

# Case Study Quizzes – ANSWERS & RATIONALES

## Newly Credentialed RDN Case Study

1. Based on the information presented in the case study, Katrina’s BATNA is strong.
  - a. True
  - b. False**

**Rationale:** As stated in the case study, Katrina recently completed a combined dietetic internship and graduate program. While she has recent experience in the area of clinical dietetics from her supervised practice rotations, she has no actual work experience as an RDN. Katrina completed the application for licensure as a dietitian but is not yet licensed. Meanwhile, she has several recent expenses, including the cost of the CDR credentialing exam, annual CDR registration fee, Academy of Nutrition and Dietetics membership fee, and will have to pay the state licensure fee once she determines the state in which she will practice. She also will soon resume monthly student loan payments and has been told her apartment rent will be increasing by \$50 per month. Thus, Katrina’s BATNA is weak; the alternative to getting a job is to be stuck with numerous expenses and no income. The BATNA is further described in Principle #1 of the Salary Negotiation Toolkit.

2. Based on information in the case study, which of the following would be a reason for Katrina to turn down the job at the long-term care facility, acute care hospital, or behavioral health facility?
  - a. She is offered \$45,000 per year**
  - b. She is offered \$49,500 per year
  - c. She is offered \$51,000 per year
  - d. She is offered \$51,250 per year

**Rationale:** After calculating her estimated annual expenses, Katrina determined she needed to earn at least \$48,000 per year (AKA her walkaway price). Any of the annual salaries listed above that are higher than Katrina’s walkaway price are acceptable. An annual salary of \$45,000, however, is below Katrina’s walkaway price and thus, if offered \$45,000 per year, Katrina should turn down the job. Tips and guidelines for determining a walkaway price are provided in Principle #1 of the Salary Negotiation Toolkit.

3. Based on the information in the table below, which of the following is an appropriate target price?

	Mean	Median	Range
Hourly wage	\$24.75	\$25.50	\$22.00 - \$27.50

- a. \$23.00 per hour (\$47,840 per year)
- b. \$25.50 per hour (\$53,040 per year)
- c. \$27.00 per hour (\$56,160 per year)**

- d. \$28.75 per hour (\$59,800 per year)

**Rationale:** The target price is the job candidate's estimate of the employer's walkaway price. In other words, the target price for the job candidate is what the candidate estimates to be the highest amount the employer is willing to pay them. As explained in Principle #2 of the Salary Negotiation Toolkit, job candidates should first determine a salary range for the position (in this case, \$22.00 - \$27.50) and then select a target price that is between the middle and the top end of the salary range. Since \$27.00 per hour is between the middle and the top end of the salary range, 'c' is the correct answer.

4. The following scenario is an example of which of the following principles of salary negotiation?

The employer tells Katrina the salary for the position is \$52,000 per year, to which she requests \$60,000 per year. The potential employer responds with an offer of \$56,000, which Katrina accepts.

- a. Estimating your Target Price
- b. The Initial Offer, The Counteroffer, and Concessions**
- c. Calculating the Zone of Possible Agreement
- d. Determining your BATNA and Walkaway Price

**Rationale:** Principle #3 of the Salary Negotiation Toolkit focuses on The Initial Offer, The Counteroffer, and Concessions. In question 4, the initial offer from the employer is \$52,000 and the counteroffer from Katrina (job candidate) is \$60,000. Concessions are changes to the value of the potential agreement. In the above scenario, the potential employer responds to Katrina's counteroffer with a concession of \$4,000 (the employer increased the salary from \$52,000 to \$56,000). Katrina recognizes that while \$56,000 is lower than her counteroffer of \$60,000, it is \$4,000 lower, which is equal to the concession made by the employer. As noted in the Salary Negotiation Toolkit, the amount of concessions should be made in equal ways and reciprocated.

5. Use the following information to determine the ZOPA.

Candidate Walkaway Price = \$48,000  
Estimated Target Price = \$57,000  
Employer Target Price = \$0  
Initial Offer = \$50,000  
Employer Walkaway Price (Final Offer) = \$54,000  
Counteroffer = \$59,000

- a. There is no ZOPA
- b. There is a ZOPA between \$48,000 and \$54,000**
- c. There is a ZOPA between \$50,000 and \$54,000
- d. There is a ZOPA between \$48,000 and \$57,000

**Rationale:** Use the ZOPA chart illustration template in the Salary Negotiation Toolkit to assist with answering this question. As described in Principle #4 of the Salary Negotiation Toolkit, the ZOPA is the range of feasible outcomes to a negotiation. The key values to consider when determining the ZOPA are the employer's walkaway price and the candidate's walkaway price. If the employer's walkaway price (\$54,000) is greater than the candidate's walkaway price (\$48,000), an agreement is possible.

6. The following scenario is an example of which of the following principles of negotiation?

While the employer is firm on the offer of \$46,800, Katrina negotiates and is granted the ability to work from home three days a week and first choice of offices when they complete the remodel of the facility in two months.

- a. Distributive negotiation
- b. Concessions
- c. **Integrative negotiation**
- d. Zone of possible agreement

**Rationale:** The scenario above lists such items as the ability to work from home and choice of office location. Items that do not directly pertain to money but do contribute to the value of the job offer are examples of integrative negotiation items. Other integrative negotiation items, as listed under Principle #5 in the Salary Negotiation Toolkit, include additional vacation time, adjustments to work schedule/flexibility of work hours, the start date for the position, and job title.

7. Which of the following scenarios provides an example of a zero-sum negotiation?

- a. **Job candidate negotiates for the employer to pay annual professional membership in the Academy of Nutrition and Dietetics**
- b. Job candidate negotiates for a start date for the position after they take their credentialing exam
- c. Job candidate negotiates for the title of Food and Nutrition Services Director instead of Nutrition Services Director
- d. Job candidate negotiates for one week of extra vacation time each year

**Rationale:** Zero-sum negotiation, also known as distributive, win-lose, competitive, and claim value negotiation, is further explained under Principle #5 of the Salary Negotiation Toolkit. Distributive negotiation items, unlike integrative negotiation items, generally have a monetary value associated with them. Examples of distributive items that may be negotiated include sign-on bonuses, professional memberships, certifications, tuition reimbursement, relocation expenses, computer equipment needed for the job, wardrobe allowance, transportation reimbursement, housing subsidy, guaranteed severance package, and daycare reimbursement. Letter 'a' is correct because it references the job candidate's annual professional membership fee being paid by the employer.

8. If the candidate and employer reach an impasse, what negotiation principle can be used to possibly result in a successful agreement?
- a. Distributive negotiation
  - b. Collaborative negotiation
  - c. Interprofessional negotiation
  - d. **Integrative negotiation**

**Rationale:** As explained in Principle #5 of the Salary Negotiation Toolkit, an impasse occurs when there is a gap between the two parties' positions and neither is willing to make any more concessions. In other words, neither the potential employer nor the job candidate are willing to change the amount of money they are willing to offer/accept. When an impasse occurs, it is still possible to reach a successful agreement if integrative negotiation is used because integrative negotiation items do not directly pertain to money but do contribute to the value of the job offer. Examples of integrative items that can be negotiated include ability to work from home, choice of office location, additional vacation time, adjustments to work schedule/flexibility of work hours, the start date for the position, and job title.

9. Which of the following scenarios represents a reciprocal concession?
- a. Employer's initial offer is \$47,500; job candidate's counteroffer is \$52,000; the final offer agreed upon is \$48,000
  - b. **Employer's initial offer is \$48,000; job candidate's counteroffer is \$54,000; the final offer agreed upon is \$51,000**
  - c. Employer's initial offer is \$49,000; job candidate's counteroffer is \$51,000; the final offer agreed upon is \$51,000
  - d. Employer's initial offer is \$50,000; job candidate's counteroffer is \$57,000; the final offer agreed upon is \$51,000

**Rationale:** As noted within Principle #3 of the Salary Negotiation Toolkit, concessions should be made in equal ways and reciprocated. Scenario 'b' above is the only one in which the concessions being made by both parties are reciprocated in equal amounts; the employer and job candidate are both making a concession of \$3,000.

10. The following scenario is an example of which of the following negotiation terms?

The employer's initial offer is \$52,500 while the range Katrina looked up in the Academy of Nutrition and Dietetics Compensation and Benefits Survey Report was \$52,000 to \$68,500. Katrina counters with a salary of \$53,000.

- a. Target price
- b. BATNA
- c. ZOPA

**d. Anchoring bias**

**Rationale:** Anchoring bias is the common tendency to give too much weight to the first number mentioned (initial offer) and then mistakenly use that as a starting point (anchor) when determining a counteroffer (see Principle #3 in the Salary Negotiation Toolkit for more information about anchoring bias). In the scenario above, the initial offer is \$52,500, and while Katrina has evidence of an appropriate salary range (which goes up to \$68,500), she falls into the trap of basing her counteroffer off the lower end of the potential salary range (anchor) rather than the higher end.

## Experienced RDN Case Study

1. Based on the information presented in the case study, Katrina's BATNA is strong.
  - a. True
  - b. False

**Rationale:** As stated in the case study, Katrina is making enough money to cover her living expenses and help support her family. She enjoys her position at the long-term care facility but wonders if it may be possible to find a similar job closer to where she lives. In Principle #1 of the Salary Negotiation Toolkit, the BATNA, or Best Alternative To a Negotiated Agreement, is explained in detail. Given Katrina is earning a good salary and enjoys her job, her BATNA is strong. She does not need a different job, which gives her increased power when negotiating the salary for other positions.

2. Which of the following values presented in the case study represents Katrina's walkaway price?
  - a. \$51,480
  - b. \$54,080
  - c. **\$56,160**
  - d. \$57,080

**Rationale:** Using resources included in the Salary Negotiation Toolkit, Katrina and her husband determined she needed to earn at least \$56,160 per year in order to leave her current position. Tips and guidelines for determining a walkaway price are provided in Principle #1 of the Salary Negotiation Toolkit.

3. Using national data, Katrina determines the hourly wage range for the position to be \$22.75 to \$28.50. Which of the following would be the most appropriate target price?
  - a. \$22.75
  - b. \$25.00
  - c. \$26.50
  - d. **\$28.00**

**Rationale:** The target price is the job candidate's estimate of the employer's walkaway price. In other words, the target price for the job candidate is what the candidate estimates to be the highest amount the employer is willing to pay them. As explained in Principle #2 of the Salary Negotiation Toolkit, job candidates should first determine a salary range for the position (in this case, \$22.75 - \$28.50) and then select a target price that is between the middle and the top end of the salary range. While both \$26.50 and \$28.00 per hour are between the middle and the top end of the salary range, it is most appropriate to select the higher target price (\$28.00) since it is still within the salary range.

4. Which of the following actions is an example of effective use of concessions in salary negotiation?
- When the employer offers to increase the salary by \$2,000, the job candidate responds with a salary that is \$500 lower than their target price.
  - When negotiating, the job candidate states, “I understand you can’t come all the way up to my counteroffer, but if you can meet me in the middle, I’m on board”.**
  - When the employer offers to increase the hourly wage by \$2 per hour to match the job candidate’s counteroffer, the job candidate requests the employer cover their annual dietitian-related fees (e.g., credentialing, licensure, etc.).
  - The job candidate negotiates one item at a time until the employer indicates their final offer.

**Rationale:** As noted within Principle #3 of the Salary Negotiation Toolkit, the amount of concessions should be made in equal ways and reciprocated. In scenario ‘a’, the employer’s concession is equivalent to \$2,000 while the candidate’s concession is equivalent to only \$500, which does not follow the guideline of equal and reciprocal concessions. In scenario ‘c’, the employer agrees to the job candidate’s counteroffer and yet the job candidate continues to negotiate. As noted in the Tips and Guidelines section of Principle #3, if an employer makes a salary offer that is in accordance with the counteroffer, the job candidate is advised to accept the offer and not engage in further concessions. In scenario ‘d’, the job candidate neglects the guideline of making sure to negotiate multiple items at once versus serially. The correct answer, scenario ‘b’, demonstrates use of specific phrases recommended in conversations about concessions.

5. Use the following information to determine the ZOPA.

Candidate Walkaway Price = \$57,000  
Estimated Target Price = \$63,500  
Employer Target Price = \$0  
Initial Offer = \$54,000  
Employer Walkaway Price (Final Offer) = \$56,250  
Counteroffer = \$65,000

- There is no ZOPA**
- There is a ZOPA between \$57,000 and \$65,000
- There is a ZOPA between \$54,000 and \$56,250
- There is a ZOPA between \$56,250 and \$63,500

**Rationale:** Use the ZOPA chart illustration template in the Salary Negotiation Toolkit to assist with answering this question. As described in Principle #4 of the Salary Negotiation Toolkit, the ZOPA is the range of feasible outcomes to a negotiation. The key values to consider when determining the ZOPA are the employer’s walkaway price and the candidate’s walkaway price. If the employer’s walkaway price is greater than the candidate’s walkaway price, an agreement is possible. If, however, the employer’s walkaway price (\$56,250) is lower than the candidate’s

walkaway price (\$57,000), as in the situation in question 5, there is no ZOPA.

6. Review the scenario below and determine which of the following actions is recommended.

The job candidate receives an offer of \$25.00 per hour. After referring to the Academy of Nutrition and Dietetics online salary calculator, the job candidate decides to negotiate for \$28.50 per hour. The employer agrees to the hourly wage of \$28.50.

- a. The candidate should negotiate for the employer to pay registration and licensure fees.
- b. The candidate should negotiate for tuition reimbursement in order to obtain a graduate degree.
- c. The candidate should accept the hourly wage of \$28.50.**
- d. The candidate should negotiate for \$30.00 per hour.

**Rationale:** As noted in the Tips and Guidelines section of Principle #3 in the Salary Negotiation Toolkit, if an employer makes a salary offer that is in accordance with the counteroffer, the job candidate is advised to accept the offer and not engage in further concessions. Thus, 'c' is the correct answer. Continuing to negotiate even after the counteroffer is accepted, as in scenarios 'a', 'b', and 'd', may result in the employer rescinding the job offer.

7. The following scenario is an example of which of the following principles of negotiation?

While the employer is firm on the offer of \$51,480 per year, Katrina negotiates and is granted money each year to pay for her dietitian expenses, which include credentialing, licensure, and professional memberships.

- a. Distributive negotiation**
- b. Concessions
- c. Integrative negotiation
- d. Zone of possible agreement

**Rationale:** Distributive negotiation items, as explained in Principle #5 of the Salary Negotiation Toolkit, generally have a monetary value associated with them. Examples of distributive items that may be negotiated include sign-on bonuses, professional memberships, certifications, tuition reimbursement, relocation expenses, computer equipment needed for the job, wardrobe allowance, transportation reimbursement, housing subsidy, guaranteed severance package, and daycare reimbursement. In the above scenario, Katrina negotiates extra pay for her dietitian-related expenses, which is an example of distributive negotiation.

8. Which of the following actions allows a job candidate to strengthen their BATNA?

- a. Apply for and receive multiple job offers; while negotiating, share the salary being offered by each employer

- b. **Apply for and receive multiple job offers; share with the employers that you have other offers**
- c. While negotiating, tell the employer you have another job offer regardless of whether it is true
- d. While negotiating, tell the employer you don't have other job offers

**Rationale: Principle #1 of the Salary Negotiation Toolkit describes the BATNA, or Best Alternative To a Negotiated Agreement. One of the tips and guidelines offered in order to strengthen the job candidate's BATNA is to, if multiple job offers are received, share such news with potential employers. This tip should only be used when the job candidate has in fact received multiple job offers. Also, be sure not to disclose the specific dollar amounts of salaries offered by other companies; rather, just mentioning that there are other offers being considered serves to strengthen the job candidate's BATNA.**

9. Which of the following actions is recommended when estimating target price?
- a. Utilizing reputable sources, determine the salary range for employees with similar experience and credentials. Select a target price between the bottom end and middle of the salary range.
  - b. **Utilizing reputable sources, determine the salary range for employees with similar experience and credentials. Select a target price between the middle and top end of the salary range.**
  - c. Utilizing reputable sources, determine the salary range for employees with the number of years of experience and specific credentials you plan to obtain while employed at the facility. Select a target price between the bottom end and middle of the salary range.
  - d. Utilizing reputable sources, determine the salary range for employees with the number of years of experience and specific credentials you plan to obtain while employed at the facility. Select a target price between the middle and top end of the salary range.

**Rationale: As explained in Principle #2 of the Salary Negotiation Toolkit, job candidates should first determine a salary range for the position by using reputable sources. Then, they should select a target price that is between the middle and the top end of the salary range.**

10. Which of the following actions is recommended for effective salary negotiation?
- a. When asked about their salary requirements, the candidate provides a detailed description of what they require in order to accept the job.
  - b. When researching salary ranges, the candidate notes the median range for a registered dietitian nutritionist in the United States.
  - c. Upon receiving the initial salary offer, the candidate tells the employer how insulting the offer is and declines the job.
  - d. **When interviewing for the job, the candidate asks questions to determine how long the position has been vacant.**

**Rationale:** Principles #1, #2, and #3 in the Salary Negotiation Toolkit outline the concepts of the BATNA, walkaway price, target price, the initial offer, the counteroffer, and concessions. As mentioned in Principle #1, candidates should not reveal their walkaway price to the potential employer; thus, action 'a' is not recommended.

When estimating the target price (Principle #2 in the Salary Negotiation Toolkit), job candidates are encouraged to gain an accurate understanding of their value and potential contribution to the organization by researching salary ranges that account for their current level of education and experience. Researching and noting the median range for RDNs across the U.S. does not help the job candidate to effectively negotiate their salary for a specific position; thus, action 'b' is incorrect.

Having a firm understanding of, and ability to apply, negotiation principles empowers job candidates to negotiate effectively, even if the initial salary offer is undesirable. Given the quantity of resources put into locating, applying, and interviewing for the job, it is inefficient to decline a job offer without at least attempting to negotiate, as is the situation in action 'c'. As outlined in Principle #2, a tip for estimating your target price is to ask questions during the interview process. Knowing the position has been vacant for a long period of time could indicate the employer has had difficulty filling the position (AKA a potential weak BATNA).