

Conflict Management and Negotiation
Vanguard University School for Professional Studies Degree Program

Weekly Quiz -- Conflict Management: A Practical Guide to Developing Negotiation Strategies. Each correct multiple-choice answer is worth two points and each essay question is worth five points for a total of 130 points. Please write your answer choice on the attached Answer Sheet and turn it in with your essay questions. You may use your book but *you must work independently or you will receive a zero on the Quiz*. Good luck!

LESSON 1: *Chapter 1 – Defining Negotiation and Its Components*
Chapter 2 – Personality
Chapter 3 – Conflict
Chapter 4 – Negotiation Style

Multiple Choice

Identify the choice that best completes the statement or answers the question.

1. Negotiation is most productively viewed as
 - a. manipulating the behavior of others.
 - b. tricking others.
 - c. attempting to get the better of others.
 - d. all human interaction.

2. Negotiation is used to
 - a. influence others' emotions.
 - b. effect others' behaviors.
 - c. change others' attitudes.
 - d. all of the above.

3. Which of the following statements are true?
 - a. Negotiation is a game.
 - b. Negotiation is an art.
 - c. Negotiation is a science.
 - d. Negotiation is primarily the use of power-over tactics.

4. Negotiation performance encompasses which of the following?
 - a. Personality characteristics.
 - b. Perception.
 - c. Needs.
 - d. Individual skills.

5. Negotiation is always the appropriate action to pursue whenever
 - a. you have been disadvantaged by someone.
 - b. you are asked by someone to negotiate a matter.
 - c. you wish things were different.
 - d. there is potential for mutual beneficial exchange.

6. Feeling as though you lost in a negotiation effort most likely means that:
 - a. you undertook a collaborative approach.
 - b. you were tricked by the other party.
 - c. you adopted a competitive attitude toward the interaction.
 - d. you inadequately prepared for the negotiation.

7. A fertile ground for negotiation skill practice is in personal settings and issues, because,
 - a. we will be naturally most effective when we have an emotional interest in the result.
 - b. opportunities abound for continual thought and development.
 - c. the outcome is less important.
 - d. that is where our ego is most involved.

8. The more our ego is involved in a negotiation,
 - a. the more control we have over the interaction.
 - b. the unconscious factors may affect our behavior.
 - c. the greater the challenge of self-control.
 - d. None of the above.

9. Sociological and psychological theories provide insight that will assist in our negotiation skill development, because
 - a. psychological theories assist in understanding how we think and act.
 - b. sociological theories assist in understanding conflict and other dynamics of human interaction.
 - c. they assist in understanding individual differences that affect communication.
 - d. All of the above.

10. The two best general paths to improve your negotiation effectiveness are:
 - a. to follow the model of someone who has negotiated for many years.
 - b. to find a book that lists the rules of negotiation.
 - c. to learn how to know yourself and others, learn how to assess and understand conflict, learn how to communicate effectively in all contexts, learn principles of persuasion, and learn how to prepare for specific negotiations.
 - d. to increase your critical thinking ability and your emotional intelligence.

11. For purposes of developing effective negotiation skills, personality is constructively defined as:
 - a. those behaviors that result from our genes.
 - b. aspects of our behavior that cannot be changed.
 - c. the dynamic, developing system of our distinctive emotional, cognitive, and spiritual attributes.
 - d. None of the above.

12. Which of the following statements are not true?
 - a. Personality changes over one's lifetime.
 - b. Our behavior may vary over differing circumstances.
 - c. Our behavior may vary in interactions with differing others.
 - d. Culture has no effect on personality development.

13. Which of the following statements are true?
 - a. Most people have three temperaments, or behavioral patterns.
 - b. It is possible to predict others' behavior.
 - c. Personality develops as the result of nature and nurture.
 - d. All of the foregoing statements are true.

14. If you are easily bothered or upset by unexpected stressors and as a result exhibit a change in your demeanor and/or behavior, you likely possess the personality characteristic of
 - a. Conscientiousness.
 - b. Machiavellianism.
 - c. Extroversion.
 - d. Low emotional stability.

15. If you tend to become easily discouraged when presented with a demanding task, which of the following facets of personality might be explored as motivating the behavior?
- Introversion.
 - External locus of control.
 - Internal locus of control.
 - low competitiveness.
16. Which of the following personality attributes is easiest to detect in others?
- Extroversion or Introversion.
 - Cognitive processing style.
 - Sensing and Intuiting.
 - Type A or B.
17. Someone who is easily distracted from completing a task or regularly abandons tasks in progress may be exhibiting
- low conscientiousness and/or a perceiving Jungian preference.
 - low emotional stability.
 - high self-monitoring.
 - None of the above.
18. If it were most important that your epitaph include that you were a kind and helping person, you likely possess
- a Type B personality.
 - low Machiavellianism.
 - a high need for affiliation.
 - a Jungian feeling preference.
19. If one is right-brain dominant, one will be comfortable and adept in which of the following tasks?
- sight-reading music and solving complex mathematical problems.
 - interior design and visuospatial processing.
 - analogous thinking and creativity.
 - learning Russian and Chinese as non-native languages.
20. Select the one best answer that describes key characteristics related to charisma.
- conscientiousness and emotional stability.
 - good listening skills and high self-monitoring.
 - emotional intelligence and a Jungian feeling preference.
 - creativity.
21. One's attitude toward conflict is important to developing effective negotiation skills; because,
- conflict is a contest that provides practice for negotiating.
 - conflict is the antecedent of negotiation and, therefore, impacts selection of the most appropriate negotiation strategy.
 - one cannot change one's attitude toward conflict.
 - None of the above.

22. Select the statement below that presents the best definition of conflict, particularly for purposes of developing effective negotiation strategies.
- Every difference of opinion is a conflict.
 - Every dispute one cares about is a conflict.
 - Conflict exists wherever and whenever there is an incompatibility of cognitions or emotions between or among those who are interdependent.
 - Conflict exists only where there is real incompatibility.
23. Which of the following statements are true?
- Viewing conflict as always bad or destructive is characteristic of the interactionist sociological school of thought on conflict.
 - Viewing conflict as positive is characteristic of the traditional sociological school of thought on conflict.
 - Viewing conflict as something to be avoided is characteristic of the human relations sociological school of thought on conflict.
 - None of the above is true.
24. The traditional view of conflict includes all of the following except
- Conflict is always negative.
 - Conflict should be minimized and avoided.
 - Conflict triggers a competitive human interaction.
 - A traditional view of conflict will assist one in negotiation.
25. The human relations view of conflict includes all of the following except
- Conflict is always negative.
 - Conflict is natural.
 - Conflict is sometimes constructive and sometimes destructive.
 - Conflict can increase communication.
26. The interactionist view of conflict includes all of the following except
- Conflict is inevitable.
 - Conflict is a positive force that should be embraced.
 - Conflict should be avoided.
 - Maintaining a certain amount of conflict is good.
27. According to systems theory, chaos theory, and complexity which of the following statements are true?
- Conflict serves to distort communication.
 - Conflict unconflicted may lead to disintegration and hostility.
 - Behavior develops into patterns.
 - Systems have no order on their own.
28. Signs and behaviors of a negative, destructive conflict spiral include which of the following?
- critical language.
 - defensive language.
 - open communication.
 - direct confrontation.

29. Which of the following statements are true?
- In complexity theory, feedback is referred to as a recursive loop.
 - Change is predictable.
 - Systems possess invisible order and seek equilibrium.
 - All of the above.
30. Managing conflict is appropriate in which of the following cases?
- When the effects of the conflict are solely constructive.
 - When the early stages of a destructive spiral are apparent.
 - When emotions are high and tempers are hot.
 - When you want to change the other person.
31. Select the behaviors below that are characteristic of the avoidance style.
- Seeking to create solutions.
 - Ignoring the conflict.
 - Shutting down communication.
 - Denying that a conflict exists.
32. Sulking or making sarcastic comments is indicative of which negotiation style?
- Collaborative.
 - Accommodating.
 - Avoiding.
 - None of the above.
33. The negotiation style that is the most challenging to effect is
- Compromising.
 - Avoiding.
 - Collaborating.
 - They are all easy.
34. The most important drawback of using a competitive approach is that
- It requires a lot of energy to keep fighting.
 - Competing is not nice.
 - It requires the manipulation of others.
 - One party loses.
35. The biggest downside of using an accommodating approach is that
- No one gets what he or she really wants.
 - It requires a lot of preparation.
 - It requires much self-control.
 - There is no downside to accommodating.
36. The only negotiation approach and style that aim toward all parties winning is
- Avoiding.
 - Compromising.
 - Collaborating.
 - None. It is not possible for all parties to win.

37. Collaborating is the most challenging negotiation approach; because,
- It requires creativity.
 - It requires preparation.
 - It requires emotional intelligence.
 - All of the above.
38. Which negotiation styles are distributive?
- Competing and Compromising.
 - Avoiding and Competing.
 - Collaborating and Compromising.
 - None.
39. Which negotiation styles are integrative?
- All styles are integrative.
 - Compromising.
 - None of the styles is integrative.
 - Collaborating is the only integrative style.
40. The collaborative style is appropriate to every negotiation; because,
- It is the only one that creates a win on all sides.
 - It is the only right way to behave.
 - It is the hardest and therefore, must be the best.
 - There is no single style most appropriate across every negotiation.

***** Multiple Choice Answer Sheet and Essay Questions Follow *****

Name: _____

Date: _____

ANSWER SHEET
Lesson 1: Chapters 1 – 4

- | | |
|-----------|-----------|
| 1. _____ | 21. _____ |
| 2. _____ | 22. _____ |
| 3. _____ | 23. _____ |
| 4. _____ | 24. _____ |
| 5. _____ | 25. _____ |
| 6. _____ | 26. _____ |
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| 10. _____ | 30. _____ |
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| 15. _____ | 35. _____ |
| 16. _____ | 36. _____ |
| 17. _____ | 37. _____ |
| 18. _____ | 38. _____ |
| 19. _____ | 39. _____ |
| 20. _____ | 40. _____ |

Essay Questions

Unless otherwise indicated, all assignments must be typed and double-spaced on 8 1/2" x 11" white paper with no more than 12 characters per inch and 24 lines per page. We recommend twelve point Times New Roman font. There must be a one-inch margin on all sides. Pages must be numbered by placing the appropriate number in the center of the bottom margin. Assignments must not be right or fully justified, and print quality must be clearly readable. Please type your name, Cohort, and date in the upper left corner and fasten your pages together with a staple.

Evaluation: Write a one or two paragraph discussion that answers each question below. Keep your answer clear and concise. Each question is worth five points, evaluated as follows:

	<u>Excellent</u>	<u>Good</u>	<u>Satisfactory</u>	<u>Weak</u>
<p>DISCUSSION CONTENT Clear, engaging, original, and focused. Demonstrates an integration of academic content and critical thought.</p> <p>WRITING STYLE Evaluation based on: clarity; spelling; proofreading; grammar; punctuation; concise and straight forward sentence structure</p>	5	4	3.25	2

WARNING: PLAGIARISM IS A SERIOUS HONOR CODE VIOLATION. BE SURE TO CITE YOUR SOURCES AND QUOTE CAREFULLY.

41. Explain why it is useful or appropriate to consider all human interaction in a negotiation. Alternatively, explain why such a perspective is not correct or useful.
42. Identify three unconscious factors that may affect your negotiation effectiveness and explain why or how that phenomenon may occur.
43. Explain how one's preferred learning style is associated with one's Jungian preference for taking in information.
44. Explain the concept of emotional intelligence.
45. Explain how conflict may be real or perceived.
46. Explain why true incompatibilities are not appropriate for negotiation.
47. Describe and explain what is meant by a systems approach to conflict diagnosis.
48. Explain why or why not there exists no single negotiation style that is most appropriate in every case.
49. Explain how one's locus of control may affect one's negotiation style.
50. Explain how Type A and B personality facets and how the need for affiliation are likely to affect one's negotiation style.

