

Key Terms

administrative orbiting (p. 488)	fixation (p. 484)	intrapersonal conflict (p. 479)
character assassination (p. 488)	flight/withdrawal (p. 486)	intrarole conflict (p. 481)
compensation (p. 485)	functional conflict (p. 472)	jurisdictional ambiguity (p. 475)
conflict (p. 472)	identification (p. 485)	negativism (p. 485)
conversion (p. 486)	integrative negotiation (p. 490)	nonaction (p. 488)
displacement (p. 484)	intergroup conflict (p. 478)	person-role conflict (p. 481)
distributive bargaining (p. 490)	interorganizational conflict (p. 478)	rationalization (p. 485)
due process nonaction (p. 488)	interpersonal conflict (p. 479)	secrecy (p. 488)
dysfunctional conflict (p. 473)	interrole conflict (p. 480)	superordinate goal (p. 488)
fantasy (p. 486)	intragroup conflict (p. 479)	

Review Questions

1. Discuss the differences between functional and dysfunctional conflict. Why should a manager understand conflict?
2. Identify the structural and personal factors that contribute to conflict.
3. Discuss the four major forms of conflict in organizations.
4. What defense mechanisms do people use in interpersonal conflict?
5. What are the most effective techniques for managing conflict at work? What are some ineffective techniques?
6. Identify and discuss five styles of conflict management.

Discussion and Communication Questions

1. What causes you the most conflict at work or school?
2. Identify the different intragroup, interrole, intrarole, and person-role conflicts that you experience.
3. Which defense mechanism do you see people exhibiting most frequently? Why do you think this is the case? How can you manage this type of reaction to a conflict?
4. Are you comfortable with your preferred conflict management style? Would you consider modifying it?
5. (*communication question*) Think of a person with whom you have had a recent conflict. Write a letter to this person, attempting to resolve the conflict. Use the concepts from the chapter to accomplish your objective. Be sure to address whether the conflict is functional or dysfunctional, what styles each party has used, effective strategies for resolving the conflict, and ineffective strategies that should be avoided.

Ethical Dilemma

Maria Vasquez has called a department meeting to address a critical issue affecting Universal Product Shipping as a whole. Maria's department seems unable to meet its deadline, and as a result, orders and fulfillment are constantly getting backlogged. Maria's supervisor has instructed her to divine the source of the problem through team brainstorming and exercises.

Maria asks everyone to share his or her role in the process so that the department can start determining where the bottlenecking problems are occurring. Jim, a longtime member of the team, explains that he thinks that when he passes his work onto Vincent, the files don't move forward in a timely manner. Vincent pushes

back against this assessment, saying that he has to go through Jim's work a second time before he can add his component and pass it forward to Cassie.

Jim begins to get defensive, accusing Vincent of making a claim that Jim's age is negatively affecting his performance. Shelly, who works closely with Jim, mentions that she thinks there's a significant amount of data missing when the files get to her step in the process, and thinks that the department needs to explore why that information is absent.

Unfortunately, just as people start brainstorming about where that missing information is, Jim and Vincent begin to raise their voices. Maria tries to keep