

CHAPTER 13: CONFLICT AND STRESS

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 1) In order to stimulate conflict, a manager might _____
 - A) clarify goals.
 - B) assign a superordinate goal.
 - C) stop networking.
 - D) make resources scarcer.
 - E) ignore controversy.
- 2) One way to stimulate conflict is to _____
 - A) make resources scarce.
 - B) make lower status individuals dependent on those of higher status.
 - C) invoke a superordinate goal.
 - D) make the parties independent of each other.
 - E) clarify ambiguous jurisdictions.
- 3) Which of the following events is least likely to happen when conflict begins between two groups? _____
 - A) Each group becomes more cohesive.
 - B) While the opposite party is negatively stereotyped, the image of one's own position is boosted.
 - C) On each side, conciliatory persons who are skilled at conflict resolution emerge as leaders.
 - D) The parties begin to conceal information from each other.
 - E) Informal contact with the opposite party is discouraged.
- 4) Which of the following is not a distributive negotiation tactic? _____
 - A) Threats
 - B) Promises
 - C) Enlarging the pie
 - D) Verbal persuasion
 - E) Concessions
- 5) Which of the following are integrative negotiation tactics? _____
 - A) Cutting costs
 - B) Copious information exchange
 - C) Framing differences as opportunities
 - D) Increasing resources
 - E) All of the above
- 6) Which of the following statements concerning compromise is false? _____
 - A) Compromise is especially useful for resolving conflicts that stem from power differences.
 - B) Effective compromises are highly dependent on the bargaining skills and the good will of the bargainers.
 - C) Compromise is especially useful for resolving conflicts that stem from scarce resources.
 - D) The goal of compromise is to establish rules of exchange to resolve conflict.
 - E) Compromise involves each party giving up something with the

expectation that it will receive something in exchange.

- 7) Superordinate goals are 7) _____
- A) goals that are used to stimulate conflict.
 - B) goals that can only be achieved through distributive negotiation.
 - C) goals that are most likely to provoke dysfunctional organizational politics.
 - D) goals that can only be achieved by collaboration between conflicting parties.
 - E) goals that have the highest priority in the organization.
- 8) A superordinate goal is a goal that requires 8) _____
- A) compromise
 - B) collaboration
 - C) conflict
 - D) accommodation
 - E) competition
- 9) In the labour dispute, a third party was assigned to decide on the wage rate the company would have to pay the union. In this case, we can be fairly certain that 9) _____
- A) a mediator was assigned because integrative negotiation failed.
 - B) an arbitrator was assigned because integrative negotiation failed.
 - C) an arbitrator was assigned because distributive negotiation failed.
 - D) a mediator was assigned because distributive negotiation failed.
 - E) the appointment of a mediator has been mandated by law.
- 10) By definition, which event occurs first? 10) _____
- A) Stressor
 - B) Stress
 - C) Burnout
 - D) Stress reaction
 - E) Anxiety
- 11) Environmental events or conditions that have the potential to induce stress are called 11) _____
- A) stress reactions.
 - B) burnout.
 - C) anxiety episodes.
 - D) stressors.
 - E) defence mechanisms.
- 12) The three stages of a stress episode are, in order, 12) _____
- A) frustration, stress, conflict.
 - B) stressor, stress, stress reactions.
 - C) stress, stressor, stress reactions.
 - D) stress reactions, stressor, stress.
 - E) stress, anxiety, conflict.
- 13) An individual's _____ often determines the extent to which a potential stressor becomes an actual stressor. 13) _____
- A) frustration quotient

- B) anxiety reduction factor
- C) stress reaction
- D) reaction formation
- E) personality

- 14) Which stress reaction has the best potential to permanently terminate a stress episode? 14) _____
- A) Rationalization
 - B) Temporary withdrawal
 - C) Projection
 - D) Displacement
 - E) Problem solving
- 15) Professionals are most likely to experience stress from job insecurity and change for which of the following reasons? 15) _____
- A) The boundary roles they occupy tend to be insecure positions.
 - B) They tend to be overqualified or too specialized to easily obtain jobs in related industries should social or economic forces change.
 - C) The great amount of authority they possess in the organization may make them the targets of much hostility.
 - D) They face the constant threat of automation.
 - E) Increasing pressures for corporate performance have led to the recruitment of many professionals in recent years.
- 16) When the goals of one's job or the methods of performing it are unclear to an employee, _____ exists. 16) _____
- A) role conflict
 - B) role overload
 - C) role ambiguity
 - D) a boundary role
 - E) job insecurity
- 17) Burnout seems especially likely to occur to 17) _____
- A) those with Type B personalities.
 - B) those who experience role overload.
 - C) people who occupy organizational boundary roles.
 - D) people who make excessive use of defense mechanisms.
 - E) those who experience excessive role ambiguity.
- 18) Compared with people having Type B personalities, people with Type A personalities 18) _____
- A) are less prone to coronary heart disease.
 - B) exhibit more job dissatisfaction.
 - C) are more relaxed and easy going.
 - D) achieve higher occupational success.
 - E) are less effective in situations requiring persistence, endurance or speed.
- 19) Jack has so much work to do that he doesn't even know where to begin. We can be sure that Jack 19) _____
- A) is experiencing role ambiguity.
 - B) is a Type A personality.

- C) is encountering role overload.
- D) is experiencing burnout.
- E) is a boundary role occupant.

- 20) Role overload is a potential example of _____
A) a stress reaction.
B) role ambiguity.
C) a stressor.
D) stress.
E) burnout.
- 21) Angela is a vice-president of public relations while Peter is a telephone installer. Both occupy _____
A) conflicting roles.
B) boundary roles.
C) operative roles.
D) professional roles.
E) ambiguous roles.
- 22) People who occupy boundary role positions in organizations are especially likely to experience stress because _____
A) their roles lead to increased work-family conflict.
B) their roles tend to be boring and unchallenging.
C) they are inherently unable to deal with the causes of their anxiety.
D) they tend to work longer hours under poor physical conditions.
E) their roles as organizational members may be incompatible with the demands made by the public or other organizations.
- 23) It was clear to everybody that the advertising campaign designed by Edwin had been a flop sales had fallen rather than risen. Although under considerable stress and embarrassed, Edwin put up a false front, smiling and speaking positively about the campaign. What defense mechanism was he exhibiting? _____
A) Rationalization
B) Compensation
C) Reaction formation
D) Projection
E) Displacement
- 24) Which of the following statements concerning defence mechanisms is false? _____
A) Stress might increase with the knowledge that a defense mechanism has been ineffective.
B) Defence mechanisms actually confront the stressor directly.
C) Individuals who do not use defense mechanisms may be incapacitated by anxiety and resort to dysfunctional withdrawal or addiction.
D) Used occasionally to temporarily reduce anxiety, they appear to be a useful reaction.
E) When the use of defense mechanisms becomes a chronic reaction to stress, individuals may not be able to accurately assess the true reason for their anxiety.

- 25) Tanya is a nurse who has been stealing medical supplies from the hospital where she works. To cope with the stress provoked by her guilt, she tells herself that "all the nurses steal supplies." In fact, they don't. Tanya is exhibiting _____
- A) rationalization
 - B) compensation.
 - C) projection.
 - D) displacement.
 - E) reaction formation.
- 26) Diana's first job was as an air traffic controller, a position she found very stressful. Realizing that this wasn't for her, she found another job as a management trainee and resigned from her air traffic controller position. Her reaction to stress was one of _____
- A) problem solving.
 - B) rationalization.
 - C) time management.
 - D) reaction formation.
 - E) displacement.
- 27) After Alex was fired from his job he went home and ripped up his small tomato patch. His reaction to stress was one of _____
- A) problem solving.
 - B) projection.
 - C) displacement.
 - D) rationalization.
 - E) reaction formation.
- 28) The most studied physiological reaction to stress is _____
- A) kidney disease.
 - B) cardiovascular risk.
 - C) drinking.
 - D) drug abuse.
 - E) cigarette use.
- 29) Which of the following is not a core characteristic of burnout? _____
- A) Low personal accomplishment
 - B) Severe memory loss
 - C) Emotional exhaustion
 - D) Feeling fatigued and frustrated
 - E) Depersonalization
- 30) According to the text, which is the most likely order of burnout stages? _____
- A) Emotional exhaustion → Reduced accomplishment → Depersonalization
 - B) Depersonalization → Reduced accomplishment → Emotional exhaustion
 - C) Emotional exhaustion → Depersonalization → Reduced accomplishment
 - D) Reduced accomplishment → Depersonalization → Emotional exhaustion

E) Depersonalization → Emotional exhaustion → Reduced accomplishment

- 31) Which aspect of the Type A behaviour pattern is most responsible for adverse physiological reactions that lead to heart disease? 31) _____
- A) Hostility
 - B) Impatience
 - C) Persistence
 - D) Competitiveness
 - E) Work involvement
- 32) In everyday language, role overload refers to 32) _____
- A) competing role demands.
 - B) lack of authority.
 - C) ambiguous role demands.
 - D) a boundary role.
 - E) too much work.
- 33) Clarise's self-esteem was threatened when she lost several court cases in her law practice. To make up for this stressful reality, she concentrated on becoming a competitive amateur sailing champion. Which defense does this illustrate? 33) _____
- A) Compensation
 - B) Projection
 - C) Rationalization
 - D) Displacement
 - E) Reaction formation
- 34) In the realm of job burnout, depersonalization means 34) _____
- A) ignoring one's own needs for the sake of client welfare.
 - B) that the individual experiencing burnout lacks social support.
 - C) treating clients like objects.
 - D) taking an administrative job where one doesn't have to deal with clients.
 - E) that the individual experiencing burnout feels like a machine instead of a person.
- 35) Extreme hostility and cynicism are the physiologically risky components of 35) _____
- A) locus of control.
 - B) Type A behaviour.
 - C) burnout.
 - D) rationalization.
 - E) approach-avoidance conflict.
- 36) Burnout is a form of stress particularly associated with 36) _____
- A) working in isolation from others.
 - B) poor job design.
 - C) boundary role occupancy.
 - D) Type B behaviour.
 - E) Type A behaviour.

- 37) Alexis, a writer, experienced much stress when she could not get her novel published. In response, she resolved to become a superior literature teacher. Which defense mechanism is at work here? 37) _____
- A) Rationalization
 - B) Compensation
 - C) Reaction formation
 - D) Displacement
 - E) Projection
- 38) Which of the following statements about social support and stress is least accurate? 38) _____
- A) Social support helps people cope with stress when it is encountered.
 - B) The family is the best source of social support for dealing with work stress.
 - C) Social support improves physical and psychological well-being.
 - D) co-workers and superiors are good sources of support for dealing with work stress.
 - E) Social support refers to having close ties with other people.
- 39) The Type A behaviour pattern is a good example of how 39) _____
- A) strong defence mechanisms can reduce the physiological reactions to stress.
 - B) people can cope effectively with stress.
 - C) all humans respond very similarly to stressors.
 - D) personality is involved in stress.
 - E) job dissatisfaction and poor performance are caused by stress.
- 40) Which job demand pattern seems to produce the most stress and heart disease risk? 40) _____
- A) Moderate demand, high control
 - B) Low demand, high control
 - C) High demand, low control
 - D) Low demand, low control
 - E) High demand, high control
- 41) Which of the following is targeted directly at the stressor itself? 41) _____
- A) Problem solving
 - B) Defence mechanisms
 - C) Social support
 - D) Work/life programs
 - E) Physiological reactions
- 42) Bob's boss criticizes him for turning in a report late. The stressed-out Bob responds "I'm not the only one. Everyone else around here turns in late reports too." This is probably an example of 42) _____
- A) rationalization.
 - B) compensation.
 - C) displacement.
 - D) projection.
 - E) reaction formation.

- 43) _____ are the key factors that make the Type A more prone to heart disease than the Type B. 43) _____
- A) Endurance and persistence
 - B) Impatience and competitiveness
 - C) Time urgency and strict deadlines
 - D) Repressed anger and hostility
 - E) Job involvement and work overload
- 44) The book suggests that conflict can promote organizational survival by 44) _____
- A) creating stress which triggers individual defence mechanisms.
 - B) creating a strong organizational culture.
 - C) provoking change and adaptation.
 - D) removing poor performers.
 - E) signaling the organization's strength to outside parties.
- 45) Which job characteristics are most highly associated with increased risk for heart disease? 45) _____
- A) The job characteristics sought by those with Type A personalities.
 - B) Those that involve boundary roles.
 - C) Those that are typical of executive and managerial jobs.
 - D) Heavy work demands coupled with little decision authority.
 - E) Those that are typical of enriched jobs.
- 46) What seems to be a key factor that is associated with the occurrence of burnout? 46) _____
- A) Dealing with distressed clients
 - B) Being overqualified educationally and stuck in a dead-end job
 - C) Role overload
 - D) Poor job design
 - E) Job insecurity
- 47) Which of the following best depicts the connection between conflict and survival? 47) _____
- A) Change → Conflict → Adaptation → Survival
 - B) Survival → Conflict → Change → Adaptation
 - C) Conflict → Change → Adaptation → Survival
 - D) Conflict → Change → Survival → Adaptation
 - E) Change → Conflict → Survival → Adaptation
- 48) A strategy of increasing conflict in order to motivate change is called 48) _____
- A) conflict situation.
 - B) conflict adaptation.
 - C) conflict strategy.
 - D) conflict management.
 - E) conflict stimulation.
- 49) Introducing a superordinate goal is an example of 49) _____
- A) third party involvement.
 - B) mediation.
 - C) arbitration.
 - D) distributive negotiation tactics.
 - E) integrative negotiation tactics.

- 50) In conventional arbitration, 50) _____
- A) each party makes a final offer.
 - B) the arbitrator and parties choose an outcome together.
 - C) the arbitrator can choose any outcome.
 - D) each party meets separately with the arbitrator to choose an outcome.
 - E) the parties choose the outcome together and then present it to the arbitrator.
- 51) In final offer arbitration, 51) _____
- A) the arbitrator makes a final offer to each party and they can accept or reject it.
 - B) the arbitrator can choose any outcome on his/her own and it is final.
 - C) each party makes a final offer, and the arbitrator chooses one of them.
 - D) the arbitrator meets with each party and then makes a final offer.
 - E) each party decides on a final offer together and then presents it to the arbitrator.
- 52) One of the most commonly arbitrated disputes between employers and employees is 52) _____
- A) dismissal for excessive lateness.
 - B) dismissal for theft.
 - C) dismissal for tardiness.
 - D) dismissal for conflict.
 - E) dismissal for excessive absenteeism.
- 53) Which of the following is a critical factor associated with intergroup bias? 53) _____
- A) Negative affectivity.
 - B) Type B behaviour.
 - C) Locus of control.
 - D) Self-esteem.
 - E) Type A behaviour.
- 54) What is a process conflict? 54) _____
- A) disagreements about how the organization should function.
 - B) Disagreements about the nature of work to be done.
 - C) Disagreements about the relationships among group members.
 - D) Disagreements about conflict should be managed.
 - E) Disagreements about how work should be organized and accomplished.
- 55) Disagreements about the nature of the work to be done are called 55) _____
- A) task conflicts.
 - B) relationship conflicts.
 - C) work conflicts.
 - D) process conflicts.
 - E) organization conflicts.
- 56) After a few days on a new job, you find yourself arguing with members of your

group 56)
over who
has
authority
and
responsi
bility
and who
should
do what.
What is
this an
example
of?

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—

- A) Intergroup bias.
- B) A relationship conflict.
- C) Conflict dynamics.
- D) A task conflict.
- E) A process conflict.

57) Different approaches to managing conflict are a function of

57) _____

- A) assertiveness and aggressiveness.
- B) aggressiveness and communication.
- C) assertiveness and cooperativeness.
- D) assertiveness and communication.
- E) aggressiveness and cooperativeness.

58) A conflict management style characterized by low assertiveness of one's own interests and low cooperation with the other party is called

58) _____

- A) competing.
- B) avoiding.
- C) collaborating.
- D) compromise.
- E) accommodating.

59) A conflict management style in which one cooperates with the other party, while not asserting one's own interests is called

59) _____

- A) collaborating.
- B) compromise.
- C) accommodating.
- D) competing.
- E) avoiding.

60) A conflict management style that combines intermediate levels of assertiveness and cooperation is called

60) _____

- A) compromise.
- B) accommodating.
- C) competing.
- D) avoiding.
- E) collaborating.

61) A conflict management style that maximizes assertiveness and

minimizes

cooperati 61)
on is
called

- A) collaborating.
- B) accommodating.
- C) competing.
- D) compromise.
- E) avoiding.

62) A conflict management style that maximizes both assertiveness and cooperation is called

62) _____

- A) collaborating.
- B) competing.
- C) compromise.
- D) avoiding.
- E) accommodating.

63) Distributive negotiation occurs on the axis between

63) _____

- A) competition and collaboration.
- B) competition and avoiding.
- C) collaboration and compromise.
- D) competition and accommodation.
- E) collaboration and accommodation.

64) Integrative negotiation occurs on the axis between

64) _____

- A) avoiding and accommodating.
- B) avoiding and competing.
- C) avoiding and compromise.
- D) competition and accommodating.
- E) avoiding and collaborating.

65) Which of the following is a manifestation of interpersonal conflict?

65) _____

- A) work-family conflict
- B) burnout
- C) role ambiguity
- D) bullying
- E) sexual harassment

66) A repeated negative behaviour directed toward one or more individuals of lower power or status that creates a hostile work environment is known as

66) _____

- A) stressor
- B) burnout
- C) sexual harassment
- D) violence
- E) bullying

67) When Jerome asked Larry about his new job he was surprised to learn that Larry's coworkers have been teasing him and sabotaging his tools and equipment. What is this an example of?

67) _____

- A) relationship conflict
- B) avoiding

- C) bullying
- D) sexual harassment
- E) interpersonal conflict

- 68) An essential feature of bullying is _____
A) its harmfulness
B) its hostility
C) its persistence
D) its harshness
E) its demeaning
- 69) Which of the following is an example of bullying? _____
A) Martin's boss was upset about a mistake he made and called him an idiot
B) One of Martin's co-workers punched him in the face
C) Martin's co-workers are always teaching and criticising him
D) One of Martin's co-workers stole his lunch and nobody would admit to it
E) Martin arrived at work one day to find that his tools were missing
- 70) When a group of individuals, usually direct coworkers, "gang up" on a particular employee, it is called _____
A) sexual harassment
B) mobbing
C) relationship conflict
D) interpersonal conflict
E) conflict stimulation
- 71) Which of the following are examples of hindrance stressors? _____
A) heavy workload and responsibility
B) responsibility and interpersonal conflict
C) role ambiguity and interpersonal conflict
D) heavy workload and interpersonal conflict
E) heavy workload and role ambiguity
- 72) Which of the following are examples of challenge stressors? _____
A) responsibility and interpersonal conflict
B) heavy workload and responsibility
C) heavy workload and role ambiguity
D) role ambiguity and interpersonal conflict
E) heavy workload and interpersonal conflict
- 73) Which of the following represents the relationship between the type of stressor and performance? _____
A) hindrance and challenge stressors can damage performance but only hindrance stressors can stimulate performance
B) hindrance stressors can damage performance and challenge stressors stimulate performance
C) hindrance and challenge stressors can damage but not stimulate performance
D) hindrance and challenge stressors can damage and stimulate performance

E) hindrance and challenge stressors can damage performance but only challenge stressors can stimulate performance

- 74) People high in negative affectivity are particularly likely to feel stressed in response to the demands of _____ 74) _____
- A) work-family conflict
 - B) poor physical working conditions
 - C) poor job design
 - D) interpersonal conflict
 - E) a heavy workload

There is growing evidence that providing more _____ in how service is delivered can alleviate stress and burnout. 75) _____

- 75) _____
- A) autonomy
 - B) support
 - C) time
 - D) feedback
 - E) resources

- 76) How can personality influence the stress experience? 76) _____
- A) it can affect the extent to which stress reactions are effective
 - B) it can affect the extent to which stressors are perceived as stressful and the extent to which stress reactions are effective
 - C) it can affect the extent to which stressors are perceived as stressful and the types of stress reactions that occur
 - D) it can affect the types of stress reactions that occur
 - E) it can affect the extent to which stressors are perceived as stressful

- 77) Most formal job redesign efforts have involved enriching _____ 77) _____
- A) managerial jobs
 - B) boundary role positions
 - C) all types of jobs
 - D) executive jobs
 - E) operative-level jobs

- 78) Stress reactions can be _____ 78) _____
- A) behavioural, psychological, and physiological
 - B) emotional, cognitive, and behavioural
 - C) emotional, behavioural, and physiological
 - D) cognitive, psychological, and physiological
 - E) cognitive, psychological, and behavioural

- 79) Taren has a new job and she never stops complaining about the demanding workload and how stressed she feels about it. What kind of personality does Taren have? 79) _____
- A) Type A behaviour pattern
 - B) external locus of control
 - C) low self-esteem
 - D) high negative affectivity

E) internal locus of control

80) Which of the following is most accurate about the relationship between personality and stress? 80) _____

- A) People high in negative affectivity report more objective but less subjective stress
- B) externals are more likely to confront stressors directly
- C) People high in negative affectivity report more stressors in the work environment
- D) People low in negative affectivity feel stressed in response to the demands of a heavy workload
- E) internals are more likely to feel anxious in the face of potential stressors

- 1) D
- 2) A
- 3) C
- 4) C
- 5) C
- 6) A
- 7) D
- 8) B
- 9) C
- 10) A
- 11) D
- 12) B
- 13) E
- 14) E
- 15) B
- 16) C
- 17) C
- 18) D
- 19) C
- 20) C
- 21) B
- 22) E
- 23) C
- 24) B
- 25) C
- 26) A
- 27) C
- 28) B
- 29) B
- 30) C
- 31) A
- 32) E
- 33) A
- 34) C
- 35) B
- 36) C
- 37) B
- 38) B
- 39) D
- 40) C
- 41) A
- 42) D
- 43) D
- 44) C
- 45) D
- 46) A
- 47) C
- 48) E
- 49) E
- 50) C
- 51) C

- 52) E
- 53) D
- 54) E
- 55) A
- 56) E
- 57) C
- 58) B
- 59) C
- 60) A
- 61) C
- 62) A
- 63) D
- 64) E
- 65) D
- 66) E
- 67) C
- 68) C
- 69) C
- 70) B
- 71) C
- 72) B
- 73) E
- 74) E
- 75) A
- 76) C
- 77) E
- 78) A
- 79) D
- 80) C