

Organizational Behavior, 15e (Robbins/Judge)
Chapter 14 Conflict and Negotiation

1) _____ is defined as a process that begins when one party perceives another party has or is about to negatively affect something the first party cares about.

- A) Problem solving
- B) Assessment
- C) Conflict
- D) Negotiation
- E) Collective bargaining

Answer: C

Explanation: C) Conflict is defined as a process that begins when one party perceives another party has or is about to negatively affect something the first party cares about.

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LO: 1

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

2) Conservationists have had a perpetual conflict with the government of the United States over the fast and rampant depletion of the earth's natural resources. They argue that the United States must reduce its consumption level significantly to rectify this problem. Which of the following, if true, would most strengthen the conservationists' argument?

- A) The United States has been conserving forests for several years.
- B) Most countries have not taken any measures to reduce their consumption levels of natural resources.
- C) There are several countries that have more requirements for resources than the United States.
- D) The United States accounts for one-third of the total world resource consumption.
- E) New resource deposits are constantly being discovered.

Answer: D

Explanation: D) The fact that the United States has been conserving forests for several years has nothing to do with the conservationists' argument. Neither does the fact that there are several countries that have more requirements for resources than the United States nor the fact that new deposits are being discovered. The fact that most countries have not taken any measures to reduce the consumption level does not provide support for the conclusion. The fact that the United States consumes one third of all resources used in the world supports the conclusion as the United States cannot increase consumption to more than one third of the world's resources or they risk depleting the earth's resources even faster.

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LO: 1

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Describe the nature of conflict and the negotiation process

3) According to the traditional view of conflict, all conflict is _____.

- A) harmful and must be avoided
- B) natural and helps generate discussion
- C) necessary and improves creativity of a group
- D) healthy and improves productivity
- E) rational and cannot be avoided

Answer: A

Explanation: A) The traditional approach to conflict assumed all conflict was harmful and must be avoided.

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LO: 2

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

4) According to the _____ view of conflict, conflict can be a positive force in a group and some conflict is absolutely necessary for a group to perform effectively.

- A) resolution focused
- B) traditional
- C) managed
- D) interactionist
- E) transactional

Answer: D

Explanation: D) The interactionist view of conflict encourages conflict on the grounds that a harmonious, peaceful, tranquil, and cooperative group is prone to becoming static, apathetic, and unresponsive to needs for change and innovation.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

5) According to the interactionist's perspective, a group that functions without conflict is _____.

- A) living up to behavioral standards
- B) prone to becoming static and apathetic
- C) the most productive
- D) most likely to be responsive to the need for change and innovation
- E) a rare phenomenon

Answer: B

Explanation: B) The interactionist view of conflict encourages conflict on the grounds that a harmonious, peaceful, tranquil, and cooperative group is prone to becoming static, apathetic, and unresponsive to needs for change and innovation.

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LO: 2

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

6) According to the interactionist view, _____ conflicts support the goals of the group and improve its performance.

- A) formal
- B) informal
- C) functional
- D) evaluative
- E) reactive

Answer: C

Explanation: C) The interactionist view does not propose that all conflicts are good. Rather, functional conflict supports the goals of the group and improves its performance and is, thus, a constructive form of conflict. A conflict that hinders group performance is a destructive or dysfunctional conflict.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

7) With reference to the interactionist view of conflict, conflict that relates to the content and goals of work is called _____ conflict.

- A) job
- B) task
- C) relationship
- D) process
- E) communication

Answer: B

Explanation: B) Task conflict relates to the content and goals of the work. Low to moderate levels of task conflict stimulate discussion of ideas. Task conflict is related to positive outcomes only when all members share the same goals and have high levels of trust.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

8) Conflicts related to how the work gets done are called _____ conflicts.

- A) communication
- B) task
- C) job
- D) relationship
- E) process

Answer: E

Explanation: E) Process conflict relates to how the work gets done.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

9) Which of the following statements is true regarding task conflicts?

- A) Task conflicts relate to how the work gets done.
- B) Task conflicts are almost always dysfunctional.
- C) Task conflict focuses on interpersonal relationships.
- D) Task conflict won't benefit groups performing routine tasks.
- E) Task conflicts hinder creativity and innovation.

Answer: D

Explanation: D) Task conflict relates to the content and goals of the work. Low to moderate levels of task conflict stimulate discussion of ideas. Task conflicts relate positively to creativity and innovation. Groups performing routine tasks that don't require creativity won't benefit from task conflict.

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LO: 2

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

10) For process conflict to be productive, it must be _____.

- A) kept high
- B) kept low
- C) kept at moderate-to-high levels
- D) kept at moderate levels
- E) subject to managerial control

Answer: B

Explanation: B) Low levels of process conflict and low to moderate levels of task conflict can be functional, but only in very specific cases. For process conflict to be productive, it must be kept low.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

11) The _____ view of conflict focuses on productive resolution of conflicts.

- A) interactionist
- B) transactional
- C) managed
- D) rational
- E) traditional

Answer: C

Explanation: C) The managed conflict perspective does recognize that conflict is probably inevitable in most organizations, and it focuses more on productive conflict resolution. It strives to find constructive methods for resolving conflicts productively so their disruptive influence can be minimized.

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LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

- 12) Which of the following statements is true regarding the managed conflict perspective?
- A) It argues that all conflicts are bad and should be eliminated.
 - B) It proposes that some conflict is absolutely necessary for a group to perform effectively.
 - C) It classifies conflicts into functional and dysfunctional conflicts.
 - D) It is based on the view that conflicts reduce the long-term viability of the group.
 - E) It argues that conflicts improve creativity of the group.

Answer: D

Explanation: D) The managed conflict perspective does recognize that conflict is probably inevitable in most organizations, and it focuses more on productive conflict resolution. It states that conflicts produce stress, which may lead people to become more close minded and adversarial and this in turn reduces the long-term viability of the group.

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LO: 2

Difficulty: Hard

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

It seems that your work group is in conflict much of the time. One colleague has suggested that you, as the supervisor, are responsible for eliminating the conflict so that your work group can function harmoniously. Another colleague has suggested that conflict is good for stimulating creativity and productivity within the work environment. You are unsure about whether you should try to eliminate the conflict within your group or learn to deal with it positively.

- 13) If you support the idea that conflict should be eliminated, you are supporting which of the following views of conflict?
- A) the traditional view
 - B) the human relations view
 - C) the interactionist view
 - D) the moderated acceptance view
 - E) the optimistic view

Answer: A

Explanation: A) The traditional view has argued that conflict must be avoided, that it indicates a malfunctioning within the group. In this school of thought, conflict is viewed negatively and discussed with such terms as violence, destruction, and irrationality to reinforce its negative connotation.

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LO: 2

AACSB: Analytic Skills

Difficulty: Easy

Quest. Category: Application

Learning Outcome: Describe the nature of conflict and the negotiation process

14) You decide to do more research on the view that conflict should be encouraged as a means to achieve change and innovation. This view is termed _____.

- A) the traditional view
- B) the human relations view
- C) the interactionist view
- D) the acceptance view
- E) the promotional view

Answer: C

Explanation: C) The interactionist view of conflict encourages conflict on the grounds that a harmonious, peaceful, tranquil, and cooperative group is prone to becoming static, apathetic, and unresponsive to needs for change and innovation. The major contribution of this view is recognizing that a minimal level of conflict can help keep a group viable, self critical, and creative.

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LO: 2

AACSB: Analytic Skills

Difficulty: Easy

Quest. Category: Application

Learning Outcome: Describe the nature of conflict and the negotiation process

15) When your work group disagrees, the disagreements usually concern how the group's work should be accomplished. The type of conflict experienced by your group is known as a _____ conflict.

- A) task
- B) relationship
- C) process
- D) traditional
- E) reactive

Answer: C

Explanation: C) Process conflict relates to how the work gets done.

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LO: 2

AACSB: Analytic Skills

Difficulty: Easy

Quest. Category: Application

Learning Outcome: Describe the nature of conflict and the negotiation process

16) Matt works as a sales representative at Tandem Industries which manufactures and sells bicycles. He's the best salesman on the floor, but he also receives the highest number of customer complaints for late deliveries. Which of the following, if true, best explains this situation?

- A) The company uses enterprise solutions to manage inventory.
- B) The company's manufacturing facility is functioning at optimum capacity.
- C) The company's sales and logistics functions are tightly integrated.
- D) The company keeps inventory levels low in order to reduce costs.
- E) The company has an efficient credit verification process.

Answer: D

Explanation: D) In this situation, if the company keeps inventory levels low in order to reduce costs, then it directly conflicts with Matt's job of selling bicycles and ultimately results in late deliveries. This conflict is structural in nature. If the company uses enterprise solutions to manage inventory and if its sales and logistics functions are tightly integrated, then the problem of late deliveries should not arise. Similarly, if the firm's manufacturing facility is functioning at optimum capacity then there should be an adequate of supply of bicycles. If the company's credit verification process is efficient, then it would not result in late deliveries.

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LO: 3

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Describe the nature of conflict and the negotiation process

17) Conditions that can create conflicts can be classified into three categories. Which of the following is one of these three categories that includes variables such as jurisdictional clarity, member-goal compatibility, and leadership styles?

- A) communication
- B) structure
- C) personal variables
- D) group interactions
- E) process variables

Answer: B

Explanation: B) Conflicts related to structure result from variables such as size, degree of specialization in the tasks assigned to group members, jurisdictional clarity, member-goal compatibility, leadership styles, reward systems, and the degree of dependence between groups.

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LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

- 18) Which of the following statements is true regarding conflict?
- A) The smaller the group, the greater the likelihood of conflict.
 - B) The less specialized the activities of the group, the greater the likelihood of conflict.
 - C) People low in the personality traits of disagreeableness, neuroticism, or self-monitoring are more likely to engage in a conflict.
 - D) Diversity of goals among groups is a major source of conflict.
 - E) As the ambiguity about where responsibility for actions lies decreases, the potential for conflict increases.

Answer: D

Explanation: D) Diversity of goals among groups is a major source of conflict. People high in the personality traits of disagreeableness, neuroticism, or self-monitoring are more likely to engage in a conflict.

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LO: 3

Difficulty: Hard

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

- 19) Stage II of the conflict process deals with the conflict being _____.

- A) perceived and felt
- B) apparent and experienced
- C) expressed and resolved
- D) analyzed
- E) internalized

Answer: A

Explanation: A) The potential for opposition or incompatibility becomes actualized in the second stage. Because a conflict is a perceived conflict does not mean it is personalized. It is at the felt conflict level, when individuals become emotionally involved, that parties experience anxiety, tension, frustration, or hostility.

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LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

- 20) The _____ stage of the conflict process is important because it's where conflict issues tend to be defined.

- A) potential opposition
- B) cognition and personalization
- C) intentions
- D) behavior
- E) reaction and transference

Answer: B

Explanation: B) The cognition and personalization stage of the conflict process is important because it's where conflict issues tend to be defined. This is the point when the parties decide what the conflict is about.

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LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

21) _____ is the third stage in the conflict process and it intervenes between people's perceptions and their overt behavior.

- A) Potential for opposition
- B) Intention
- C) Cognition
- D) Attribution
- E) Behavioral manifestation

Answer: B

Explanation: B) Intentions intervene between people's perceptions and emotions and their overt behavior. They are decisions to act in a given way.

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LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

22) The conflict-handling techniques are characterized by two dimensions, cooperativeness and assertiveness. Cooperativeness indicates the degree to which _____.

- A) one party attempts to satisfy his or her own concerns
- B) one party attempts to suppress the conflict
- C) the parties attempt to find a win-win solution
- D) one party attempts to satisfy the other party's concerns
- E) the parties are willing to involve a third party in conflict resolution

Answer: D

Explanation: D) Cooperativeness indicates the degree to which one party attempts to satisfy the other party's concerns.

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LO: 3

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

23) Assertiveness indicates the degree to which _____.

- A) one party attempts to satisfy his or her own concerns
- B) one party attempts to suppress the conflict
- C) the parties attempt to find a win-win solution
- D) one party attempts to satisfy the other party's concerns
- E) the parties are willing to involve a third party in conflict resolution

Answer: A

Explanation: A) Assertiveness indicates the degree to which one party attempts to satisfy his or her own concerns.

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LO: 3

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

24) When one person seeks to satisfy his or her own interests regardless of the impact on the other parties to the conflict, that person is using the conflict-handling intention of _____.

- A) competing
- B) avoiding
- C) accommodating
- D) compromising
- E) collaborating

Answer: A

Explanation: A) When one person seeks to satisfy his or her own interests regardless of the impact on the other parties to the conflict, that person is competing.

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LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

25) _____ is a conflict-handling technique in which the parties in a conflict each desire to satisfy fully the concerns of all parties.

- A) Collaborating
- B) Competing
- C) Accommodating
- D) Avoiding
- E) Compromising

Answer: A

Explanation: A) When parties in conflict each desire to fully satisfy the concerns of all parties, there is cooperation and a search for a mutually beneficial outcome. In collaborating, the parties intend to solve a problem by clarifying differences rather than by accommodating various points of view.

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LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

26) The conflict-handling intention of collaborating is _____.

- A) assertive and uncooperative
- B) assertive and cooperative
- C) unassertive and uncooperative
- D) unassertive and cooperative
- E) affective and reflective

Answer: B

Explanation: B) Collaborating intentions are assertive and cooperative.

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LO: 3

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

27) Which of the following conflict-handling intentions is unassertive and uncooperative?

- A) competing
- B) collaborating
- C) avoiding
- D) compromising
- E) accommodating

Answer: C

Explanation: C) Avoiding intentions are unassertive and uncooperative.

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LO: 3

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

28) The conflict-handling intention of accommodating is _____.

- A) assertive and uncooperative
- B) assertive and cooperative
- C) unassertive and uncooperative
- D) unassertive and cooperative
- E) reflective and assertive

Answer: D

Explanation: D) Accommodating intentions are unassertive and cooperative.

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LO: 3

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

29) Luke's cubicle neighbor Leia, though an understanding and great co-worker, talks loudly on the phone. Luke gets annoyed every time Leia's phone rings, but he has decided it's simply not worth the trouble to talk to her about it. Luke's conflict-handling intention is called _____.

- A) competing
- B) avoiding
- C) accommodating
- D) compromising
- E) collaborating

Answer: B

Explanation: B) A person may recognize a conflict exists and want to withdraw from or suppress it.

Examples of avoiding include trying to ignore a conflict and avoiding others with whom you disagree.

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LO: 3

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the nature of conflict and the negotiation process

30) A party who seeks to appease an opponent may be willing to place the opponent's interests above his or her own, sacrificing to maintain the relationship. We refer to this intention as _____.

- A) collaborating
- B) avoiding
- C) compromising
- D) competing
- E) accommodating

Answer: E

Explanation: E) A party who seeks to appease an opponent may be willing to place the opponent's interests above his or her own, sacrificing to maintain the relationship. We refer to this intention as accommodating.

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LO: 3

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

31) Macy does not like a few of the standard operating procedures adapted for the new project. However, she discussed the items with the team and told them that she realized she was in the minority and that she would adapt the new procedures to maintain smooth operations within the team. This type of intention is called _____.

- A) negotiating
- B) accommodating
- C) collaborating
- D) compromising
- E) competing

Answer: B

Explanation: B) A party who seeks to appease an opponent may be willing to place the opponent's interests above his or her own, sacrificing to maintain the relationship. We refer to this intention as accommodating. Supporting someone else's opinion despite your reservations about it, for example, is accommodating.

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LO: 3

AACSB: Analytic Skills

Difficulty: Hard

Quest. Category: Application

Learning Outcome: Describe the nature of conflict and the negotiation process

32) Which of the following conflict handling intentions is assertive and uncooperative?

- A) compromising
- B) avoiding
- C) competing
- D) collaborating
- E) accommodating

Answer: C

Explanation: C) The conflict handling intention of competing is assertive and uncooperative.

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LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

33) Which of the following conflict-handling intentions involves accepting a solution that provides incomplete satisfaction of both parties' concerns?

- A) collaborating
- B) compromising
- C) avoiding
- D) competing
- E) accommodating

Answer: B

Explanation: B) In compromising, there is no clear winner or loser. Rather, there is a willingness to ration the object of the conflict and accept a solution that provides incomplete satisfaction of both parties' concerns.

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LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

34) In which stage of the conflict process does conflict become visible?

- A) outcomes
- B) intentions
- C) incompatibility
- D) behavior
- E) personalization

Answer: D

Explanation: D) When most people think of conflict situations, they tend to focus on Stage IV because this is where conflicts become visible. The behavior stage includes the statements, actions, and reactions made by the conflicting parties, usually as overt attempts to implement their own intentions.

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LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

35) A conflict-intensity continuum has "annihilatory conflict" at the upper end and "no conflict" at the lower end. In the context of this conflict-intensity continuum, which of the following statements is true of conflict intensities?

- A) Aggressive physical attacks fall in the lower range of the conflict-intensity continuum.
- B) Conflicts that reach the lower ranges of the conflict-intensity continuum are almost always dysfunctional.
- C) Strikes, riots, and wars fall in the lower range of the conflict-intensity continuum.
- D) In cases of annihilatory conflict, there is overt questioning or challenging of others.
- E) Functional conflicts are typically confined to the lower range of the conflict-intensity continuum.

Answer: E

Explanation: E) All conflicts exist somewhere along the conflict-intensity continuum. At the lower part are conflicts characterized by subtle, indirect, and highly controlled forms of tension. Conflict intensities escalate as they move upward along the continuum until they become highly destructive. Strikes, riots, and wars clearly fall in this upper range. Conflicts that reach the upper ranges of the continuum are almost always dysfunctional. Functional conflicts are typically confined to the lower range of the continuum.

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LO: 3

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

36) The division manager at Xperience Inc. wants to replace the SAP ERP currently used in his division with Epicor ERP as it costs 30 percent less to train new staff in Epicor ERP. But this leads to a conflict with the general manager, who insists that they can simply hire only people who already know how to use SAP ERP. Which of the following, if true, weakens the general manager's objection to the replacement of SAP ERP with Epicor ERP?

- A) Currently all employees in the company are required to attend workshops on how to use SAP ERP.
- B) Once employees learn how to use an ERP system, they tend to change employers more readily than before.
- C) Experienced users of SAP ERP command much higher salaries than do prospective employees who have no experience in the use of any ERP.
- D) The average productivity of employees in the company is below the average productivity of the employees of its competitors.
- E) The high costs of updates and upgrades make Epicor ERP more expensive to maintain than SAP ERP.

Answer: C

Explanation: C) The general manager's objection is based on avoiding training costs altogether. But if hiring experienced users of SAP ERP is significantly more costly than hiring otherwise qualified people who would have to be trained to use Epicor ERP, the objection is weakened. Hence, the fact that experienced users of SAP ERP command much higher salaries, weakens it. The fact that the high costs of updates and upgrades make Epicor ERP more expensive to maintain than SAP ERP, argues independently against replacing SAP ERP with Epicor ERP and thus is also incorrect. The rest of the options do not provide any information relevant to an evaluation of SAP ERP as compared with Epicor ERP.

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LO: 3

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Describe the nature of conflict and the negotiation process

37) According to a newly added office smoking regulation, only employees who have an enclosed office may smoke at their desks. This leads to a major conflict between various employees as virtually all employees with enclosed offices are higher level managers, and all other employees lack enclosed offices. Therefore, the lower level employees who smoke argue that they should be offered enclosed offices. Which of the following, if true, strengthens the employees' argument?

- A) The company is a zealous supporter of the "Kick the Butt" campaign — a corporate anti-smoking campaign.
- B) Higher level managers, who have enclosed offices, are willing to share their offices with lower level employees.
- C) The smoking regulations allow all employees who smoke an equal opportunity to do so, regardless of an employee's job level.
- D) Employees at the higher level, who do not smoke, do not have enclosed offices.
- E) The company has a limited budget for infrastructure modifications.

Answer: C

Explanation: C) If the smoking regulations allow all employees who smoke an equal opportunity to do so, regardless of an employee's job level, then the employees are justified in demanding enclosed offices. Hence, this strengthens their argument. If higher level managers are willing to share, this only weakens the employees' argument as they don't need separate offices. The other options are all against rather than for the employees' argument. The fact that the company is a zealous supporter of the "Kick the butt before you kick the bucket campaign" is out of scope.

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LO: 3

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Describe the nature of conflict and the negotiation process

38) Which of the following is a conflict-stimulation technique?

- A) expansion of resources
- B) compromise
- C) bringing in outsiders
- D) exercising authoritative command
- E) problem solving

Answer: C

Explanation: C) Bringing in outsiders, or adding employees to a group whose backgrounds, values, attitudes, or managerial styles differ from those of present members creates a conflict-stimulation.

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LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

39) Which of the following conflict management techniques involves designating a critic to purposely argue against the majority positions held by the group?

- A) altering the structural variables
- B) altering the human variable
- C) bringing in outsiders
- D) exercising authoritative command
- E) appointing a devil's advocate

Answer: E

Explanation: E) Appointing a devil's advocate is a conflict-stimulation technique where a critic is designated to purposely argue against the majority positions held by the group.

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LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

40) Conflict is dysfunctional when it _____.

- A) provides a medium to release tension
- B) reduces group cohesiveness
- C) fosters an environment of self-evaluation
- D) provides a means for expressing frustration
- E) leads to change

Answer: B

Explanation: B) Among the more undesirable consequences of dysfunctional conflict are hampered communication, reductions in group cohesiveness, and subordination of group goals to the primacy of infighting among members.

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LO: 3

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

41) Which of the following statements is true regarding negotiation that takes place in a collectivist culture?

- A) Collectivists are less likely to seek to preserve relationships and promote the good of the group as a whole than individualists.
- B) Collectivists are more likely to confront differences of opinion directly and openly as compared to individualists.
- C) Collectivist cultures see people as autonomous, not as people deeply embedded in social situations.
- D) As compared to individualists, collectivists are less likely to see offers from their counterparts as unfair and to reject them.
- E) The method of conflict management preferred by collectivist managers is competing.

Answer: D

Explanation: D) Compared to collectivist culture negotiators, their more individualist counterparts are more likely to see offers from their counterparts as unfair and to reject them.

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LO: 3

AACSB: Multicultural and Diversity

Difficulty: Hard

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

42) A collectivist Chinese manager is most likely to use which of the following techniques for conflict management?

- A) direct confrontation
- B) authoritative command
- C) avoiding
- D) pressurizing
- E) competing tactics

Answer: C

Explanation: C) To preserve peaceful relationships, collectivists will avoid direct expression of conflicts, preferring to use more indirect methods for resolving differences of opinion. Whereas U.S. managers are more likely to use competing tactics in the face of conflicts, compromising and avoiding are the most preferred methods of conflict management in China.

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LO: 3

AACSB: Multicultural and Diversity

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

43) Which of the following terms best describes the process that occurs when two or more parties decide how to allocate scarce resources?

- A) integration
- B) association
- C) negotiation
- D) unionization
- E) differentiation

Answer: C

Explanation: C) We can define negotiation as a process that occurs when two or more parties decide how to allocate scarce resources.

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LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

44) The terms "negotiation" and " _____ " are used interchangeably.

- A) win-lose
- B) bargaining
- C) collaboration
- D) accommodation
- E) compromise

Answer: B

Explanation: B) Negotiation can be defined as a process that occurs when two or more parties decide how to allocate scarce resources and agree on an exchange rate for the resources. The terms "negotiation" and "bargaining" can be used interchangeably.

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LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

45) The two general approaches to negotiation are _____ bargaining and _____ bargaining.

- A) emotional; rational
- B) affective; reflective
- C) distributive; integrative
- D) formal; informal
- E) legal; restrictive

Answer: C

Explanation: C) There are two general approaches to negotiation, distributive bargaining and integrative bargaining. In distributive bargaining negotiation seeks to divide up a fixed amount of resources into a win-lose situation. With integrative bargaining negotiation seeks one or more settlements that can create a win-win solution.

Page Ref: 458

LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

46) Porco Rosso, an aircraft manufacturer, develops a new engine model, PR-4, with safety features lacking in the earlier model, PR-3, which is still being manufactured. During the first year that both were sold, the PR-3 far outsold the PR-4, even after rigorous presentations and negotiations with potential customers for PR-4. Porco Rosso thus concluded that safety was not the customers' primary consideration. Which of the following, if true, would weaken Porco Rosso's conclusion?

- A) Both private plane owners and commercial airlines buy engines from Porco Rosso.
- B) Several customers of Porco Rosso also bought engines from other manufacturers who did not provide additional safety features in their newer models.
- C) The PR-4 model can be used in all planes in which the PR-3 model can be used.
- D) There was no significant difference in price between the PR-3 and PR-4.
- E) Customers prefer and find safer, earlier engine models that have been tried and tested to newer engine models.

Answer: E

Explanation: E) Porco Rosso's conclusion would be weakened if it could be argued that, in the opinion of customers, safety considerations favor the earlier model. As both private plane owners and commercial airlines would both be expected to consider safety important, their failing to buy the new model would be striking, without casting doubt on the conclusion is incorrect. If customers bought engines from other manufacturers that did not include the newer safety features, it strengthens the conclusion. Other options suggest that usability and price, respectively, were not the customers' primary consideration in favoring the earlier model, but neither choice weakens the conclusion that safety was not their primary consideration.

Page Ref: 458

LO: 4

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Describe the nature of conflict and the negotiation process

47) _____ bargaining is negotiation that seeks to divide a fixed amount of goods or services.

- A) Distributive
- B) Integrative
- C) Reflective
- D) Affective
- E) Conjunctive

Answer: A

Explanation: A) The essence of distributive bargaining is negotiating over who gets what share of a fixed pie. Fixed pie refers to a set amount of goods or services to be divided up. When the pie is fixed, or parties believe it is, they tend to bargain distributively.

Page Ref: 459

LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

48) Karl is the labor union negotiator. Today, he is meeting with the top management to discuss the new five-year contract, including wages and benefits. This labor-management negotiation over wages is most likely to use _____ bargaining.

- A) integrative
- B) reflective
- C) distributive
- D) evaluative
- E) associative

Answer: C

Explanation: C) The most widely cited example of distributive bargaining is labor-management negotiations over wages.

Page Ref: 459

LO: 5

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the nature of conflict and the negotiation process

49) In the case of a distributive bargaining, the _____ point indicates what a person would like to achieve out of the negotiation.

- A) resistance
- B) distribution
- C) target
- D) bargaining
- E) focus

Answer: C

Explanation: C) Each party in a negotiation has a target point that defines what he or she would like to achieve. Each also has a resistance point, which marks the lowest outcome that is acceptable, or the point below which the party would break off negotiations rather than accept a less favorable settlement.

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LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

50) In case of distributive bargaining, the _____ point marks the lowest outcome that is acceptable—the point below which the party would break off negotiations rather than accept a less favorable settlement.

- A) resistance
- B) tolerance
- C) target
- D) focal
- E) distribution

Answer: A

Explanation: A) Each party in a negotiation has a target point that defines what he or she would like to achieve. Each also has a resistance point, which marks the lowest outcome that is acceptable, or the point below which the party would break off negotiations rather than accept a less favorable settlement.

Page Ref: 459

LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

51) Which of the following statements is true regarding distributive bargaining?

- A) It operates under zero-sum conditions.
- B) It focuses on long-term relationships.
- C) It involves high information sharing.
- D) It attempts to create a win-win solution.
- E) It is rarely used in labor-management negotiations.

Answer: A

Explanation: A) Distributive bargaining operates under zero-sum conditions. The essence of distributive bargaining is negotiating over who gets what share of a fixed pie.

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LO: 5

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

52) During a negotiation, making an initial offer leads to the _____ bias.

- A) self-serving
- B) framing
- C) attributional
- D) anchoring
- E) belief

Answer: D

Explanation: D) During a negotiation, making an initial offer leads to the anchoring bias. People tend to fixate on initial information. Once that anchoring point is set, they fail to adequately adjust it based on subsequent information.

Page Ref: 460

LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

53) Which of the following statements is true regarding integrative bargaining?

- A) Integrative bargaining leaves one party a loser.
- B) Integrative bargaining is used in labor-management negotiations most of the time.
- C) Integrative bargaining focuses on long-term relationships.
- D) Integrative bargaining operates under zero-sum conditions.
- E) Integrative bargaining involves low information sharing.

Answer: C

Explanation: C) Integrative bargaining involves high information sharing and attempts to create a win-win solution. In terms of intraorganizational behavior, all things being equal, integrative bargaining is preferable to distributive bargaining because the former builds long-term relationships.

Page Ref: 461

LO: 5

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

Labor and management at Leo Trucking cannot seem to agree upon a contract for the truck drivers. As each side contends that they are bargaining fairly, no agreement seems to be possible. The drivers are threatening to go on strike, and management knows that such a strike would prove to be costly.

54) As both sides agree that they are competing over a fixed amount of resources, each side feels that what one side wins, the other loses. Based on this information, we can say that the two sides are engaged in _____.

- A) conciliation
- B) distributive bargaining
- C) mediation
- D) integrative bargaining
- E) arbitration

Answer: B

Explanation: B) The essence of distributive bargaining is negotiating over who gets what share of a fixed pie. When the pie is fixed, or parties believe it is, they tend to bargain distributively. Probably the most widely cited example of distributive bargaining is labor management negotiations over wages.

Page Ref: 459

LO: 5

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the nature of conflict and the negotiation process

55) None of the parties involved in the dispute wants to reach a win-win agreement. They are each highly focused on their demands which they would like to achieve, otherwise known as their _____ points.

- A) focal
- B) distribution
- C) resistance
- D) tolerance
- E) target

Answer: E

Explanation: E) With distributive bargaining, each party has a target point that defines what he or she would like to achieve. Each also has a resistance point, which marks the lowest outcome that is acceptable, or the point below which the party would break off negotiations rather than accept a less favorable settlement.

Page Ref: 459

LO: 5

AACSB: Analytic Skills

Difficulty: Easy

Quest. Category: Application

Learning Outcome: Describe the nature of conflict and the negotiation process

56) The management has decided to try to find a win-win solution to help both parties resolve their differences. Management is attempting to engage in _____ bargaining.

- A) integrative
- B) reflective
- C) surface
- D) distributive
- E) reformatory

Answer: A

Explanation: A) In integrative bargaining, the parties try to expand the pie so that both parties are satisfied and reach a win-win agreement.

Page Ref: 460

LO: 5

AACSB: Analytic Skills

Difficulty: Easy

Quest. Category: Application

Learning Outcome: Describe the nature of conflict and the negotiation process

57) Which of the following is the first step in the negotiation process?

- A) definition of ground rules
- B) clarification and justification
- C) preparation and planning
- D) bargaining and problem solving
- E) closure and implementation

Answer: C

Explanation: C) The negotiation process is made up of five steps: (1) preparation and planning, (2) definition of ground rules, (3) clarification and justification, (4) bargaining and problem solving, and (5) closure and implementation.

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LO: 6

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

58) Your _____ determines the lowest value acceptable to you for a negotiated agreement.

- A) BATNA
- B) margin of error
- C) bid price
- D) asking price
- E) hidden value

Answer: A

Explanation: A) As part of your strategy, you should determine your and the other side's best alternative to a negotiated agreement (BATNA). Your BATNA determines the lowest value acceptable to you for a negotiated agreement.

Page Ref: 464

LO: 6

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

59) In a negotiation process, which of the following activities is most likely to be included in the "preparation and planning" step?

- A) justifying your original demands
- B) determining your best alternative to a negotiated agreement
- C) determining where will the negotiation take place
- D) designing procedures for implementing the agreement that has been worked out
- E) exchange of the initial proposals or demands

Answer: B

Explanation: B) In a negotiation process, your best alternative to a negotiated agreement (BATNA) is determined during the "preparation and planning" step.

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LO: 6

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

60) During which phase of the negotiation process do the parties exchange their initial proposals or demands?

- A) preparation and planning
- B) definition of ground rules
- C) clarification and justification
- D) bargaining and problem solving
- E) integration of preferences

Answer: B

Explanation: B) After planning and having developed a strategy, it is important to begin defining with the other party the ground rules and procedures of the negotiation itself. During this phase, the parties will also exchange their initial proposals or demands.

Page Ref: 464

LO: 6

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

61) In a negotiation process, which of the following activities is most likely to be included in the "definition of ground rules" step?

- A) determining your best alternative to a negotiated agreement
- B) determining time constraints, if any, applicable to negotiation
- C) justifying your original demands
- D) formalizing the agreement that has been worked out
- E) determining the history leading up to the negotiation

Answer: B

Explanation: B) Once you've done your planning and developed a strategy, you're ready to begin defining with the other party the ground rules and procedures of the negotiation itself. Points, such as who will do the negotiating, where will it take place, what time constraints, if any, will apply, are discussed during the "definition of ground rules" step.

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LO: 6

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

62) Bill is negotiating for the labor union. Today, he is presenting the evidence and papers that demonstrate the average wages in the area, the cost of health care for the average worker, and a pie graph demonstrating how these costs affect the new salary request. Which phase of the negotiation process is Bill currently in?

- A) preparation and planning
- B) definition of ground rules
- C) clarification and justification
- D) bargaining and problem solving
- E) closure and implementation

Answer: C

Explanation: C) The clarification and justification phase is the opportunity for both parties to explain, amplify, clarify, bolster, and justify their original demands. It's an opportunity for educating and informing each other on the issues, why they are important, and how the initial demands were determined. At this point, documentation that helps support each position is presented.

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LO: 6

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the nature of conflict and the negotiation process

63) During which phase of the negotiation process do the parties have the actual discussion to hash out an agreement?

- A) preparation and planning
- B) definition of ground rules
- C) closure and implementation
- D) bargaining and problem-solving
- E) integration of preferences

Answer: D

Explanation: D) The essence of the negotiation process is the actual give-and-take in trying to hash out an agreement. This is where both parties will undoubtedly need to make concessions.

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LO: 6

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

64) In a negotiation process, which of the following activities is included in the "closure and implementation" step?

- A) determining your best alternative to a negotiated agreement
- B) justifying your original demands
- C) formalizing the agreement that has been worked out
- D) determining time constraints, if any, applicable to negotiation
- E) exchange of the initial proposals or demands

Answer: C

Explanation: C) The closure and implementation step is the final step in the negotiation process. It involves formalizing the agreement that has been worked out and developing any procedures necessary for implementation and monitoring.

Page Ref: 464

LO: 6

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

65) Which of the following statements is true regarding the effects of personality traits on negotiation?

- A) Individuals who score high on agreeableness dimension tend to be very successful in distributive bargaining.
- B) Extraverts tend to be very successful in distributive bargaining.
- C) People who are highly interested in having positive relationships with other people are great negotiators.
- D) Negotiation outcomes are never related to personality traits.
- E) Disagreeable introverts are the best distributive bargainers.

Answer: E

Explanation: E) Personality and negotiation outcomes are weakly related. Negotiators who are agreeable or extraverted are not very successful in distributive bargaining. People who are highly interested in having positive relationships with other people are poor negotiators. Disagreeable introverts are the best distributive bargainers.

Page Ref: 464-465

LO: 7

Difficulty: Hard

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

66) Stratford Inc. is a company that hires culturally diverse people to perform Shakespearean plays for high school students. The company employs actors and actresses from all over the world. The actors and actresses have joined together to ask the company for higher salaries. The employees are struggling over deciding who will negotiate for them. Which of the following statements is true pertaining to the effect of individual differences on negotiations?

- A) Women tend to negotiate better outcomes than men.
- B) Extraverts tend to be very successful in distributive bargaining.
- C) People who are highly interested in having positive relationships with other people are poor negotiators.
- D) Individuals who score high on agreeableness dimension tend to be very successful in distributive bargaining.
- E) Positive moods and emotions negatively affect integrative bargaining.

Answer: C

Explanation: C) Negotiators who are agreeable or extroverted are not very successful in distributive bargaining. People who are highly interested in having positive relationships with other people are poor negotiators. Men tend to negotiate better outcomes than women. Positive moods and emotions appear to lead to more integrative agreements.

Page Ref: 464-466

LO: 7

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Application

Learning Outcome: Describe the nature of conflict and the negotiation process

67) Xanadu Industries manufactures and sells the same calipers as Utopia Industries. Employee wages account for thirty-five percent of the cost of manufacturing calipers at both Xanadu Industries and Utopia Industries. Xanadu Industries is seeking a competitive advantage over Utopia Industries. Richard, the manager put in charge of devising a strategy to meet this end, suggests lowering employee wages. This leads to a grave conflict between Richard and the labor union. Which of the following, if true, would suggest that the labor union will accept Richard's suggestion to lower the wages?

- A) As they make a large number of precision instruments, caliper manufacturers receive huge volume discounts on raw materials.
- B) Utopia Industries recently set up a new manufacturing facility in the vicinity.
- C) Xanadu Industries has taken away twenty percent of Utopia Industries' business over the last year.
- D) Utopia Industries pays its employees, on average, ten percent more than does Xanadu Industries.
- E) Many people who work for manufacturing plants live in areas in which the manufacturing plant is the only source of employment.

Answer: E

Explanation: E) Xanadu Industries would not lose many workers if it did reduce wages as the people live in areas in which the manufacturing plant they work for is the only industry. Reducing the cost of raw materials is a suitable way to reduce manufacturing costs. The employees of Xanadu Industries will look for employment at the new manufacturing facility of Utopia Industries if wages are lowered, hence weakening the argument. If Xanadu Industries has taken away a part of Utopia Industries' business, they already have the upper hand. And as Xanadu Industries' wages are relatively low, lowering it further would not be advised.

Page Ref: 466

LO: 7

AACSB: Reflective Thinking

Difficulty: Hard

Quest. Category: Critical Thinking

Learning Outcome: Describe the nature of conflict and the negotiation process

68) A(n) _____ is a neutral third party who facilitates a negotiated solution by using reasoning, persuasion, and suggestions for alternatives.

A) plaintiff

B) mediator

C) agent

D) consultant

E) executor

Answer: B

Explanation: B) A mediator is a neutral third party who facilitates a negotiated solution by using reasoning and persuasion, suggesting alternatives, and the like. Mediators are widely used in labor-management negotiations and in civil court disputes.

Page Ref: 467

LO: 8

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

69) In which of the following situations is mediation most likely to be effective?

A) The conflict between the parties involved in mediation is at a moderate level.

B) One of the parties involved in the negotiation perceives the mediator as biased.

C) There is a large gap between the target points of both the parties.

D) One of the parties involved in the negotiation perceives the mediator as coercive.

E) None of the parties is willing to disclose its BATNA.

Answer: A

Explanation: A) Mediation is most effective under moderate levels of conflict. Also, perceptions of the mediator are important; to be effective, the mediator must be perceived as neutral and noncoercive.

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LO: 8

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

70) Which of the following methods of third-party negotiation always results in a settlement?

- A) mediation
- B) consultancy
- C) arbitration
- D) conciliation
- E) execution

Answer: C

Explanation: C) An arbitrator is a third party with the authority to dictate an agreement. Arbitration can be voluntary or compulsory. The big plus of arbitration over mediation is that it always results in a settlement.

Page Ref: 468

LO: 8

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

71) What factor would most likely increase the negative impact of an arbitration session?

- A) limited options of the arbitrator
- B) heavy-handedness of the arbitrator
- C) compulsory nature of the arbitration
- D) voluntary nature of the arbitration
- E) establishment of an agreement that is nonbinding

Answer: B

Explanation: B) Whether or not there is a negative side depends on how heavy-handed the arbitrator appears. If one party is left feeling overwhelmingly defeated, that party is certain to be dissatisfied and unlikely to graciously accept the arbitrator's decision.

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LO: 8

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

72) In third-party negotiations, a third party who provides an informal communication link between the negotiator and the opponent is known as a(n) _____.

- A) plaintiff
- B) arbitrator
- C) consultant
- D) conciliator
- E) executor

Answer: D

Explanation: D) A conciliator is a trusted third party who provides an informal communication link between the negotiator and the opponent. In practice, conciliators typically act as more than mere communication conduits. They also engage in factfinding, interpret messages, and persuade disputants to develop agreements.

Page Ref: 468

LO: 8

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

Megatron Construction is having a dispute with a home buyer about some of the terms of their building contract. Both the company and the home buyer want to avoid the expenses and trouble of going to court, but they cannot agree on how to settle their disagreement.

73) Megatron wants to bring in a neutral third party who will facilitate a negotiated solution by using reasoning, persuasion, suggesting alternatives, and the like. This person is known as a(n) _____.

- A) mediator
- B) arbitrator
- C) plaintiff
- D) consultant
- E) bailor

Answer: A

Explanation: A) A mediator is a neutral third party who facilitates a negotiated solution by using reasoning and persuasion, suggesting alternatives, and the like. Mediators are widely used in labor-management negotiations and in civil court disputes.

Page Ref: 467-468

LO: 8

AACSB: Analytic Skills

Difficulty: Easy

Quest. Category: Application

Learning Outcome: Describe the nature of conflict and the negotiation process

74) The home buyer wants to bring in a third party who will have the authority to dictate an agreement. This person will be a(n) _____.

- A) mediator
- B) arbitrator
- C) conciliator
- D) consultant
- E) plaintiff

Answer: B

Explanation: B) An arbitrator is a third party with the authority to dictate an agreement. Arbitration can be voluntary or compulsory. The big plus of arbitration over mediation is that it always results in a settlement.

Page Ref: 467-468

LO: 8

AACSB: Analytic Skills

Difficulty: Easy

Quest. Category: Application

Learning Outcome: Describe the nature of conflict and the negotiation process

75) The two parties eventually agree to ask Sam Spade, an attorney and trusted friend, to help them informally to solve their problem. Sam's role is that of a(n) _____.

- A) mediator
- B) arbitrator
- C) conciliator
- D) consultant
- E) plaintiff

Answer: C

Explanation: C) A conciliator is a trusted third party who provides an informal communication link between the negotiator and the opponent. In practice, conciliators typically act as more than mere communication conduits. They also engage in factfinding, interpret messages, and persuade disputants to develop agreements.

Page Ref: 467-468

LO: 8

AACSB: Analytic Skills

Difficulty: Easy

Quest. Category: Application

Learning Outcome: Describe the nature of conflict and the negotiation process

76) The traditional view of conflict recognizes that a minimal level of conflict can help keep a group viable, self-critical, and creative.

Answer: FALSE

Explanation: According to the traditional view of conflict, conflict indicates a malfunctioning within the group and all conflict should be avoided. The interactionist view of conflict recognizes that a minimal level of conflict can help keep a group viable, self-critical, and creative.

Page Ref: 447

LO: 2

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

77) The interactionist view of conflict proposes that all conflicts are good.

Answer: FALSE

Explanation: The interactionist view does not propose that all conflicts are good. It classifies conflicts as functional and dysfunctional. Functional conflict supports the goals of the group and improves its performance whereas dysfunctional conflict hinders group performance.

Page Ref: 447-448

LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

78) For process conflict to be productive, it must be kept at moderate-to-high levels.

Answer: FALSE

Explanation: Process conflict relates to how the work gets done. For process conflict to be productive, it must be kept low.

Page Ref: 448

LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

79) Relationship conflicts are almost always dysfunctional.

Answer: TRUE

Explanation: Studies demonstrate that relationship conflicts are almost always dysfunctional. It appears that the friction and interpersonal hostilities inherent in relationship conflicts increase personality clashes and decrease mutual understanding, which hinders the completion of organizational tasks.

Page Ref: 448

LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

80) Task conflicts can provide positive outcomes only when all members share the same goals and have high levels of trust.

Answer: TRUE

Explanation: Task conflict relates to the content and goals of the work. Low to moderate levels of task conflict stimulate discussion of ideas. Task conflicts can provide positive outcomes only when all members share the same goals and have high levels of trust.

Page Ref: 448

LO: 2

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

81) The potential for conflict increases when too much communication takes place.

Answer: TRUE

Explanation: The potential for conflict increases when either too little or too much communication takes place. Apparently, an increase in communication is functional up to a point, after which it is possible to overcommunicate, with a resultant increase in the potential for conflict.

Page Ref: 450

LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

82) Tenure and conflict have been found to be inversely related.

Answer: TRUE

Explanation: Tenure and conflict have been found to be inversely related; the potential for conflict is greatest when group members are younger and when turnover is high.

Page Ref: 451

LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

83) During the "behavior" stage of the conflict process, the parties decide what the conflict is about.

Answer: FALSE

Explanation: During the "cognition and personalization stage," the parties decide what the conflict is about. The definition of a conflict is important because it typically delineates the set of possible settlements.

Page Ref: 452

LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

84) The conflict-handling intention of accommodating is assertive and cooperative.

Answer: FALSE

Explanation: The conflict-handling intention of accommodating is unassertive and cooperative.

Page Ref: 453

LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

85) Supporting someone else's opinion despite your reservations about it, is an example of collaborating.

Answer: FALSE

Explanation: Supporting someone else's opinion despite your reservations about it, is an example of accommodating.

Page Ref: 453

LO: 3

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

86) The conflict-handling intention of compromising involves finding a solution that allows both parties' goals to be completely achieved.

Answer: FALSE

Explanation: Compromising involves accepting a solution that provides incomplete satisfaction of both parties' concerns. Collaborating involves finding a solution that allows both parties' goals to be completely achieved.

Page Ref: 454

LO: 3

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

87) Collectivists are more interested in demonstrations of concern and working through third parties to resolve disputes, whereas individualists are more likely to confront differences of opinion directly and openly.

Answer: TRUE

Explanation: Collectivists are more interested in demonstrations of concern and working through third parties to resolve disputes, whereas individualists are more likely to confront differences of opinion directly and openly.

Page Ref: 458

LO: 3

AACSB: Multicultural and Diversity

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

88) Negotiation is a process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party cares about.

Answer: FALSE

Explanation: We can define negotiation as a process that occurs when two or more parties decide how to allocate scarce resources.

Page Ref: 458

LO: 4

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

89) Distributive bargaining attempts to create a win-win solution for both the parties.

Answer: FALSE

Explanation: Distributive bargaining operates under zero-sum conditions. The essence of distributive bargaining is negotiating over who gets what share of a fixed pie. Distributive bargaining involves a win-lose situation.

Page Ref: 459

LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

90) If the aspiration ranges of two parties overlap, then a settlement range for the conflict exists.

Answer: TRUE

Explanation: Each party in a negotiation has a target point that defines what he or she would like to achieve. Each also has a resistance point, which marks the lowest outcome that is acceptable, the point below which the party would break off negotiations rather than accept a less favorable settlement. The area between these two points makes up each one's aspiration range. As long as there is some overlap between A's and B's aspiration ranges, there exists a settlement range in which each one's aspirations can be met.

Page Ref: 460

LO: 5

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

91) In terms of intraorganizational behavior, all things being equal, integrative bargaining is preferable to distributive bargaining.

Answer: TRUE

Explanation: In terms of intraorganizational behavior, all things being equal, integrative bargaining is preferable to distributive bargaining because the former builds long-term relationships.

Page Ref: 461

LO: 5

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

92) Individuals who bargain in teams reach fewer integrative agreements than those who bargain individually.

Answer: FALSE

Explanation: Individuals who bargain in teams reach more integrative agreements than those who bargain individually. This happens because more ideas are generated when more people are at the bargaining table.

Page Ref: 461

LO: 5

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

93) Negotiators who are agreeable or extraverted tend to be very successful in distributive bargaining.

Answer: FALSE

Explanation: Negotiators who are agreeable or extraverted are not very successful in distributive bargaining.

Page Ref: 464

LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

94) A popular stereotype is that men are more cooperative and pleasant in negotiations than are women.

Answer: FALSE

Explanation: A popular stereotype is that women are more cooperative and pleasant in negotiations than are men.

Page Ref: 466

LO: 7

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

95) In third party negotiations, a conciliator is a trusted third party who provides an informal communication link between the negotiator and the opponent.

Answer: TRUE

Explanation: A conciliator is a trusted third party who provides an informal communication link between the negotiator and the opponent.

Page Ref: 468

LO: 8

Difficulty: Easy

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

96) Define and describe the traditional view of conflict.

Answer: The traditional view of conflict argues that conflict must be avoided. The early approach to conflict assumed that all conflict was bad. Conflict was viewed negatively, and it was used synonymously with such terms as violence, destruction, and irrationality to reinforce its negative connotation. Conflict, by definition, was harmful and was to be avoided.

The traditional view was consistent with the attitudes that prevailed about group behavior in the 1930s and 1940s. Conflict was seen as a dysfunctional outcome resulting from poor communication, a lack of openness and trust between people, and the failure of managers to be responsive to the needs and aspirations of their employees.

Page Ref: 447

LO: 2

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

97) What are the various causes of conflict?

Answer: The three general categories of conditions which may be the sources of conflict are communication, structure, and personal variables.

a) Communication represents those opposing forces that arise from semantic difficulties, misunderstandings, and "noise" in the communication channels. Differing word connotations, jargon, insufficient exchange of information, and noise in the communication channel are all barriers to communication and potential antecedent conditions to conflict. The potential for conflict increases when either too little or too much communication takes place.

b) Structure includes variables such as size, degree of specialization in the tasks assigned to group members, jurisdictional clarity, member-goal compatibility, leadership styles, reward systems, and the degree of dependence between groups.

c) Personal variables include individual value systems that each person has and the personality characteristics that account for individual idiosyncrasies and differences.

Page Ref: 450-451

LO: 3

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

98) Describe a functional conflict and dysfunctional conflict that could exist because of structure.

Answer: Some conflicts support the goals of the group and improve its performance; these are functional, constructive forms of conflict. Additionally, there are conflicts that hinder group performance; these are dysfunctional or destructive forms of conflict. Structural conflict includes variables such as size, degree of specialization in the tasks assigned to group members, jurisdictional clarity, member-goal compatibility, leadership styles, reward systems, and the degree of dependence between groups. A functional-structural conflict that could exist in a long-term situation would be that of a salesperson and a credit manager that are in constant conflict because they have differing goals; the salesperson wishing to make the highest number of sales, and the credit manager needing to insure that all the sales will be paid. Although there is conflict, it is functional because it is supportive of the overall group performance. A dysfunctional-structural conflict could exist, for example, because tasks are not adequately defined in a work group. The group would always be at odds and would not be advancing the goals set and the tasks would be hindered.

Page Ref: 447-448, 450-451

LO: 2, 3

AACSB: Analytic Skills

Difficulty: Hard

Quest. Category: Synthesis

Learning Outcome: Describe the nature of conflict and the negotiation process

99) Describe the five conflict-handling intentions that are based on the dimensions of cooperativeness and assertiveness.

Answer: The five conflict-handling intentions that are based on the dimensions of cooperativeness and assertiveness are:

- a) Competing: When one person seeks to satisfy his or her own interests, regardless of the impact on the other parties to the conflict, that person is competing.
- b) Collaborating: In collaborating, the intention of the parties is to solve the problem by clarifying differences rather than by accommodating various points of view.
- c) Avoiding: In avoiding, a person may recognize that a conflict exists and want to withdraw from it or suppress it.
- d) Accommodating: A party who seeks to appease an opponent may be willing to place the opponent's interests above his or her own, sacrificing to maintain the relationship. We refer to this intention as accommodating.
- e) Compromising: In compromising, there is no clear winner or loser. Rather, there is a willingness to ration the object of the conflict and accept a solution that provides incomplete satisfaction of both parties' concerns.

Page Ref: 453-454

LO: 3

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

100) Outline and discuss the conflict process.

Answer: The conflict process can be seen as comprising five stages: potential opposition or incompatibility, cognition and personalization, intentions, behavior, and outcomes.

- a) The first step in the conflict process is the presence of conditions that create opportunities for conflict to arise. They need not lead directly to conflict, but one of these conditions is necessary if conflict is to surface. These conditions are communication, structure, and personal variables. If the conditions related to these variables negatively affect something that one party cares about, then the potential for opposition or incompatibility becomes actualized in the second stage. The antecedent conditions can only lead to conflict when one or more of the parties are affected by, and aware of, the conflict.
- b) "Stage II" is cognition and personalization. This is where conflict issues tend to be defined.
- c) In "Stage III," intentions intervene between people's perceptions and emotions and their overt behavior. These intentions are decisions to act in a certain way. This is "Stage III" of the conflict process.
- d) When most people think of conflict situations, they tend to focus on "behavior" because this is where conflicts become visible. The behavior stage includes statements, actions, and reactions made by the conflicting parties. This is "Stage IV" of the conflict process.
- e) The action-reaction interplay between the conflicting parties results in consequences. These outcomes in "Stage V" may be functional in that the conflict results in an improvement in the group's performance, or dysfunctional in that it hinders group performance.

Page Ref: 450-457

LO: 3

Difficulty: Hard

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

101) Identify the five stages of the conflict process, and provide an example of how a manager from the resolution-focused school of thought would apply each stage of the conflict process in the workplace.

Answer: The five stages of the conflict process are:

- a) potential opposition or incompatibility
- b) cognition and personalization
- c) intentions
- d) behavior
- e) outcomes

In the resolution-focused school of thought, the focus is more on managing the whole context in which conflicts occur, both before and after the behavioral stage of conflict occurs, thus minimizing the negative effects of conflict by focusing on preparing people for conflicts, developing resolution strategies, and facilitating open discussion. A resolution-focused manager could, for example, define vocabulary and strategy parameters to work with on a project to help reduce communication problems and potential opposition in stage one. In stage two, in which cognition and personalization play a role in the conflict process, a resolution-focused manager would need to know the personality differences of the teams that work together, and advise members of idiosyncrasies. In stage three of intentions, a resolution-focused manager would strive for a collaborating intention, in which members cooperate, to keep the team functional. In stage four, when conflict behavior begins to emerge a resolution-focused manager would apply conflict management techniques such as problem solving and compromise. A resolution-focused manager would strive for a functional outcome in which the conflict isn't avoided, but allowed to stimulate creativity and foster good solutions.

Page Ref: 449-457

LO: 2, 3

AACSB: Analytic Skills

Difficulty: Hard

Quest. Category: Synthesis

Learning Outcome: Describe the nature of conflict and the negotiation process

102) What can managers do to manage conflicts effectively in their organizations?

Answer: One common ingredient in organizations that successfully manage functional conflict is that they reward dissent and punish conflict avoiders. This is easier said than done. It takes discipline and patience to accept news you don't wish to hear (from dissenters) and to force avoiders to speak up. Groups that resolve conflicts successfully discuss differences of opinion openly and are prepared to manage conflict when it arises. The most disruptive conflicts are those that are never addressed directly. An open discussion makes it much easier to develop a shared perception of the problems at hand; it also allows groups to work toward a mutually acceptable solution. Managers need to emphasize shared interests in resolving conflicts, so groups that disagree with one another don't become too entrenched in their points of view and start to take the conflicts personally. Groups with cooperative conflict styles and a strong underlying identification to the overall group goals are more effective than groups with a more competitive style.

Page Ref: 457

LO: 3

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

103) Explain the conflict resolution strategies used by collectivist cultures.

Answer: Collectivist cultures see people as deeply embedded in social situations. As a result, collectivists are more likely to seek to preserve relationships and promote the good of the group as a whole than individualists. To preserve peaceful relationships, collectivists will avoid direct expression of conflicts, preferring to use more indirect methods for resolving differences of opinion. Compromising and avoiding are the most preferred methods of conflict management in China. Smoothing, or playing down differences while emphasizing common interests between the conflicting parties is also a good technique to maintain relationships. Collectivists such as the Chinese may also be more interested in demonstrations of concern and working through third parties to resolve disputes.

Page Ref: 457-458

LO: 3

AACSB: Multicultural and Diversity

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

104) Discuss distributive bargaining.

Answer: Distributive bargaining operates under zero-sum conditions. The essence of distributive bargaining is negotiating over who gets what share of a fixed pie. Here fixed pie means a set amount of goods or services to be divided up. When the pie is fixed, or parties believe it is, they tend to bargain distributively. Parties involved in distributive bargaining have opposite interests. Distributive bargaining is characterized by low information sharing and it focuses on short-term relationships. When you are engaged in distributive bargaining, research consistently shows one of the best things you can do is make the first offer. One reason for this is that making the first offer shows power; individuals in power are much more likely to make initial offers, speak first at meetings, and thereby gain the advantage. Another reason is the anchoring bias. People tend to fixate on initial information. Once that anchoring point is set, they fail to adequately adjust it based on subsequent information.

Page Ref: 459-460

LO: 5

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

105) In terms of intraorganizational behavior, all things being equal, why is integrative bargaining preferable to distributive bargaining?

Answer: In terms of intraorganizational behavior, all things being equal, integrative bargaining is preferable to distributive bargaining because the former builds long-term relationships. Integrative bargaining bonds negotiators and allows them to leave the bargaining table feeling they have achieved a victory. Distributive bargaining, however, leaves one party a loser. It tends to build animosities and deepen divisions when people have to work together on an ongoing basis. Research shows that over repeated bargaining episodes, when the "losing" party feels positive about the negotiation outcome, he is much more likely to bargain cooperatively in subsequent negotiations. This points to an important advantage of integrative negotiations, even when you "win," you want your opponent to feel good about the negotiation.

Page Ref: 460,461

LO: 5

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

106) Describe the first step of the negotiation process. How does this step affect negotiating parties' relationship? How does the negotiating parties' relationship help determine the kind of bargaining that will be done (integrative or distributive)?

Answer: The first step of the negotiating process is planning and preparation. Before negotiating it's important to prepare by considering the nature of the conflict, the history leading up to the negotiation, who's involved and what are their perceptions of the conflict, what is desired from the negotiation, and what are your goals.

Relationships can change as a result of a negotiation, so that's another outcome to take into consideration in the planning and preparation phase. If one side completely "wins" a negotiation it can push the other side into resentment or animosity. It might be wiser to pursue a more compromising style. If preserving the relationship will make you seem weak and easily exploited, you may want to consider a more aggressive style.

In terms of intraorganizational behavior, all things being equal, integrative bargaining is preferable to distributive bargaining because the former builds long-term relationships. Integrative bargaining bonds negotiators and allows them to leave the bargaining table feeling they have achieved a victory.

Distributive bargaining, however, leaves one party a loser.

Page Ref: 461-463

LO: 5, 6

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Synthesis

Learning Outcome: Describe the nature of conflict and the negotiation process

107) What is BATNA? Discuss the significance of BATNA.

Answer: BATNA stands for best alternative to a negotiated agreement. During a negotiation process, each of the parties involved should develop their BATNA during the first stage of preparation and planning. Your BATNA determines the lowest value acceptable to you for a negotiated agreement. Any offer you receive that is higher than your BATNA is better than an impasse. Conversely, you shouldn't expect success in your negotiation effort unless you're able to make the other side an offer it finds more attractive than its BATNA. If you go into your negotiation having a good idea of what the other party's BATNA is, even if you're not able to meet it, you might be able to elicit a change.

Page Ref: 464

LO: 6

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

108) Discuss the effects of personality traits on effectiveness of negotiations.

Answer: Negotiators who are agreeable or extraverted are not very successful in distributive bargaining. This is because extraverts are outgoing and friendly, they tend to share more information than they should. And agreeable people are more interested in finding ways to cooperate rather than to butt heads. These traits, although slightly helpful in integrative negotiations, are liabilities when interests are opposed. So the best distributive bargainer appears to be a disagreeable introvert — someone more interested in his or her own outcomes than in pleasing the other party and having a pleasant social exchange. People who are highly interested in having positive relationships with other people, and who are not very concerned about their own outcomes, are especially poor negotiators. These people tend to be very anxious about disagreements and plan to give in quickly to avoid unpleasant conflicts even before negotiations start.

Page Ref: 464-465

LO: 7

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

109) Discuss the effects of moods and emotions on effectiveness of negotiations.

Answer: In distributive negotiations, it appears that negotiators in a position of power or equal status who show anger negotiate better outcomes because their anger induces concessions from their opponents. Angry negotiators also feel more focused and assertive in striking a bargain. This appears to hold true even when the negotiators are instructed to show anger despite not being truly angry. On the other hand, for those in a less powerful position, displaying anger leads to worse outcomes. Anxiety also appears to have an impact on negotiation. In integrative negotiations, in contrast, positive moods and emotions appear to lead to more integrative agreements (higher levels of joint gain).

Page Ref: 465

LO: 7

Difficulty: Moderate

Quest. Category: Concept

Learning Outcome: Describe the nature of conflict and the negotiation process

110) Explain how gender and personality affect negotiating, and describe the types of bargaining that are best for each gender and personality type.

Answer: Negotiators who are agreeable or extroverted are not very successful in distributive bargaining, because extroverts are outgoing and friendly and they tend to share more information than they should. Agreeable people are more interested in finding ways to cooperate rather than to butt heads. These traits, while slightly helpful in integrative negotiations, are liabilities when interests are opposed. So the best distributive bargainer appears to be a disagreeable introvert, someone more interested in his or her own outcomes than in pleasing the other party and having a pleasant social exchange. People who are highly interested in having positive relationships with other people, and who are not very concerned about their own outcomes, are especially poor negotiators. These people tend to be very anxious about disagreements and plan to give in quickly to avoid unpleasant conflicts even before negotiations start.

A popular stereotype is that women are more cooperative and pleasant in negotiations than are men. The evidence doesn't support this belief. However, men have been found to negotiate better outcomes than women, although the difference is relatively small. Women do focus more on relationships and possibly place different values on the outcome because of the relationship factor. Women would be best when involved in integrative bargaining, as it is geared toward building long-term relationships.

Page Ref: 466-467

LO: 7

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Synthesis

Learning Outcome: Describe the nature of conflict and the negotiation process

111) Describe the preferred negotiating techniques that would be implemented by a manager from China. What conflict management techniques would he use? What role would a third party negotiator be likely to have if no agreement could be reached.

Answer: Collectivist cultures see people as deeply embedded in social situations. As a result, collectivists are more likely to seek to preserve relationships and promote the good of the group as a whole than individualists. To preserve peaceful relationships, collectivists will avoid direct expression of conflicts, preferring to use more indirect methods for resolving differences of opinion. Compromising and avoiding are the most preferred methods of conflict management in China. Smoothing, or playing down differences while emphasizing common interests between the conflicting parties is also a good technique to maintain relationships.

Collectivists such as the Chinese may also be more interested in demonstrations of concern and working through third parties to resolve disputes. A Chinese manager would most likely call in a mediator, a neutral third party who facilitates a negotiated solution by using reasoning and persuasion, earlier in the negotiation process in order to avoid conflict and maintain a relationship with all parties.

Page Ref: 467-468

LO: 8

AACSB: Analytic Skills

Difficulty: Moderate

Quest. Category: Synthesis

Learning Outcome: Describe the nature of conflict and the negotiation process