

Questions for Review

1. What is conflict?

Answer: Conflict 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.

2. What are the differences among the traditional, human relations, and interactionist views of conflict?

Answer: The traditionalist view of conflict is the belief that all conflict is harmful and must be avoided. The human relations view of conflict is the belief that conflict is a natural and inevitable outcome in any group. The current view is the interactionist view of conflict or the belief that conflict is not only a positive force in a group but also that it is absolutely necessary for a group to perform effectively.

3. What are the steps of the conflict process?

Answer: The process is diagrammed in Exhibit 14–1.

Stage I: Potential opposition or incompatibility—The first step in the conflict process is the presence of conditions that create opportunities for conflict to arise. These conditions have been condensed into three general categories: communication, structure, and personal variables.

Stage II: Cognition and personalization—The antecedent conditions can lead to conflict only when one or more of the parties are affected by, and aware of, the conflict. Just because a conflict is perceived does not mean that it is personalized. It is important because it is where conflict issues tend to be defined.

Stage III: Intentions—Intentions are decisions to act in a given way. Exhibit 14–2 represents one author’s effort to identify the primary conflict-handling intentions. *Two dimensions—cooperativeness and assertiveness.* Five conflict-handling intentions can be identified: competing (assertive and uncooperative), collaborating (assertive and cooperative), avoiding (unassertive and uncooperative), accommodating (unassertive and cooperative), and compromising (midrange on both assertiveness and cooperativeness).

Stage IV: Behavior—The behavior stage includes the statements, actions, and reactions made by the conflicting parties. These conflict behaviors are usually overt attempts to implement each party’s intentions. Exhibit 14–3 provides a way of visualizing conflict behavior. Exhibit 14–4 lists the major resolution and stimulation techniques that allow managers to control conflict levels.

Stage V: Outcomes—Outcomes may be functional in that the conflict results in an improvement in the group’s performance, or dysfunctional in that it hinders group performance. Conflict is constructive when it improves the quality of decisions, stimulates creativity and innovation, etc. Dysfunctional outcomes – uncontrolled opposition breeds discontent, which acts to dissolve common ties, and eventually leads to the destruction of the group. Among the more undesirable consequences are a retarding of communication, reductions in group cohesiveness, and subordination of group goals to the primacy of infighting between members.

4. What is negotiation?

- Answer:** Negotiation is a process in which two or more parties exchange goods or services and attempt to agree on the exchange rate for them.
5. What are the differences between distributive and integrative bargaining?
Answer: Distributive Bargaining is negotiation that seeks to divide up a fixed amount of resources; a win-lose situation. Integrative Bargaining is negotiation that seeks one or more settlements that can create a win-win solution. Exhibit 14-5 shows that these approaches to bargaining differ in their goal and motivation, focus, interests, information sharing and duration of relationship.
6. What are the five steps in the negotiation process?
Answer: Exhibit 14-7 shows a model of the negotiation process. It includes the preparation and planning, definition of ground rules, clarification and justification, bargaining and problem solving, and closure and implementation.
7. How do the individual differences of personality and gender influence negotiations?
Answer: Personality and gender can both influence negotiations. Personality traits like extroverts and agreeable people are weaker at distributive negotiation. In contrast, disagreeable introverts are best at this type of negotiation. Intelligence is also a weak indicator of bargaining. Effectiveness. With gender, men and women negotiate the same way, but may experience different outcomes. Women and men take on gender stereotypes in negotiations such as tender and tough. In addition, women are less likely to negotiate.
8. What are the roles and functions of third-party negotiations?
Answer: There are four basic third-party roles:
- **Mediator** - A neutral third party who facilitates a negotiated solution by using reasoning, persuasion, and suggestions for alternatives
 - **Arbitrator** - A third party to a negotiation who has the authority to dictate an agreement
 - **Conciliator** - A trusted third party who provides an informal communication link between the negotiator and the opponent
 - **Consultant** - An impartial third party, skilled in conflict management, who attempts to facilitate creative problem solving through communication and analysis
9. How does culture influence negotiations?
Answer: Negotiating styles vary across national cultures. Some, like the Japanese, negotiate indirectly. American negotiators are more likely than Japanese bargainers to make a first offer. North Americans use facts to persuade, Arabs use emotion, and Russians use asserted ideals. Brazilians say “no” more often than Americans or Japanese. One study looked at verbal and nonverbal negotiation tactics exhibited by North Americans, Japanese and Brazilians. Japanese on average said “no” five times for the nine times the North Americans did, while the Brazilians said “no” 83 times. The Japanese displayed more than five periods of silence lasting longer than ten seconds during the 30-minute sessions. North Americans averaged 3.5 such periods. The Japanese and North Americans interrupted their opponent about the same number of times and the Brazilians interrupted 2.5 to 3X more than their North American counterparts. Finally, the Japanese and the North Americans had no physical contact with their opponents during negotiations except for handshaking.

