing good personal relations during a business negotiation.	1	2	3	4	5	
14. It takes a long time for people to get to know what I am really interested in.	1	2	3	4	5	
15. I exercise considerable influence on decisions at the office.	1	2	3	4	5	
16. I am usually quiet and reserved.	1	2	3	4	5	
17. I agree that a doctor should conceal from a patient that he has cancer in order to diminish his suffering.	1	2	3	4	5	
18. I am an effective negotiator with domestic clients/customers/vendors/partners.	1	2	3	4	5	
19. I prefer action to planning for action.	1	2	3	4	5	
20. I would be very unhappy if I were prevented from making numerous social contacts.	1	2	3	4	5	
21. People listen to what I have to say.	1	2	3	4	5	

22.	I represent my organization well when dealing with foreigners.	1	2	3	4	5
23.	I prefer to think things through by myself.	1	2	3	4	5
24.	I am happiest when involved in some project that calls for rapid action.	1	2	3	4	5
25.	I get along very well with foreign counterparts.	1	2	3	4	5
26.	When I am with a group of people, I prefer to talk with one person at a time.	1	2	3	4	5
27.	I usually get my way in disagreements at the office.	1	2	3	4	5
28.	I am an effective negotiator with foreign clients/customers/vendors/partners.	1	2	3	4	5
29.	To get to know others, I usually ask a lot of questions about them.	1	2	3	4	5
30.	I usually take the initiative in making new friends.	1	2	3	4	5
31.	In a group, I usually wait for others to start the conversation.	1	2	3	4	5
32.	I am inclined to be quick and sure in my actions.	1	2	3	4	5
33.	I am a lively individual.	1	2	3	4	5
34.	The more other people reveal about themselves, the more inclined I feel to reveal things about myself.	1	2	3	4	5
35.	I like to remain unnoticed when others are around.	1	2	3	4	5
36.	It is easy for me to strike up a conversation with someone.	1	2	3	4	5
37.	I agree that a criminal can be punished more severely than the law requires if this would serve as a deterrent for others.	1	2	3	4	5
38.	I often have trouble understanding someone with a foreign accent.	1	2	3	4	5
39.	I worry if I am pronouncing foreign phrases incorrectly.	1	2	3	4	5
40.	I can be strongly affected by someone smiling or frowning at me.	1	2	3	4	5
41.	I do more listening than talking in conversations with others.	1	2	3	4	5
42.	I often go to foreign films.	1	2	3	4	5
43.	When people tell me personal things about themselves, I find myself feeling close to them.	1	2	3	4	5
44.	I am not the type of person one remembers after one meeting.	1	2	3	4	5
45.	I have a number of friends and acquaintances who are from countries other my own.	1	2	3	4	5
46.	Other people are the source of my greatest pleasures and pains.	1	2	3	4	5
47.	I often wish that I were more outgoing.	1	2	3	4	5
48.	I avoid talking to people if they can't speak my own language very well.	1	2	3	4	5
49.	I am considered a leader in my social circle.	1	2	3	4	5
50.	I usually get my way in arguments.	1	2	3	4	5
51.	I am very sensitive to criticism.	1	2	3	4	5

52.	I often eat at ethnic restaurants.	1	2	3	4	5
53.	I agree that one must not give false evidence, even in order to help an innocent person avoid jail.	1	2	3	4	5
54.	People seem to be interested in getting to know me better.	1	2	3	4	5
55.	I am ill at ease when I am meeting new people.	1	2	3	4	5
56.	I am greatly influenced by the moods of the people I am with.	1	2	3	4	5
57.	I would rather travel to a foreign country than travel in my won country.	1	2	3	4	5

Part II (Please continue)

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58.	Number of <u>years</u> of foreign language training:	<u>Specific language</u>	<u>Time studied</u>
		1. _____	_____ years
		2. _____	_____ years
		3. _____	_____ years
		4. _____	_____ years

59. I feel comfortable speaking in a foreign language in the following situations (please circle all applicable responses):
- a. in formal presentations with high-level foreign executives
  - b. in meetings with high-level foreign counterparts
  - c. in everyday work settings
  - d. in social settings
  - e. I do not feel comfortable speaking a foreign language in any situation

60. When listening to conversations in my best foreign language, I can usually ...(please circle all applicable responses):
- a. understand nothing of what is said
  - b. tell what the topic of conversation is
  - c. understand some of the conversation
  - d. understand much of what is said
  - e. understand everything that is said

61. Please circle a number to indicate how important you think foreign language training is in your work.

Not very						Very
important	1	2	3	4	5	important

62. Please circle a number to indicate how important you think foreign language training is at your company/organization.

Not very						Very
important	1	2	3	4	5	important

63. Number of years spent living in another country:

	Country	Time spent there
1.	_____	_____ years
2.	_____	_____ years
3.	_____	_____ years
4.	_____	_____ years

64. Number of years dealing with foreigners: (Please circle one response)

- a. less than 2 years      b. 2 - 5 years      c. 6 – 10 years      d. 11 – 15 years      e. greater than 15 years



PART IV

We are interested in what negotiator traits you feel are important. Below you will find six groups of negotiator skills. Please rank the items within each group in order of importance.

Task Performance Variables

(Rank each item in importance from 1 to 7)

1=most important

- Item No. Rank
11 Physical stamina
12 Preparation and planning skill
13 Knowledge of product being bought
14 Degree of reliability and industriousness
15 Degree to which person strives to achieve objectives. (Dedication to job)
16 General problem-solving skills
17 Degree of individual initiative

Aggression Variables

(Rank each item in importance from 1 to 7)

- 21 Persistence and determination
22 Willingness to take somewhat above average business or career risks
23 Ability to perceive and exploit available power to achieve objective
24 Competitiveness (Desire to compete and win)
25 Willingness to employ force, threat or bluff to avoid being exploited
26 Courage
27 Ability to lead and control members of own team or group

Socializing Variables

(Rank each item in importance from 1 to 8)

- 31 Trusting temperament
32 Patience
33 Attractive personality and sense of humor (degree to which people enjoy being with person)
34 Integrity
35 Tact and discretion
36 Fair and open-minded (tolerance of other viewpoints)
37 Appearance
38 Compromising temperament

Communication Variables

(Rank each item in importance from 1 to 7)

- 41 Ability to express thoughts verbally
42 Ability to create close personal rapport
43 Listening skill
44 Skill in communicating by signs, gestures, and silence (nonverbal language)
45 Debating ability (skill in parrying questions and answers across the table)
46 Skill in communicating and coordinating various objectives within own organizations
47 Ability to skillfully act out a variety of negotiating roles or postures

Self-Worth Variables

(Rank each item in importance from 1 to 8)

- 51 Ability to win respect and confidence of opponent
52 Degree of self-confidence and self-esteem (personal sense of security)
53 Personal dignity (as differentiated from dignity of position)
54 Ability to win respect and confidence of boss
55 Standard of business ethics
56 Status or rank in organization
57 Self-control
58 Willingness to risk being disliked

Thought Process Variables

(Rank each item in importance from 1 to 8)

- 61 Previous negotiating experience
62 Judgment and general intelligence
63 Broad perspective or viewpoint
64 Insight into hidden needs and reactions of own and opponent's organization
65 Decisiveness
66 Analytical ability
67 Ability to think clearly and rapidly under pressure and uncertainty
68 Formal education level

Of the 45 negotiation traits listed above, what three (3) are most important in your business?

- 1. Most important Item No.
2. Next to important Item No.
3. Third most important Item No.

Example: Physical stamina, Item no. 11, is one possible candidate

Part V This is the last part. Just a few demographic questions.

- 1. Age
2. Gender. (circle one) male female
3. City of residence
4. Undergraduate University and major
5. Employer Your position
6. How much of your work in that position involves contact with people outside your firm? Please circle your response.

0% 10% 20% 30% 40% 50% 60% 70% 80% 90%

- 7. Number of years full-time work experience
8. Although your individual responses will be kept strictly confidential, the results of the analysis of the information (in summary form) will be reported to all participants. Please indicate the address to which your copy of the report should be forwarded.

Blank lines for address information.