**SINS II Scale Scoring Grid**

* Each box below represents one cluster of ethical/unethical tactics.
* Transfer your item rankings on your questionnaire to the matching item in the boxes below.
* Add up your rankings for each box and write the total on the **Total Score** line.
* Divide your total by the number of items in the box to get your **Average Score**.
* Compare your scores with the average scores for MBA students from Harvard, Ohio State University, and Vanderbilt University. (shown in parentheses)

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| **Traditional Competitive Bargaining**  Questionnaire Items  \_7\_ 10. Make an opening demand that is far greater than what you really hope to settle for.  \_7\_ 12. 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.  \_6\_ 23. Make an opening demand so high or low that it seriously undermines your opponent’s confidence in his/her ability to negotiate a satisfactory settlement. | **Inappropriate Information Gathering**  Questionnaire Items  \_1\_ 8. Gain information about an opponent’s negotiating position by paying your friends, associates, and contacts to get this information for you.  \_1\_ 21. Gain information about an opponent’s negotiating position by cultivating his/her friendship through expensive gifts, entertaining, or “personal favors.”  \_1\_ 25. Gain information about an opponent's negotiating position by trying to recruit or hire one of your opponent's teammates (on the condition that the teammate bring confidential information with him/her). |
| \_20 **Total Score**  \_6.67 **Average Score, Total/3** (5.5) | \_3\_ **Total Score**  \_1\_ **Average Score, Total/3** (2.35) |
| **Attacking Opponent’s Network**  Questionnaire Items  \_2\_ 5. Attempt to get your opponent fired from his/her position so that a new person will take his/her place.  \_1\_ 15. Threaten to make your opponent look weak or foolish in front of a boss or others to whom he/she is accountable, even if you know that you will not actually carry out the threat.  \_1\_ 19. Talk directly to the people to whom your opponent reports or is accountable, and tell them things that will undermine their confidence in your opponent as a negotiator. | **Strategic Misrepresentation  of Positive Emotion**  Questionnaire Items  \_5\_ 2. Get the other party to think that you like him/her personally, despite the fact that you really do not.  \_5\_ 7. Express sympathy with the other party’s plight, although in truth you do not care about their problems.  \_4\_ 17. Give the other party the (false) impression that you care about his/her personal welfare. |
| \_4\_ **Total Score**  \_1.33 **Average Score, Total/3** (1.91) | \_14 **Total Score**  \_4.67 **Average Score, Total/3** (5.09) |
| **False Promises**  Questionnaire Items  \_1\_ 1. Promise that good things will happen to your opponent if he/she 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\_ 14. In return for concessions from your opponent now, offer to make future concessions which you know you will not follow through on.  \_7\_ 24. Guarantee that your constituency will uphold the settlement reached, although you know that they will likely violate the agreement later.  \_9\_ **Total Score**  \_3\_ **Average Score, Total/3** (2.06) | **Strategic Misrepresentation of Negative Emotion**  Questionnaire Items  \_5\_ 4. Strategically express anger toward the other party in a situation where you are not really angry.  \_5\_ 9. Feign a melancholy mood in order to get the other party to think you are having a bad day.  \_4\_ 11. Pretend to be disgusted at an opponent’s comments.  \_7\_ 13. Give the other party the 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\_ 20. Simulate fear so that the other party will think you are tense about negotiating.  \_3\_ 22. Pretend to be furious at your opponent.  \_25 **Total Score**  \_4.17 **Average Score, Total/6** (4.82) |
| **Misrepresentation**  Questionnaire Items  \_1\_ 3. Intentionally misrepresent information to your opponent in order to strengthen your negotiating arguments or position.  \_4\_ 6. Intentionally misrepresent the nature of negotiations to your constituency in order to protect delicate discussions that have occurred.  \_2\_ 16. Deny the validity of information that your opponent has that weakens your negotiating position, even though that information is true and valid.  6 18. Intentionally misrepresent the progress of negotiations to your constituency in order to make your own position appear stronger. |  |
| \_13 **Total Score**  \_3.25 **Average Score, Total/4** (3.02) |  |