

## Appendix A: Mini-Quiz Answers

### Section 2.1

BATNA stands for which of the following concepts:

- a. Beliefs, Attitudes, and Tactics in Negotiating Agreements
- b. Best Attempt To Negotiate Agreement
- c. Best Alternative To a Negotiated Agreement
- d. Better Action Through Negotiated Alternative

Answer: c

### Section 2.2

Understanding cultural differences can be helpful to negotiators. Of the following statements, which correctly describes a key difference between useful generalizations and counterproductive stereotypes?

- a. A useful generalization is streamlined and easy to remember and apply; stereotypes are counterproductive because they are too complex for practical use in the field.
- b. A useful generalization applies to all individuals within a group; stereotypes are not as reliable because they apply only to some.
- c. A useful generalization can be counted on not to change over time; stereotypes are only good for first guesses.
- d. None of these statements is accurate.

Answer: d

### Section 2.3

Which of the following describes an important consideration for negotiators who are contemplating use of “carrots and sticks”?

- a. Threatening military force is a low-risk strategy that shows your counterpart how seriously you take the issues.
- b. In the wrong context, threats may simply stiffen resistance and prove damaging to long-term counterpart relationships.
- c. Positive incentives always send a signal that you see yourself in a weaker position and must “bribe” your way to a positive outcome.
- d. All of the above.

Answer: b

### Section 2.4

In which of the following ways to Track II and Track III leaders often contribute to peace negotiations?

- a. In informal settings, Track II and III leaders may be the first to explore creative solutions to long-standing problems.
- b. With specialized expertise, Track II and III leaders may be called on to serve in working groups in formal negotiations.

- c. With broad ties to their communities, Track II and III leaders can be helpful in rebuilding relationships once a peace agreement has been reached.

Answer: d

### Chapter 3

Which of the following was the most successful attempt to use leverage?

- a. The African National Congress's staging of massive strikes, which demonstrated the movement's popular support.
- b. The National Party's covert military and financial support to the Inkatha Freedom Party, which helped to build a broad coalition.
- c. The Inkatha Freedom Party's threat to boycott national elections, which forced substantial concessions from the other parties.
- d. The Afrikaner Weerstandsbeweging's raid on the official negotiating forum in Johannesburg, which demonstrated the level of commitment felt by white conservatives.

Answer: a

### Chapter 4

In what way did the plan put forth by Bernard Baruch to the United Nations differ from the ideas presented in the Acheson-Lilienthal Report?

- a. Strict verification and enforcement were fundamental in Baruch's plan, but not in the ideas presented in the Acheson-Lilienthal Report.
- b. The Baruch plan covered conventional weapons as well as nuclear weapons as well as nuclear weapons, while the Acheson-Lilienthal Report on considered nuclear weapons.
- c. The Acheson-Lilienthal Report was concerned with peaceful uses of nuclear technology, while the Baruch plan was not.
- d. All of the above.

Answer: a

### Chapter 5

The U.S. and its NATO allies eventually dropped plans for the Multilateral Force (MLF) because...

- a. Some in the U.S. and NATO already had reservations about the MLF.
- b. The U.S. and NATO had alternative ways of meeting their objectives.
- c. The Soviets considered blocking MLF a sufficiently high priority that in exchange, they were prepared to accede to other U.S. or NATO concerns.

Answer: d