2-13 · 2-4 갈등과 협상
02 인간과 사회 · 교재 p.52

2024학년도 수능 36번
2023년 11월 시행 · 대학수학능력시험

Negotiation can be defined as an attempt to explore and reconcile conflicting positions in order to reach an acceptable outcome. Whatever the nature of the outcome, which may actually favour one party more than another, the purpose of negotiation is the identification of areas of common interest and conflict. In this sense, depending on the intentions of the parties, the areas of common interest may be clarified, refined and given negotiated form and substance. Areas of difference can and do frequently remain, and will perhaps be the subject of future negotiations, or indeed remain irreconcilable. In those instances in which the parties have highly antagonistic or polarised relations, the process is likely to be dominated by the exposition, very often in public, of the areas of conflict. In these and sometimes other forms of negotiation, negotiation serves _____. These will include delay, publicity, diverting attention or seeking intelligence about the other party and its negotiating position.

1. 빈칸 추론 윗글의 빈칸에 들어갈 말로 가장 적절한 것은?

① functions other than reconciling conflicting interests
② only to favour the stronger party
③ as a final step after agreement
④ to make conflicts permanently irreconcilable
⑤ to replace public debate entirely

2. 주제 윗글의 주제로 가장 적절한 것은?

① why negotiations always produce fair outcomes
② techniques for winning public debates
③ the history of international treaties
④ what negotiation aims at and the varied functions it serves
⑤ how to avoid negotiating with rivals

2024학년도 6월 모평 41~42번

2023년 6월 시행 · 한국교육과정평가원

Many negotiators assume that all negotiations involve a fixed pie. Negotiators often approach integrative negotiation opportunities as zero-sum situations or win-lose exchanges. Those who believe in the mythical fixed pie assume that parties' interests stand in opposition, with no possibility for integrative settlements and mutually beneficial trade-offs, so they suppress efforts to search for them. In a hiring negotiation, a job applicant who assumes that salary is the only issue may insist on $75,000 when the employer is offering $70,000. Only when the two parties discuss the possibilities further do they discover that moving expenses and starting date can also be negotiated, which may facilitate resolution of the salary issue. The tendency to see negotiation in fixed-pie terms varies depending on how people view the nature of a given conflict situation. This was shown in a clever experiment by Harinck, de Dreu, and Van Vianen involving a simulated negotiation between prosecutors and defense lawyers over jail sentences. Some participants were told to view their goals in terms of personal gain (e.g., arranging a particular jail sentence will help your career), others were told to view their goals in terms of effectiveness (a particular sentence is most likely to prevent recidivism), and still others were told to focus on values (a particular jail sentence is fair and just). Negotiators focusing on personal gain were most likely to come under the influence of fixed-pie beliefs and approach the situation competitively. Negotiators focusing on values were _____ and more inclined to approach the situation cooperatively. Stressful conditions such as time constraints contribute to this common misperception, which in turn may lead to less integrative agreements.

1. 빈칸 추론 윗글의 빈칸에 들어갈 말로 가장 적절한 것은?

① most likely to compete aggressively
② unable to reach any agreement
③ least likely to see the problem in fixed-pie terms
④ more affected by time constraints
⑤ eager to focus on personal gain

2. 요지 윗글의 요지로 가장 적절한 것은?

① 협상에서는 급여 외의 조건을 논의하지 않는 것이 유리하다.
② 협상을 고정된 파이로 보는 착각은 목표를 바라보는 관점에 따라 달라지며 통합적 합의를 방해한다.
③ 시간 압박은 협력적인 협상을 촉진한다.
④ 모든 협상은 한쪽이 이기면 다른 쪽이 지는 게임이다.
⑤ 검사와 변호사는 항상 개인적 이익을 우선한다.

2023학년도 수능 39번

2022년 11월 시행 · 대학수학능력시험

Negotiators should try to find ways to slice a large issue into ① smaller pieces, known as using salami tactics. Issues that can be expressed in quantitative, measurable units are ② difficult to slice. For example, compensation demands can be divided into cents-per-hour increments or lease rates can be quoted as dollars per square foot. When working to fractionate issues of principle or precedent, parties may use the time horizon (when the principle goes into effect or how long it will last) as a way to fractionate the issue. It may be easier to reach an agreement when settlement terms don't have to be implemented until months in the ③ future. Another approach is to ④ vary the number of ways that the principle may be applied. For example, a company may devise a family emergency leave plan that allows employees the opportunity to be away from the company for a period of no ⑤ longer than three hours, and no more than once a month, for illness in the employee's immediate family.

1. 어휘 윗글의 밑줄 친 부분 중, 문맥상 낱말의 쓰임이 적절하지 않은 것은?

① ② ③ ④ ⑤

2. 제목 윗글의 제목으로 가장 적절한 것은?

① Never Divide a Principle
② How to Raise Wages Quickly
③ Family Leave: A Costly Mistake
④ Negotiating Without Time Limits
⑤ Salami Tactics: Slice Big Issues into Smaller Pieces

정답 및 해설

2-13 **1.**① **2.**④ · 2-14 **1.**③ **2.**② · 2-15 **1.**② **2.**⑤

2-13 · 2024학년도 수능 36번

1. ①　적대적인 관계에서는 협상이 갈등 이익의 조정이 아니라 지연, 홍보, 관심 돌리기, 정보 수집 같은 다른 기능을 한다. 마지막 문장이 근거다.

2. ④　협상을 정의하고, 공통 이익과 갈등 영역을 확인하는 목적 외에도 협상이 여러 기능을 한다는 내용이다.

2-14 · 2024학년도 6월 모평 41~42번

1. ③　개인적 이익에 초점을 둔 협상가는 고정 파이 신념에 가장 쉽게 빠졌고, 가치에 초점을 둔 협상가는 그 반대였다. 뒤의 '더 협력적으로 접근했다'가 근거다.

2. ②　고정 파이 신념은 개인적 이익에 초점을 둘수록 강해지고 시간 압박이 이를 부추겨 통합적 합의를 줄인다는 것이 요지다. ③은 글과 반대다.

2-15 · 2023학년도 수능 39번

1. ②　보상 요구를 시간당 센트 단위로 나누는 예처럼, 수량으로 표현되는 쟁점은 잘게 나누기 '쉽다'. ② difficult → easy.

2. ⑤　큰 쟁점을 작게 나누어 합의에 이르는 '살라미 전술'과 그 방법(수량 단위, 시간 범위, 적용 방식)을 설명한다.