**Chapter 14 Quiz**

**Conflict and Negotiation**

**TRUE-FALSE QUESTIONS**

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.**
   1. True
   2. False
2. **The conflict is within the individual is called interpersonal conflict.** 
   1. True
   2. False
3. **Conflict can stimulate innovation and change**.
   1. True
   2. False
4. **Depending upon its nature, conflict can either be functional or dysfunctional in work situations**.
   1. True
   2. False
5. **Using profane language is an example of cognitive conflict.**
   1. True
   2. False
6. **Jurisdictional ambiguities refer to situations where it is unclear exactly where responsibility for something lies.**
   1. True
   2. False
7. **The behavior stage of conflict process represents problem-solving and strategy phase.**
   1. True
   2. False
8. **In a conflict situation, the extent to which each party is interested in helping satisfy the opponent’s concerns is called assertiveness.**
   1. True
   2. False
9. **Perhaps the most common managerial response when conflict emerges is character assassination.**
   1. True
   2. False
10. **Conflict is most likely to occur when task uncertainty is high; specifying or structuring jobs minimizes ambiguity.**
    1. True
    2. False
11. **Research finds that avoiding win-lose situations is a way to increase conflict.**
    1. True
    2. False
12. **The greater the extent of task interdependence, the greater the likelihood of conflict, if different expectations or goals exist among entities.**
    1. True
    2. False
13. **In general, four stages are likely to exist with negotiation or bargaining.**
    1. True
    2. False
14. **Knowing one’s relative position in the bargaining process is a key component in determining one’s strategy.** 
    1. True
    2. False

**Multiple Choice**

**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

**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

**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

**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

**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

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

A. Interpersonal

B. Behavioral

C. Affective

D. Cognitive

E. Intrapersonal

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

A. Interpersonal

B. Intergroup

C. Interorganizational

D. Intrinsic

E. Intrapersonal

**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

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

A. Interpersonal

B. Behavioral

C. Interorganizational

D. Cognitive

E. Goal

**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

**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

**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

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

A. Frustration

B. Conceptualization

C. Behavior

D. Outcome

E. Assessment

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

A. Frustration

B. Conceptualization

C. Behavior

D. Outcome

E. Assessment

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

A. Frustration

B. Conceptualization

C. Behavior

D. Outcome

E. Assessment

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

A. Frustration

B. Conceptualization

C. Behavior

D. Outcome

E. Assessment

**17. 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

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

A. Frustration

B. Conceptualization

C. Behavior

D. Outcome

E. Formation

**19. 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

**20. 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

**21. 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

**22. 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

**23. 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

**24. 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

**25. 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

**26. 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

**27. 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

**28. 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

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

A. instigators

B. integrators

C. disciples

D. protagonists

E. negotiators

**Open Ended Question.**

Q1-How does conflict arise in organizations?

***Answer: There are several factors that start conflict: 1. Task interdependencies; 2. Status Inconsistences; 3. Jurisdictional Ambiguities; 4. Communication Problems; 5. Dependence on common resource pool; 6. Lack of Common performance Standards; 7. Individual differences.***

***In fact, these factors mainly determine the occurrence of avoidance of a conflict in organization.***

***As well as conflict factors, there is a model of a Conflict process developed by Thomas Kenneth. It consists of 4 stages: 1. Frustration(disagreement); 2. Conceptualization(resolution); 3. Behavior(implementing the resolution); 4. Outcome(result).*** (Rice, 2019)

Q2-How do you recognize and resolve short- and long-term conflicts among group members and among groups?

***Answer:***

***1.We need to Recognize and understand the conflict, causes of conflict. There are minimum 4 types of conflict: 1. Goal; 2. Cognitive; 3. Affective; 4. Behavioral.***

***2. We need to understand the level of conflict: 1. Intrapersonal(within one person); 2. Interpersonal(between 2 individuals); 3. Intergroup(between 2 groups); 4. Interorganizational(between 2 organizations).***

***3. After understanding the roots of the conflict and its level, we can effectively resolve the conflict. And, we do not need to forget that too little conflict is as bad as to much conflict. Conflicts have both advantages and disadvantages. As discussed in exhibit 14.2 on 449th page of the textbook, Appropriate conflict should have moderate intensity and positive outcomes.*** (RIce, 2019)

# References

Rice, U. (2019). Organization Behavior. In R. University, *Conflicts and Negotiations* (pp. 450-454). Houston: OpenStacks.

RIce, U. (2019). Organizational Behavior. In U. Rice, *Conflicts and Negotiations* (pp. 446-449). Houston: OpenStacks.