

Preface

Welcome to the second edition of *Negotiation and Conflict Resolution in Organizations*, designed for courses in negotiation or conflict resolution, or a combination of the two, that have a strong applied focus. Both negotiation and conflict resolution are growing fields of interest, with more courses on these topics being added regularly at several levels of higher education. Many students who take this course have taken courses in management, organizational behavior, or psychology. Negotiation and/or conflict-resolution courses are typically housed in colleges of business, management, public policy, or law. Furthermore, there are hundreds of workshops about negotiation and conflict resolution offered by institutions of higher learning, as well as training organizations.

The emphasis of this book is on information, self-quizzes, cases, and skill-building exercises that translate into skill development in negotiation and conflict resolution. We incorporate relevant theory and research findings where appropriate, but the major thrust of the book is the direct application of knowledge. The size and scope of the book are well suited to college courses that supplement a core textbook with journal articles, major projects, and online information or other instructional media.

The Features

Negotiation and Conflict Resolution in Organizations summarizes and synthesizes relevant information about negotiation and conflict-resolution topics and provides concrete examples of strategies and tactics in action. In addition, the book incorporates many useful features to make the material more accessible, collaborative, and incisive. A key emphasis of the features of the book is to present information that is helpful in developing negotiation and conflict-resolution skills, backed by theory and research when feasible.

- **Learning Objectives** introduce the major themes of each chapter and provide a framework for study.
- **Boldfaced key terms** are defined in the margins, listed at the end of each chapter, and reinforced in an end-of-book glossary.
- ***Negotiation and Conflict Resolution in Action*** boxes describe the actions of managers and professionals in dealing with negotiation and conflict resolution, usually illustrating techniques described in the chapter.
- **Self-quizzes** provide the opportunity for the reader to reflect on where he or she stands on a dimension of behavior related to negotiation or conflict resolution, such as negotiating style or disposition to engage in interpersonal conflict. The self-quizzes therefore personalize the discussion of the behaviors or attitudes under study. The quizzes are designed for self-reflection and are not presented as validated personality tests.
- **Skill-Building Exercises** allow for direct practice of the skills necessary for becoming an effective negotiator or resolver of conflict. The exercises take about 10 minutes to run and usually involve role plays. A few of the exercises are designed for the student to collect live data about a topic under study.
- **Summaries**, located toward the end of each chapter, integrate all key topics and concepts into several cogent paragraphs, providing an overview of the chapter that can be used as a framework for studying,

- *Key Terms and Phrases* provide a useful review of each chapter's terminology.
- *Discussion Questions and Activities*, located toward the end of each chapter, are suitable for individual or group analysis. An occasional question asks the student to consult with a manager or professional to obtain input on an activity related to negotiation or conflict resolution.
- *Case Problems*, located at the end of each chapter, are suitable for individual or group analysis. The cases are uniquely designed to complement the textbook, and they include relevant follow-up discussion questions.
- *Associated Role Plays* accompany each case, with the case providing the scenario or script for the role plays. The role plays are therefore another opportunity for skill development, particularly when students apply concepts from the chapter to their role-playing activity.

The Framework

Negotiation and Conflict Resolution in Organizations is a blend of description, theory, skill development, insight, and prescription. Divided into 12 chapters, the book deals mostly with negotiation in the first 7 chapters and mostly with conflict resolution in the next 5 chapters. Negotiation is conceptualized here as a major approach to resolving conflict. Chapter 1 provides an overview of negotiation and conflict resolution, including definitions of negotiation and conflict management. The chapter describes situations suitable for negotiation and conflict resolution, as well as characteristics of effective negotiation and conflict resolution.

Chapter 2 presents suggestions for successful negotiations, with an emphasis on planning, political astuteness, effective use of emotion, and empathy. Chapter 3 concentrates on skills important for negotiation, such as persuasion skills and emotional intelligence. Personality and cognitive traits associated with negotiation skills are described, as well as gender differences in negotiation skills. Chapter 4 deals with a variety of basic negotiation tactics, including those helpful in preparing for negotiation and those used in face-to-face negotiating. Chapter 5 moves on to more advanced negotiation tactics, including those dealing mostly with facts and information and those dealing mostly with behavior and emotions.

Chapter 6 is about international and cross-cultural negotiation, covering such topics as the influence of cultural factors on negotiation and cross-cultural negotiation tactics. Chapter 7 describes the vital topic of ethics in negotiation, including pressures toward unethical behavior, guidelines for ethical decision making in negotiation, and a description of many unethical tactics. Suggestions are presented for being an ethical negotiator. Chapter 8 describes major sources and types of conflict in the workplace, as well as the evolution of conflict theory and the positive and negative consequences of conflict.

Chapter 9 describes basic techniques for resolving conflict, plus behaviors and attitudes suited to resolving conflict. Chapter 10 presents advanced techniques for resolving conflict and includes the characteristics of an effective conflict-management system and guidelines for resolving conflicts of interest. Chapter 11 is about a major workplace challenge: dealing with incivility, difficult people, and criticism. Chapter 12 covers third-party resolution of conflict, a growing trend in organizations and society, and includes the manager's role as a mediator, arbitration, the grievance procedure, outside mediation, and the ombuds (ombudsman).

Changes in the Second Edition

The second edition updates and expands the first edition as the knowledge base of negotiation and conflict resolution continues to grow incrementally. Eight of the Negotiation and Conflict Resolution in Action boxes are new, and one has been updated. Thirteen of the case problems are new, and new research findings and examples are included in every chapter. One new self-quiz has been added. Additions and new enhanced topical coverage are listed here, chapter by chapter.

Chapter 1: An Overview of Negotiation and Conflict Resolution

Description of competitive negotiation that involves a win-lose mentality in which one party seeks to gain advantage over the other party. Mention of two additional negotiation situations: with an employee who has an outside job offer and negotiating for hybrid or remote work. Dealing with an overly critical boss as another situation calling for conflict resolution.

Chapter 2: Suggestions for Productive Negotiation

How empathy can facilitate making the best deal possible in a situation. Two more suggestions for politically astute negotiating: Be flexible in your demand or offer, and listen more than you talk.

Chapter 3: Negotiation Skills

Three additional key negotiation skills: gaining leverage, establishing rapport and trust, and developing a flexible mindset. A new self-quiz, “The Negotiator Quiz.” A model of masculinity effects in negotiations that could explain some male versus female differences in negotiation. An extensive empirical analysis of gender differences in negotiation involving two primary studies and four supplementary studies.

Chapter 4: Basic Negotiation Tactics

A recent extensive meta-analysis suggesting that the number of issues affects the quality of the outcome of integrative (mutual-gains) bargaining. Three additional negotiation tactics: Overcome the fixed-pie assumption, be truthful, and know when to quit.

Chapter 5: Advanced Negotiation Tactics

One additional step in the negotiation process: documenting the agreement. The negotiation tactic of mirroring. Additional negotiation tactics: projecting power, mentioning the offer of a rival, and learning from a failed negotiation.

Chapter 6: International and Cross-Cultural Negotiation

Although cultural stereotypes are a starting point, it is essential to negotiate with the person, not the culture.

Chapter 7: Ethics in Negotiation

Two additional reasons for unethical negotiation behavior are the lure of temptation and limited power of the negotiator. A discussion of the negative consequences of unethical negotiation behavior. The anti-lying argument with respect to negotiation, including the practical benefits of telling the truth. How knowing your values often lays the groundwork for ethical negotiation, assuming that your values are ethical. Starting the negotiation process with multiple options usually benefits both sides. To negotiate ethically, practice the golden and platinum rules. The negotiator can be trustworthy by keeping any promises or concessions made during the negotiation process.

Chapter 8: Major Sources and Types of Conflict

Two types of conflict are added: task versus relationship and line versus staff. When conflict surfaces frequently, it could point the way toward constructive change. Long-term studies with over 7,000 working adults found that work–family conflict has an additive genetic component. Another factor predisposing individuals to work–family conflict appears to be cultural values.

Chapter 9: Basic Techniques for Resolving Conflict

The steps to workplace conflict resolution are expanded to seven instead of five. Another offered advantage of resolving conflict is that it improves self-efficacy. The recommendation is made to exercise self-control when resolving conflict.

Chapter 10: Advanced Techniques for Resolving Conflict

Explanation that organizations should have clearly stated policies for dealing with conflict.

It is helpful for team members to identify tensions that arise frequently within the group, such as speed versus quality. Revised Figure 10-2, Examples of Workplace Conflicts of Interest. A list of mitigation techniques in relation to conflicts of interest.

Chapter 11: Dealing with Incivility, Difficult People, and Criticism

An encouraging note about the usefulness of understanding incivility to resolve workplace conflict is that it is a meaningful and identifiable concept. Another form of incivility is a microaggression—an insensitive statement, question, or assumption aimed generally at a member of an identity group. Uncivil top-performing employees present a challenge to management. Many employees carry extremely negative attitudes toward their employers, and these negative attitudes often take the form of cynicism, which can be classified as a form of workplace incivility. Five studies indicated that employees who are managed by algorithms are less likely to help or support coworkers than are workers managed by a human.

To deal with a difficult person, speak to the person in private using “I” statements. It is helpful to build a *golden bridge*, which refers to the opportunity for the difficult person to save face and view the outcome as at least a partial victory.

Chapter 12: Third-Party Resolution of Conflict

To navigate thorny situations, leaders must develop conflict intelligence—a blend of self-awareness, social-conflict skills, adaptability to situations, and systemic thinking. Another way to look at the manager’s role as a conflict mediator is to think of the manager as a conciliator. The role of the ombuds as another approach to the third-party resolution of conflict.

Online and in Print

Student Options: Print and Online Versions

Negotiation and Conflict Resolutions in Organizations is available in multiple versions: online, in PDF, and in print as either a paperback or loose-leaf text. The content of each version is identical.

The most affordable version is the online book, with upgrade options including the online version bundled with a print version. What is nice about the print version is that it offers you the freedom of being unplugged—away from your computer. The people at Academic Media Solutions recognize that it is difficult to read from a screen at length and that most of us read much faster from a piece of paper. The print options are particularly useful when you have extended print passages to read.

The online edition allows you to take full advantage of embedded digital features, including search and notes. Use the search feature to locate and jump to discussions anywhere in the book. Use the notes feature to add personal comments or annotations. You can move out of the book to follow web links. You can navigate within and between chapters using a clickable table of contents. These features allow you to work at your own pace and in your own style as you read and surf your way through the material. (See “Harnessing the Online Version” for more tips on working with the online version.)

Harnessing the Online Version

The online version of *Negotiation and Conflict Resolution in Organizations* offers the following features to facilitate learning and to make using the book an easy, enjoyable experience:

- *Easy-to-navigate/clickable Table of Contents*—You can surf through the book quickly by clicking on chapter headings or first- or second-level section headings. And the Table of Contents can be accessed from anywhere in the book.
- *Key terms search*—Type in a term, and a search engine will return every instance of that term in the book; then jump directly to the selection of your choice with one click.

- **Notes and highlighting**—The online version includes study apps such as notes and highlighting. Each of these apps can be found in the tools icon embedded in the Academic Media Solutions/Textbook Media’s online eBook reading platform (www.academicmediasolutions.com).
- **Upgrades**—The online version includes the ability to purchase additional study apps and functionality that enhance the learning experience.

Instructor Supplements

In addition to its student-friendly features and pedagogy, the variety of student formats available, and the uniquely affordable pricing options that are designed to provide students with flexibility that fits any budget and/or learning style, *Negotiation and Conflict Resolution in Organizations* comes with the following teaching and learning aids:

- **Test Item File**—This provides a set of 20 multiple-choice, 20 true/false, and 5 essay questions for every chapter for creating original quizzes and exams.
- **Instructor’s Manual**—This is a condensed version of the book offering assistance in preparing lectures, identifying learning objectives, developing essay exams and assignments, and constructing course syllabi.
- **PowerPoint Presentations**—Key points in each chapter are illustrated in a set of PowerPoint files designed to assist with instruction. In addition to the key points, the slides include all of the numbered figures and tables from each chapter.
- **Online Video Labs with Student Worksheets**—A collection of high-quality, dynamic, and sometimes humorous video segments (contemporary and classic) produced by a variety of media, academic, and entertainment sources, accessed via the web. Organized by chapter, the video segments illustrate key topics/issues discussed in the chapters. Each video segment is accompanied by a student worksheet that consists of a series of discussion questions that will help students connect the themes presented in the video segment with key topics discussed in the specific chapter.

Student Supplements and Upgrades (Additional Purchase Required)

- **Lecture Guide**—This printable lecture guide is designed for student use and is available as an in-class resource or study tool. Note: Instructors can request the PowerPoint version of these slides, either to use as developed or to customize.
- **Quizlet Study Set**—Quizlet is an easy-to-use online learning tool built from all the key terms from the textbook. Students can turbocharge their studying via digital flashcards and other types of study apps, including tests and games. Students are able to listen to audio, as well as create their own flashcards. Quizlet is a cross-platform application and can be used on a desktop, tablet, or smartphone.