Conflict and Communication 1st edition Jandt Test Bank

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Conflict and Communication, 1st Edition
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Chapter 2: Power and Conflict Styles

Multiple Choice

1. Which of the following statements is central to a definition of power?
a. The capability of making decisions alone.
b. The ability to evaluate conflict with others.
*c. The ability to influence the behavior of others.
d. The perception of being a leader in conflict.

Location: Definitions of Power Applied to Conflict
Difficulty level: Easy

2. Which one of the following is not a source of power?
*a. Money, family, and force.
b. Knowledge, money, and position.
c. Force, charisma, and persuasion skills.
d. Position, expertise, and abilities.

Location: Definitions of Power Applied to Conflict
Difficulty level: Medium

3. Which one of the following principles is derived from Alinsky's understanding of the use of power?
a. Power is always overt.
b. All power is resource-based.
c. Power cannot influence change.
*d. Power exists in relationships.

Location: Definitions of Power Applied to Conflict
Difficulty level: Medium

4. French and Raven proposed different categories of power. Which is not one of them?
a. Legitimate power.
*b. Preferred power.
c. Referent power.
d. Reward power.

Location: Conflict Theory
Difficulty level: Easy

5. The main characteristic of Follett's *power with* is:
*a. Working cooperatively and sharing power.
b. Being able to make others behave the way you want.
c. Using force to achieve your own goals.
d. Referring to each other's age as a way of controlling situations.

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Location: Alternative theory of power
Difficulty level: Medium

6. George is the general manager of a manufacturing, and was recently told his main but not only supplier has missed several deliveries. The supplying company's main and only client is George's. The ensuing conflict has escalated and both George and Peter, the supplying company's manager, have scheduled a meeting to look for an outcome. Following the main principles of the power theories, George:
a. Will try to form a coalition before entering the negotiation process.
b. Is seeking ways for him to transfer power to Peter and his company.
*c. Most likely will not attend the meeting because he does not need to.
d. Cannot accept Peter's participation because they do not share power equally.

Location: Power Imbalances
Difficulty level: Hard

7. In modern studies of conflict, conflict styles originate:
a. In a continuum that moves along a single dimension.
*b. In two distinct dimensions that create a grid with those styles.
c. a and b are true.
d. None of the above.

Location: Western Conflict Styles
Difficulty level: Medium

8. Which is not true about the Western conflict styles?
a. They are part of a grid formed in part by the dimension of cooperativeness.
b. They are part of a grid formed in part by the dimension of assertiveness.
c. They do not explicitly include the element of harmony.
*d. They are opposite extremes in the dimension of assertiveness.

Location: Western Conflict Styles
Difficulty level: Hard

9. What is true for both the avoiding and accommodating conflict styles?
a. The most likely outcome for both is a "win-win" situation.
*b. The person shows low assertiveness in both cases.
c. The party shows high assertiveness in both cases.
d. There is high concern for the relationship in both cases.

Location: Avoiding, Accommodating
Difficulty level: Medium

10. What does characterize the competing and the accommodating styles?
a. The competing style is most likely a demonstration of low power.
b. The accommodating style shows a high concern for self.
c. In the accommodating style relationships are not important.
*d. The competing style shows high assertiveness.

Location: Accommodating, Competing

Difficulty level: Medium

11. Name one characteristic that does not define the collaborating style:
a. There is a high concern for the relationship.
b. It can be time-consuming to find a solution that satisfies both parties.
*c. It ensures a short-term relationship.
d. It requires a high level of trust between the parties.

Location: Collaborating
Difficulty level: Hard

12. In the compromising style:
*a. There is some intermediate degree of concern for self and others.
b. There are no limits for a creative outcome.
c. Outcomes are most likely set as a long-term solution.
d. Relationships exercise forms of power over.

Location: Compromising
Difficulty level: Medium

13. What is the main issue with non-Western conflict styles?
a. The avoiding style clearly aligns with both the Western and non-Western cultures.
b. Non-Western cultures have a complete different set of values.
c. The collaborating style does not represent the values existing in non-Western cultures.
*d. Harmony is a central value in the non-Western conflict theories.

Location: Non-Western Conflict Styles
Difficulty level: Medium

14. Which one is not a combination in the non-Western conflict styles?
a. High disintegration avoidance, low harmony enhancement, and important personal problem.
b. Non-important personal problem, high disintegration avoidance, and low harmony enhancement.
*c. Medium harmony enhancement, less personal problem, and low disintegration avoidance.
d. High disintegration avoidance, high harmony enhancement, non-important personal problem.

Location: Non-Western Conflict Styles.
Difficulty level: Medium

15. In the Jones and Brinkert approach to conflict coaching, one of the following steps is not true:
*a. The coach warns he will focus on psychological issues.
b. Coach uses conflict styles to explore options.
c. Participants learn about conflict styles.
d. Coach needs to know about conflict theory.

Location: Conflict Coaching.
Difficulty level: Easy

Essay question 1
Dr. Martin Luther King Jr. based his leadership on nonviolent direct action. Using the theories of power, explain what category of power he used during his time as leader of the civil rights movement.

*a. First, students need to describe the categories described in the theories of conflict. Second, they need to relate to the referent power. As defined, referent power is the ability to attract others and build loyalty. It is often based on charisma, interpersonal skills, communication, and other personality traits. In the case of Dr. King, it is compounded by his knowledge and expertise.

Location: Conflict Theory
Difficulty level: Hard

Essay question 2
Very frequently, the compromising conflict style is likened to the collaborating style. Why is that? Why should not it be the case?

*a. People consider the compromising approach as a way of working for a "win-win" situation because they are giving up something as an exchange for something else the other party is giving up. In order to properly clarify each style and distinguish between the two, the student needs to examine what each style entails along the dimensions of assertiveness and cooperativeness. Moreover, they need to focus on the other characteristics of each style—for example, the fact that the compromising style may not end the conflict; and that the collaborating style leads to long-term relationship.

Location: Compromising, Collaborating
Difficulty level: Medium

Essay question 3
The Constructive Controversy style in non-Western conflict styles approaches appears to be more closely aligned with the Collaborating style described in this book. Please use the dimensions used in the corresponding sets of Western and non-Western theories to draw a comparison.

*a. Students need to point to the two dimensions in the Western cultures—assertiveness and cooperativeness—and then discuss the main characteristics that relate with the collaborating style—high assertiveness and high concern for the relationship. They should also discuss other characteristics, like being a time-consuming style. Students also need to draw the same analysis for the two dimensions in the non-Western cultures—disintegration avoidance and harmony enhancement, in addition to the existence of the element of whether the personal problem is important or not.

Location: Non-Western Conflict Styles
Difficulty level: Hard

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