**Chapter 7: Managing Conflict**

**Multiple Choice**

1. The lack of conflict in a team can be a sign of a problem because:

a. Conflict encourages strong leadership.

\*b. Members may be agreeing with each other just to avoid conflict.

c. Conflict increases “defensive avoidance.”

d. Conflict enhances a team’s communication network.

Learning Objective: 7-1

Cognitive Domain: Comprehension

Answer Location: Conflict is normal  
Question Type: MC

2. Task conflict is:

\*a. More valuable during the planning stages

b. More valuable during the implementation stages

c. Never valuable to the team

d. Valuable at all stages of team development

Learning Objective: 7-1

Cognitive Domain: Knowledge

Answer Location: Conflict is normal  
Question Type: MC

3. Grounded in \_\_\_\_\_\_\_, one source of conflict arises from a tendency for members of a team to have conceptions of “us” versus “them.”

a. Favoritism theory

b. Intergroup dynamics theory

c. Discrimination theory

\*d. Social identity theory

Learning Objective: 7-2

Cognitive Domain: Comprehension

Answer Location: Sources of Conflict   
Question Type: MC

4. Which of the following is an unhealthy source of conflict?

a. Legitimate differences of opinion about the task

b. Differences in values and perspectives

\*c. Poorly run team meetings

d. Different expectations about the impact of decisions

Learning Objective: 7-2

Cognitive Domain: Knowledge

Answer Location: Sources of Conflict   
Question Type: MC

5. Which of the following is NOT a benefit of group conflict?

a. Conflict can help a team make better decisions.

b. Conflict can help a team overcome obstacles that prevent progress.

c. Conflict can encourage a team to explore new problem-solving approaches.

\*d. Conflict can encourage a team to confirm its prior beliefs.

Learning Objective: 7-3

Cognitive Domain: Analysis

Answer Location: Benefits of and Problems with Conflict   
Question Type: MC

6. Which of the following is NOT a problem with group conflict?

a. It can create strong emotions and stress.

b. It can create future competition between members.

\*c. It can hamper creativity.

d. It can result in negative stereotyping.

Learning Objective: 7-3

Cognitive Domain: Analysis

Answer Location: Benefits of and Problems with Conflict

Question Type: MC

7. Which of the following is TRUE about conflict in work teams?

a. Relationship conflicts have a positive effect on team performance.

a. Relationship conflicts have a positive effect on team satisfaction.

\*c. Task conflict regarding how to perform nonroutine tasks has a positive effect on performance.

d. Process conflicts create disagreements about allocation of resources.

Learning Objective: 7-4

Cognitive Domain: Knowledge

Answer Location: Conflict in Work Teams  
Question Type: MC

8. Which of the following is TRUE about task and relationship conflict?

\*a. The two are often related.

b. Task conflicts often lead to increased relationship conflicts.

c. The two are not at all related.

d. The two are related only on routine tasks.

Learning Objective: 7-4

Cognitive Domain: Analysis

Answer Location: Conflict in Work Teams  
Question Type: MC

9. The conflict management style a team uses can be \_\_\_\_\_ or \_\_\_\_\_\_\_.

\*a. Cooperative; competitive.

b. Collaborative; competitive.

c. Collaborative; avoidant.

d. Constructive; cooperative.

Learning Objective: 7-5

Cognitive Domain: Knowledge

Answer Location: Conflict Management

Question Type: MC

10. The approach to conflict resolution that emphasizes both assertiveness (advocating one’s position) and cooperativeness (concern for the other side’s position) is called:

\*a. Collaboration

b. Confrontation

c. Avoidance

d. Accommodation

Learning Objective: 7-5

Cognitive Domain: Knowledge

Answer Location: Two Dimensions of Conflict

Question Type: MC

11. The approach to conflict resolution that involves acting aggressively and trying to win is called:

a. Collaboration

\*b. Confrontation

c. Avoidance

d. Accommodation

Learning Objective: 7-5

Cognitive Domain: Knowledge

Answer Location: Two Dimensions of Conflict

Question Type: MC

12. The approach to conflict resolution that tries to ignore issues or denies there is a problem is called:

a. Confrontation

\*b. Avoidance

c. Accommodation

d. Compromise

Learning Objective: 7-5

Cognitive Domain: Knowledge

Answer Location: Two Dimensions of Conflict

Question Type: MC

13. What are the two dimensions by which conflict resolution approaches may be analyzed?

\*a. Distribution and integration

b. Compromise and mediation

c. Accommodation and negotiation

d. Integration and accommodation

Learning Objective: 7-5

Cognitive Domain: Knowledge

Answer Location: Two Dimensions of Conflict

Question Type: MC

14. Which of the approaches to conflict resolution does NOT have the problem of creating winners and losers?

a. Accommodation

b. Confrontation

c. Avoidance

\*d. Compromise

Learning Objective: 7-5

Cognitive Domain: Analysis

Answer Location: Two Dimensions of Conflict

Question Type: MC

15. When possible, teams should use a(n) \_\_\_\_\_\_\_\_\_\_\_\_\_ approach to conflict resolution.

\*a. Collaborative

b. Confrontational

c. Avoidant

d. Compromising

Learning Objective: 7-6

Cognitive Domain: Knowledge

Answer Location: Comparing Different Approaches to Conflict Resolution

Question Type: MC

16. The most important aspect in preparing for group conflict is:

a. Ensuring a mediator is readily available.

\*b. Creating a psychological safe environment.

c. Prohibiting negative emotions.

d. Encouraging feelings about personal issues.

Learning Objective: 7-7

Cognitive Domain: Knowledge

Answer Location: Preparing for Conflicts

Question Type: MC

17. Preemptive strategies to help avoid conflicts include all of the below EXCEPT:

a. Development of cooperation among members

b. Building of trust among members

c. Development of team contracts that identify how to handle difficult situations

\*d. Creating norms that discourage conflict

Learning Objective: 7-7

Cognitive Domain: Analysis

Answer Location: Preparing for Conflicts

Question Type: MC

18. When a conflict is resolved using an outside facilitator who does not have the authority to impose a solution, it is called:

a. Negotiation

\*b. Mediation

c. Bargaining

d. Arbitration

Learning Objective: 7-8

Cognitive Domain: Knowledge

Answer Location: Facilitating Conflicts

Question Type: MC

19. The use of an outside mediator to intervene in conflict resolution:

a. Is helpful only when issues have not become very emotional

b. Is helpful only when there is trust between the conflicting parties

c. Focuses only on the emotional aspects of the conflict

\*d. Helps control communications to ensure courtesy and respectful expression of views

Learning Objective: 7-8

Cognitive Domain: Comprehension

Answer Location: Facilitating Conflicts

Question Type: MC

20. Conflicts are more likely to occur in virtual teams because:

a. Such teams have more members.

b. There is less anonymity.

\*c. Miscommuniation is more likely to occur.

d. Such teams have more diverse members.

Learning Objective: 7-9

Cognitive Domain: Comprehension

Answer Location: Virtual Team Conflicts

Question Type: MC

21. Which of the following is NOT part of the structure for negotiation of conflict?

a. Separate the people from the problem.

b. Focus on shared interests of all parties.

c. Develop many options to solve the problem.

\*d. Stop the negotiation when there is not a clear solution.

Learning Objective: 7-9

Cognitive Domain: Knowledge

Answer Location: Negotiating Conflicts

Question Type: MC

**True/False**

1. All conflict is unhealthy and should be avoided by groups at all costs.

a. True

\*b. False

Learning Objective: 7-1

Cognitive Domain: Knowledge

Answer location: Conflict is Normal

Question Type: TF

2. All group conflict should be managed internally.

a. True

\*b. False

Learning Objective: 7-8

Cognitive Domain: Knowledge

Answer location: Facilitating Conflicts

Question Type: TF

Conflicts are unpredictable and cannot be preempted.

a. True

\*b. False

Learning Objective: 7-7

Cognitive Domain: Knowledge

Answer location: Preparing for Conflicts

Question Type: TF

3. It is possible to resolve a conflict so that all feel like winners.

\*a. True

b. False

Learning Objective: 7-5

Cognitive Domain: Knowledge

Answer location: Comparing Different Approaches to Conflict Resolution

Question Type: TF

4. A conflict resolution approach that produces clear winners and losers is confrontation.

\*a. True

b. False

Learning Objective: 7-5

Cognitive Domain: Knowledge

Answer location: Two Dimensions of Conflict

Question Type: TF

5. The impact of conflict on a team may depend on the type of conflict.

\*a. True

b. False

Learning Objective: 7-4

Cognitive Domain: Knowledge

Answer location: Impact of Conflict

Question Type: TF

6. Virtual teams face less conflict than face-to-face teams.

a. True

\*b. False

Learning Objective:

Cognitive Domain: Knowledge

Answer location: Virtual Team Conflicts

Question Type: TF

7. All sources of conflict are healthy.

a. True

\*b. False

Learning Objective: 7-2

Cognitive Domain: Knowledge

Answer location: Sources of Conflict

Question Type: TF

8. A study found that half of people in a conflict failed to realize they had compatible interests with the conflicting party.

\*a. True

b. False

Learning Objective: 7-9

Cognitive Domain: Knowledge

Answer location: Negotiating Conflict

Question Type: TF

9. The key to developing integrative agreements is to focus on the positions of conflicted parties.

a. True

\*b. False

Learning Objective: 7-9

Cognitive Domain: Knowledge

Answer location: Negotiating Conflict

Question Type: TF

**Short Answer/ Essay**

1. Why is the lack of conflict a sign of a problem in a team?

\*a. A team without conflict might be suffering from unhealthy agreement, have a domineering leader, or be performing its task in a routine manner without trying to improve.

Learning Objective: 7-1

Cognitive Domain: Knowledge

Answer location: Conflict is Normal

Question Type: ESS

2. When is conflict good for a team? When is it bad for a team?

\*a. It is good when it encourages the team to explore new approaches, motivates members to understand issues better, and encourages new ideas. It is bad when it creates strong negative emotions and stress, interferes with communication/coordination, and diverts attention from tasks and goals.

Learning Objective: 7-3

Cognitive Domain: Knowledge

Answer location: Benefits of and Problems with Conflict

Question Type: ESS

3. What can teams do to prepare for conflicts?

\*a. Develop approaches for identify conflicts in their early stages and creating a psychologically safe environment that supports constructive controversy.

Learning Objective: 7-7

Cognitive Domain: Knowledge

Answer location: Preparing for Conflict

Question Type: ESS

4. Name and define the two dimensions by which conflict resolution approaches may be analyzed.

\*a. Distribution: concern about one’s own outcomes and integration: concern about outcomes of others

Learning Objective: 7-5

Cognitive Domain: Knowledge

Answer location: Two Dimensions of Conflict

Question Type: ESS

5. Why do virtual teams experience more conflict than face-to-face teams?

\*a. Conflicts are more likely to occur in virtual teams because miscommunication is more likely to occur. This is especially true for emotional issues because people are not very good at communicating emotions in writing and the increased anonymity of communications technology may encourage more uninhibited emotional communications.

Learning Objective:

Cognitive Domain: Analysis

Answer location: Virtual Team Conflicts

Question Type: ESS