Chapter 14

Conflict and Negotiation

TRUE-FALSE QUESTIONS

Title: ANSWER: T REFERENCE: Conflict in Organizations: Basic Considerations LEARNING OUTCOME: 1

1. Situations in which the expectations or actual goal-directed behavior of one person or group is blocked by another person or group are described as conflict.

a. True

b. False

Title: ANSWER: F REFERENCE: Conflict in Organizations: Basic Considerations LEARNING OUTCOME: 1

2. The conflict is within the individual is called interpersonal conflict.

a. True

b. False

Title: ANSWER: T REFERENCE: Conflict in Organizations: Basic Considerations LEARNING OUTCOME: 1

3. Conflict can stimulate innovation and change.

a. True

b. False

Title: ANSWER: T REFERENCE: Conflict in Organizations: Basic Considerations LEARNING OUTCOME: 1

4. Depending upon its nature, conflict can either be functional or dysfunctional in work situations.

a. True

b. False

Title: ANSWER: F REFERENCE: Conflict in Organizations: Basic Considerations LEARNING OUTCOME: 1

5. Using profane language is an example of cognitive conflict.

a. True

b. False

Title: ANSWER: T REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

6. Jurisdictional ambiguities refer to situations where it is unclear exactly where responsibility for something lies.

a. True

b. False

Title: ANSWER: F REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

7. The behavior stage of conflict process represents problem-solving and strategy phase.

a. True

b. False

Title: ANSWER: F REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

8. In a conflict situation, the extent to which each party is interested in helping satisfy the opponent’s concerns is called assertiveness.

a. True

b. False

Title: ANSWER: F REFERENCE: Resolving Conflict in Organizations LEARNING OUTCOME: 3

9. Perhaps the most common managerial response when conflict emerges is character assassination.

a. True

b. False

Title: ANSWER: T REFERENCE: Resolving Conflict in Organizations LEARNING OUTCOME: 3

10. Conflict is most likely to occur when task uncertainty is high; specifying or structuring jobs minimizes ambiguity.

a. True

b. False

Title: ANSWER: F REFERENCE: Resolving Conflict in Organizations LEARNING OUTCOME: 3

11. Research finds that avoiding win-lose situations is a way to increase conflict.

a. True

b. False

Title: ANSWER: T REFERENCE: Negotiation Behavior LEARNING OUTCOME: 4

12. The greater the extent of task interdependence, the greater the likelihood of conflict, if different expectations or goals exist among entities.

a. True

b. False

Title: ANSWER: T REFERENCE: Negotiation Behavior LEARNING OUTCOME: 4

13. In general, four stages are likely to exist with negotiation or bargaining.

a. True

b. False

Title: ANSWER: T REFERENCE: Negotiation Behavior LEARNING OUTCOME: 4

14. Knowing one’s relative position in the bargaining process is a key component in determining one’s strategy.

a. True

b. False

Title: ANSWER: T REFERENCE: Negotiation Behavior LEARNING OUTCOME: 4

15. When all the problems have been “worked out,” a typical American experiences real satisfaction.

a. True

b. False

Title: ANSWER: F REFERENCE: Negotiation Behavior LEARNING OUTCOME: 4

16. The outcome of a principled negotiation ultimately depends on the relative attractiveness of each party’s so-called FATNA: the “First Alternative To a Negotiated Agreement.”

a. True

b. False

Multiple Choice

Title: ANSWER: B REFERENCE: Conflict in Organizations: Basic Considerations LEARNING OUTCOME: 1

1. When one person or group does something that is unacceptable to others, \_\_\_\_\_\_ conflict exists.

A. cognitive

B. behavioral

C. goal

D. Affective

E. intrapersonal

Title: ANSWER: A REFERENCE: Conflict in Organizations: Basic Considerations LEARNING OUTCOME: 1

2. When one person or group desires a different outcome than others do, which type of conflict can occur?

A. Goal conflict

B. Behavioral conflict

C. Affective conflict

D. Cognitive conflict

E. Intrapersonal conflict

Title: ANSWER: A REFERENCE: Conflict in Organizations: Basic Considerations LEARNING OUTCOME: 1

3. The process by which individuals or groups react to other entities that have frustrated, or are about to frustrate, their plans, goals, beliefs, or activities is \_\_\_\_\_\_\_\_.

A. conflict

B. retaliation

C. affectation

D. perseverance

E. attitude

Title: ANSWER: B REFERENCE: Conflict in Organizations: Basic Considerations LEARNING OUTCOME: 1

4. When one person or group holds ideas or opinions that are inconsistent with those of others, \_\_\_\_\_\_\_\_ conflict can result.

A. behavioral

B. cognitive

C. goal

D. affective

E. intrapersonal

Title: ANSWER: D REFERENCE: Conflict in Organizations: Basic Considerations LEARNING OUTCOME: 1

5. When one person’s or group’s feelings or emotions are incompatible with those of others, \_\_\_\_\_\_\_\_ conflict can result.

A. behavioral

B. cognitive

C. goal

D. affective

E. intrapersonal

Title: ANSWER: E REFERENCE: Conflict in Organizations: Basic Considerations LEARNING OUTCOME: 1

6. \_\_\_\_\_\_\_ conflict is conflict within one person.

A. Interpersonal

B. Behavioral

C. Affective

D. Cognitive

E. Intrapersonal

Title: ANSWER: A REFERENCE: Conflict in Organizations: Basic Considerations LEARNING OUTCOME: 1

7. \_\_\_\_\_\_\_ conflict is when two people disagree on some matter.

A. Interpersonal

B. Intergroup

C. Interorganizational

D. Intrinsic

E. Intrapersonal

Title: ANSWER: B REFERENCE: Conflict in Organizations: Basic Considerations LEARNING OUTCOME: 1

8. \_\_\_\_\_\_\_ conflict usually involves disagreements between two opposing groups/forces over goals or the sharing of resources.

A. Interpersonal

B. Intergroup

C. Interorganizational

D. Intrinsic

E. Intrapersonal

Title: ANSWER: C REFERENCE: Conflict in Organizations: Basic Considerations LEARNING OUTCOME: 1

9. \_\_\_\_\_\_\_ conflict can be seen in disputes between two companies.

A. Interpersonal

B. Behavioral

C. Interorganizational

D. Cognitive

E. Goal

Title: ANSWER: E REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

10. The more individuals or groups have to work together or collaborate to accomplish a goal, the greater the likelihood of conflict if different expectations or goals exist among entities. This reflects which of the following factors why organizations have conflict?

A. Status inconsistencies

B. Jurisdictional ambiguities

C. Dependence on common resource pools

D. Individual differences

E. Task interdependencies

Title: ANSWER: B REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

11. Situations where it is unclear exactly where responsibility for something lies reflects which of the following factors why organizations have conflict?

A. Status inconsistencies

B. Jurisdictional ambiguities

C. Dependence on common resource pools

D. Individual differences

E. Task interdependencies

Title: ANSWER: D REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

12. Personal abilities, traits, and skills are examples of which of the following factors why organizations have conflict?

A. Status inconsistencies

B. Jurisdictional ambiguities

C. Dependence on common resource pools

D. Individual differences

E. Task interdependencies

Title: ANSWER: A REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

12. According to Thomas, which is the first stage of the conflict process?

A. Frustration

B. Conceptualization

C. Behavior

D. Outcome

E. Assessment

Title: ANSWER: B REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

13. According to Thomas, which is the second stage of the conflict process?

A. Frustration

B. Conceptualization

C. Behavior

D. Outcome

E. Assessment

Title: ANSWER: C REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

14. According to Thomas, which is the third stage of the conflict process?

A. Frustration

B. Conceptualization

C. Behavior

D. Outcome

E. Assessment

Title: ANSWER: D REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

15. According to Thomas, which is the final stage of the conflict process?

A. Frustration

B. Conceptualization

C. Behavior

D. Outcome

E. Assessment

Title: ANSWER: B REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

16. According to Thomas, in which stage of the conflict process, parties to the conflict attempt to understand the nature of the problem, what they themselves want as a resolution, what they think their opponents want as a resolution, and various strategies they feel each side may employ in resolving the conflict?

A. Frustration

B. Conceptualization

C. Behavior

D. Outcome

E. Formation

Title: ANSWER: B REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

17. Which stage of Thomas’ conflict process is the problem-solving and strategy phase?

A. Frustration

B. Conceptualization

C. Behavior

D. Outcome

E. Formation

Title: ANSWER: C REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

18. According to Thomas, in which stage of the conflict process, parties to a conflict attempt to implement their resolution mode by competing or accommodating in the hope of resolving problems?

A. Frustration

B. Conceptualization

C. Behavior

D. Outcome

E. Formation

Title: ANSWER: A REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

19. According to Thomas, which of these conflict handling modes is appropriate for situation where a quick, decisive action is vital?

A. Competing

B. Collaborating

C. Compromising

D. Avoiding

E. Accommodating

Title: ANSWER: B REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

20. According to Thomas, which of these conflict handling modes is appropriate when trying to find an integrative solution when both sets of concerns are too important to be compromised?

A. Competing

B. Collaborating

C. Compromising

D. Avoiding

E. Accommodating

Title: ANSWER: C REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

21. According to Thomas, which of these conflict handling modes is appropriate when opponents with equal power are committed to mutually exclusive goals?

A. Competing

B. Collaborating

C. Compromising

D. Avoiding

E. Accommodating

Title: ANSWER: D REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

22. According to Thomas, which of these conflict handling modes is appropriate when you perceive no chance of satisfying your concerns?

A. Competing

B. Collaborating

C. Compromising

D. Avoiding

E. Accommodating

Title: ANSWER: E REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

23. According to Thomas, which of these conflict handling modes is appropriate when building social credits for later issues?

A. Competing

B. Collaborating

C. Compromising

D. Avoiding

E. Accommodating

Title: ANSWER: A REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

24. According to Thomas, which of these conflict handling modes is representative of assertive and uncooperative characteristics?

A. Competing

B. Collaborating

C. Compromising

D. Avoiding

E. Accommodating

Title: ANSWER: B REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

25. According to Thomas, which of these conflict handling modes is representative of assertive and cooperative characteristics?

A. Competing

B. Collaborating

C. Compromising

D. Avoiding

E. Accommodating

Title: ANSWER: D REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

26. According to Thomas, which of these conflict handling modes is representative of unassertive and uncooperative characteristics?

A. Competing

B. Collaborating

C. Compromising

D. Avoiding

E. Accommodating

Title: ANSWER: E REFERENCE: Causes of Conflict in Organizations LEARNING OUTCOME: 2

27. According to Thomas, which of these conflict handling modes is representative of unassertive and cooperative characteristics?

A. Competing

B. Collaborating

C. Compromising

D. Avoiding

E. Accommodating

Title: ANSWER: B REFERENCE: Resolving Conflict in Organizations LEARNING OUTCOME: 3

28. Individuals who are assigned a boundary-spanning role between two groups or departments are \_\_\_\_\_\_\_\_\_.

A. instigators

B. integrators

C. disciples

D. protagonists

E. negotiators

Title: ANSWER: C REFERENCE: Resolving Conflict in Organizations LEARNING OUTCOME: 3

29. The type of strategy that wears down the dissatisfied employee while at the same time claiming that resolution strategies are open and available is which of the following?

A. Secrecy

B. Character assassination

C. Due process non-action

D. Non-action

E. Administrative action

Title: ANSWER: A REFERENCE: Resolving Conflict in Organizations LEARNING OUTCOME: 3

30. Which of the following policies is especially useful in keeping employees from feeling inequitably treated?

A. Pay secrecy

B. Character assassination

C. Non-action

D. Administrative orbiting

E. Due process

Title: ANSWER: E REFERENCE: Resolving Conflict in Organizations LEARNING OUTCOME: 3

31. All of the following strategies help prevent conflict in organizations EXCEPT:

A. Emphasizing organization-wide goals and effectiveness

B. Providing stable, well-structured tasks

C. Facilitating intergroup communication

D. Avoiding win-lose situations

E. Pay secrecy

Title: ANSWER: A REFERENCE: Negotiation Behavior LEARNING OUTCOME: 4

32. The process by which individuals or groups attempt to realize their goals by bargaining with another party who has at least some control over goal attainment is \_\_\_\_\_\_\_\_\_.

A. negotiation

B. diplomacy

C. bargaining

D. resolution

E. avoidance

Title: ANSWER: B REFERENCE: Negotiation Behavior LEARNING OUTCOME: 4

33. The \_\_\_\_\_\_ is the final stage of any negotiation.

A. influence and persuasion

B. closing

C. departure

D. non-task time

E. information exchange

Title: ANSWER: A REFERENCE: Negotiation Behavior LEARNING OUTCOME: 4

34. Which of the following is the third stage of the negotiation process?

A. Influence and persuasion

B. Non-task time

C. Information exchange

D. Closing

E. departure

Title: ANSWER: C REFERENCE: Negotiation Behavior LEARNING OUTCOME: 4

35. Which of the following is the second stage of the negotiation process?

A. Influence and persuasion

B. Non-task time

C. Information exchange

D. Closing

E. departure

Title: ANSWER: A REFERENCE: Negotiation Behavior LEARNING OUTCOME: 4

36. \_\_\_\_\_\_\_\_\_ bargaining refers to a situation where the goals of one party are in fundamental and direct conflict with those of another party.

A. Distributive

B. Collateral

C. Integrative

D. Constructive

E. Informational

Title: ANSWER: C REFERENCE: Negotiation Behavior LEARNING OUTCOME: 4

37. \_\_\_\_\_\_\_\_\_ bargaining is often described as the “win-win” approach.

A. Distributive

B. Collateral

C. Integrative

D. Constructive

E. Informational

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