

**Suggested Answers to Concept Exercise #9**

1. No. The principled negotiator should not tie personal relations to the outcome of the negotiation. That approach is seldom good either for the relationship or the result. It should be possible to disagree without being disagreeable.
2. Not really. Trust is always a helpful thing to have, but when it is lacking a negotiator should design options for going forward independent of trust (preferably ones that encourage the development of trust).
3. No. A principled negotiator should be committed to reaching a fair and objectively justifiable agreement, not to achieving agreement. A wise negotiator will not accept an agreement that is worse than his or her Best Alternative To a Negotiated Agreement (BATNA).
4. Yes. A principled negotiator should be open to changing negotiating procedures.
5. It doesn't cost Hector anything to take Gilda along; in fact Hector benefits from Gilda's ability to drive.
6. Travel in Hector's car is more desirable to Gilda than travel by bus, so she should pay more for it.
7. No. Hector's "bottom line" of \$35 is not based on any theory or principle. Rather than establishing a bottom line, Hector should determine his BATNA. As long as the best agreement he can get is preferable to his BATNA, he should accept it.
8. The cost of the trip is arguably more than just gas, oil, and tolls. Hector's marginal costs for going to Florida include wear and tear on the car and tires, plus the (expected value of the) possibility of accidents and traffic tickets. Hector also has fixed costs like depreciation that might be pro-rated for the Florida trip.