

The propensity to judge people is based on:

Select correct option:

Stereotype

Diversity

Culture

Power

Issues which arise from the unwarranted belief that someone from a different culture is exactly like you, are:

Select correct option:

Stereotyping

Cultural

Diversity

Power

<http://en.wikipedia.org/wiki/Stereotype>

Sociologists focus on the relations among groups and the of different groups in a social structure. Psychoanalytically-oriented humanists have argued (e.g., Sander Gilman) that stereotypes, by definition, are representations that are not accurate, but a projection of one to another.

A stereotype is a sort of a bundle of _____ that enable people to predict behavior of others.

Select correct option:

Ideas

Logics

Beliefs

Reality

(Page 101) People of a belief tend to confirm group's stereotypes.

Stereotypes are often:

Select correct option:

Accurate, leading a right decision

Accurate but may result in leading towards a wrong direction

Wrong, leading to strategic errors

Wrong but may result in leading to a right direction

(Page 99) Effect of stereotypes

Two major problems exist with this sort of attribution.

The attribution that one makes as the result of stereotyping may be totally wrong.

It is shameful to be stereotyped.

A major problem with stereotyping is that:

Select correct option:

It is honored to be stereotyped

The attributions one makes may be totally wrong

Stereotypes are usually correct

It is based on logic

It is a ___ issue when cultural, racial, ethnic, or gender-based inequalities in power affect the process and outcome of a conflict.

Select correct option:

Stereotyping

Cultural

Diversity

Power

Stereotyping is more likely to occur in situations of _____.

Select correct option:

Fatigue

No stressful situations

Familiarity with the other person

All of the given options

Why People Stereotype

The effect of stress and situational complexity; the more stressful the situation, the more likely it is that stereotyping will occur

Interpersonal conflict tends to be an inherently stressful and complex situation that tends to impose a high degree of cognitive load.

Fatigue, illness, hunger, and intense emotion; personal factors contribute to cognitive load. It also affects the propensity to stereotype.

- Unfamiliarity with the other person

All human beings stereotype. The propensity to judge people based on stereotype is general practice. It is in human cognitive system. page 99

Which group of stereotyping based on the attribution of thoughts, qualities, behaviors and attitudes to others?

Select correct option:

Social group

Ethnic group

Cultural group

Religious group

Page 99

1. The first category is stereotyping. Stereotyping is the attribution of thoughts, qualities, behaviors, and attitudes to others based on their categorization into a social group.

The understanding of stereotyping can help towards resolving the _____.

Select correct option:

Interpersonal conflict

Intrapersonal conflict

Street crimes

Civil wars

Page 99

Stereotypes are part of human cognition and they are an important component of human relations and interpersonal conflict. The understanding of stereotyping can help avoid conflict and also towards resolving the interpersonal conflict.

Extending a pre assumed perception and confirming it with small piece of information is which type of mental process of stereotyping?

Select correct option:

Selecting Weighting Processes

Stereotype over interpretation

Stereotype-consistent perception

Explaining away

Page 101

Stereotype-consistent perception Ambiguous situations are interpreted in a way that confirms stereotypes

In stereotyping, when we get information which is not consistent with our own perceived views, and we try to prove that information wrong and reconfirm our own views then we are:

Select correct option:

Ignoring

Explaining away

Memory intrusion

Challenging

Explaining away Stereotype inconsistent behavior is explained as either a fluke or a result of special circumstances, whereas stereotype consistent behavior is attributed to innate qualities page 101

Overly emphasizing on a piece of information which is consistent with the perceived information and ignoring the one which is not consistent is which type of mental process of stereotyping?

Select correct option:

Selecting Weighting Processes

Stereotype over interpretation

Stereotype-consistent perception

Explaining away

Selecting Weighting Processes Stereotype-consistent events are attributed greater importance than stereotype inconsistent events

Stereotype inconsistent traits are ignored, allowing the stereotype to go unchallenged

Impressions formed about people that are formed from scratch are a type of impression called:

Select correct option:

Data processing

Systemic processing

Category based processing

Detail processing

When peoples are forming impressions about people and things in the world, they either gather the information they need “from scratch” or draw inferences about the person by fitting him/ her into various categories, including his/her own social category. The former type of impression formation is called **systematic processing**, whereas the latter is called **category-based processing**. Page 102

Getting information form scratch is called:

Select correct option:

Systematic processing

Category based processing

Dual processing

Group processing

When peoples are forming impressions about people and things in the world, they either gather the information they need “from scratch” or draw inferences about the person by fitting him/ her into various categories, including his/her own social category. The former type of impression formation is called **systematic processing**, whereas the latter is called **category-based processing**. Page 102

Usually we use category based information because systematic information gathering is:
Select correct option:

- Unreliable
 - Not available
 - Slow**
 - Accurate
- page 102

Dual-process theory predicts that category-based processing will be used, anyway, **if there are insufficient resources (time ,energy, attention) to devote to systematic impression formation,** Why because, without sufficient resources to process systematically, category based processing provides the best available prediction of what others will do

Impressions formed about people who are based upon fitting the person into various categories are a type of impression, called:

Select correct option:

- Data processing
- Detail processing
- Systemic processing
- Category based processing**

_____ processing is faster and easier.

Select correct option:

- Category-based**
- Systematic
- Dual
- Group

BATNA:

Select correct option:

Is a measure of how an individual's environmental and personal power contribute

- Is usually unable to give the disputant a clear picture of how much ability one has
- Is unable to protect disputant and his or her team from making irrational choices
- Forbids team to accept a deal better than the BATNA

BATNA:

Select correct option:

Causes undue pressure into settlement

Is usually unable to give the disputant a clear picture of how much ability one has to get ones underlying interests and needs met

Protects disputant and his or her team from making irrational choices

Forbids team to accept a deal better than the BATNA

Knowing, the BATNA protects a disputant, and the team, from irrational action. Page 94

BATNA:

Select correct option:

Causes undue pressure into settlement

Gives the disputant a clear picture of how much ability one has to get ones underlying interests and needs met

Is unable to protect disputant and his or her team from making irrational choices

Forbids team to accept a deal better than the BATNA

Page 95 **Conduct an Interest Analysis** BATNA assessment begins with an interest analysis. Why? Because there is no way to determine which alternative to negotiation is best without a clear picture of the disputant's interest, needs, and goals

BATNA:

Select correct option:

Prevent being unduly pressured into settlement

Is usually unable to give the disputant a clear picture of how much ability one has to get ones underlying interests and needs met

Is unable to protect disputant and his or her team from making irrational choices

Forbids team to accept a deal better than the BATNA

In assessing the BATNA:

Select correct option:

We can access BATNA in any order

Interest analysis comes after choosing the alternative of ways of negotiation

Fine-tunes the alternatives comes after the realistic assessment of each alternative

Brainstorming the alternatives to a negotiated agreement comes before regular assessment of BATNA

Assessing the BATNA

BATNA assessment follows a six-step process.

1. Conduct an Interest Analysis
2. Brainstorm the Alternatives to a Negotiated Agreement
3. Fine-tunes the Alternatives
4. Assess Each Alternative Realistically
5. Choose the best alternative
6. Regularly Reassess the BATNA

The first step to assessing one's best alternative to a negotiated agreement (BATNA) is:

Select correct option:

Assessing the alternatives

Fine tuning the alternatives

Choosing the best alternative

Conducting an interest analysis

The main problem with relying on BATNAs is that:

Select correct option:

They are not useful

Using them almost invariably causes conflict to escalate out of control

Using them often leads to poor outcomes

They can sometimes be very expensive or hard to determine accurately

Personal power and environmental power are relevant in which stage of BATNA assessment?

Select correct option:

Conduct an Interest Analysis

Brainstorm the Alternatives to a Negotiated Agreement

Fine-tunes the Alternatives

Assess Each Alternative Realistically

Page 95 Fine-tunes the Alternatives Develop a list of alternatives to a negotiated agreement.

Personal power and environmental power are highly relevant to this stage of BATNA analysis.

Interpersonal conflict tends to be _____.

Select correct option:

Self-conscious
Self-committed

Self-fulfilling

All of the given options

10. Interpersonal conflict tends to be self-fulfilling page 31

The main cause of different conception about a same thing is due to the reason that:

Select correct option:

Education levels are different

Family backgrounds are different

People try to conceive what they want

People have different experiences and beliefs

Which of the following is/are always a social stimulus?

Select correct option:

Verbal

Nonverbal

Contextual

All of the given options

A social stimulus is a stimulus emanating from another individual or from the social setting or situation. Social stimuli can be verbal, nonverbal (e.g., body language) or contextual (e.g., where and when behavior took place). Page 29

When a party leader influences on the party members regarding his illegitimate approach on such matters, is one of the examples of:

Select correct option:

Expert power

Coercive power

Referent power

Normative power

Illegitimate means unlawful and illegal

Coercive The ability to influence others by coercing, threatening, harming, irritating

A disputant tries to get the other disputant to agree to his or her terms by threatening litigation.

Physical strength, weaponry, ability to file a lawsuit, ability to write threatening letters, having the law on one's side page 92

The success of _____ style is dependent upon a free flow of information.

Select correct option:

Self-protectiveness

Mutual & unilateral (replied by teacher)

Cooperative versus competitive

Usefulness in inducing cooperation

In identification of interpersonal conflicts it is necessary to identify the:

Select correct option:

Interests

Disputants

Divergent goals

All of the given options

Identifying Interpersonal Conflict

- Analyze the situation carefully to ensure it really is “interpersonal” and not an “inner conflict.”
- **Identify the disputants, and the divergent goals and interests that create the interpersonal conflict.**
- Now, start diagramming or mapping the conflict.

All of the following are advantages of understanding the other disputant's interests

EXCEPT:

Select correct option:

Avoidance of later sabotage

Avoidance of positional bargaining

Craft proposals the other side wants to accept

Blinding the disputant to any position but their own

Enables the negotiator to craft appealing proposals

Avoids errors of judgment about how to resolve the conflict

Sabotage by a disputant whose deep-seated interests are not addressed by the resolution of the conflict

Avoids the pitfalls of positional bargaining

Enables the negotiator to (if necessary) tailor coercive measures to the disputants interests

Analyzing the other disputant's interests

Analyzing one's own interests and those of one's principal, it is also important to analyze the interests of the other disputant. Here are some of the important points regarding analysis of other disputant's interests

1. Greater likelihood of settlement on optimal terms: ability to appeal to other disputant's desires while meeting your own goals.

2. Avoid settling for less than you could get.

3. Minimizing the likelihood of settlement sabotage by appealing to the other disputant's interests.

4. Avoid positional bargaining.

5. If coercion becomes necessary, allows one to design more effective pressure. Page 51 and 49

The attitude that allows for risk taking behavior is known as:

Select correct option:

Trust

Mistrust

Cooperation

Competition

What is Trust?

Trust can be defined as a state of mind in which a person believes that another person intends to be helpful and, accordingly, that it is appropriate to take risks in the relationship. Page 67

_____ are main source of error of interpretation of a stimulus in conflict diagnosis.

Select correct option:

Intentions

Heuristics

Perceptions

None of the given options

(Page 29) Disputant receives the social stimulus with his or her senses

Remember that receiving the stimulus is only the first part of perception – the other essential part is interpretation. Stimulus reception can be prone to error.

Specific sources of interpretational error:

- a. Actor did not intend his or her actions.
- b. Use of a heuristic. It is defined as mental shortcuts that facilitate the interpretational phase of perception
- c. Negative heuristics that tend to be associated with escalated conflict.
- d. Self-fulfilling-prophecy behavioral responses to application of a heuristic by the observer.
- e. Application of heuristics is associated with high levels of stress and reduced mental and emotional resources (as during conflict).
- f. Influenced by individual contextual factors and motivational factors. Page 29

Which of the following is/are always a social stimulus?

Select correct option:

Verbal

Nonverbal

Contextual

All of the given options

Page 29 Social stimuli can be verbal, nonverbal (e.g., body language) or contextual (e.g., where and when behavior took place).

One of the four basic tenets of Morton Deutsch's Theory of constructive or destructive conduct is that conflict is either cooperative or:

Select correct option:

Individualistic

Constructive

Competitive

Destructive

Page 59

Morton Deutsch's Theory of Constructive and Destructive Conflict

Deutsch's ideas about what makes conflict constructive and destructive are well summarized in his 1973 work, "The Resolution of Conflict: Constructive and Destructive Processes".

1. Conflict is either cooperative or competitive.

A dispute in which some of the contentions can be expressed as a cause of action or as a defense to a cause of action is known as:

Select correct option:

War

Collision

Legal dispute

Fender-Bender

Page 2 Legal Dispute A dispute in which some of the contentions can be expressed as a cause of action, or as a defense to a cause of action

_____ is perpetuated and reinforced through stereotype images.

Select correct option:

Behavior

Diversity

Prosperity

Democracy

Page 101 Summary

Stereotype, diversity, and conflict are related concepts. **Diversity is perpetuated and reinforced through stereotype images.** Stereotype images are confirmed through a step-by-step process. It is interesting and we can learn about this mental process by experiencing/doing it.

Conflict is the source of _____ change.

Select correct option:

Personal & social

Political & legal

Hierarchical & political

Global & social

Page 157

Conflict is the root of personal and social change. Hence, the organizations have conflict because of its ever changing environment.

Children with _____ parents are more likely to learn all disputants matter in a conflict.

Select correct option:

Authoritative

Tolerant

Permissive

Strict

All of the following are dimensions of person perspective of conflict EXCEPT:

Select correct option:

Joint-disputant

Social disputant

Individual disputant

Institution or society

Page 23

b. Person perspective

. Individual-disputant

. Joint-disputant

. Systemic

. Institution or society-wide

All of the following are advantages of understanding the other disputant's interests EXCEPT:

Select correct option:

It ensures user doesn't miss an optimal resolution

It creates greater inflexibility in coming to settlement

It helps user visualize and recognize alternate ways to meet goals

It enables user to evaluate some interests could be met outside the conflict

Page 49

Purpose of Interest Analysis

Here are some of the purposes of the interest analysis.

1. It promotes clear thinking and prevents inappropriate decision making resulting from emotional arousal and stress
2. It helps clarify what one wants and needs, and helps the user rank interests in relation to one another
3. It helps user visualize and recognize alternate ways to meet goals
4. **It creates greater flexibility in coming to settlement**
5. It ensures user isn't diverted by details, hot emotion, heat of the moment, and so on
6. It ensures user doesn't miss an optimal resolution

7. It enables user to evaluate whether some interests could be met outside the conflict

All of the following are advantages of understanding the other disputant's interests

EXCEPT:

Select correct option:

It ensures user doesn't miss an optimal resolution

It creates greater flexibility in coming to settlement

It ensures user isn't diverted by details, heat of the moment and so on

It prevents user to evaluate whether some interests could be met outside the conflict

Page 49

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6. It ensures user doesn't miss an optimal resolution
7. **It enables user to evaluate whether some interests could be met outside the conflict**

The main reason to analyze the interests of agents and advocates is to determine if they have interests adverse to their principal, known as:

Select correct option:

Strategy

Judiciary

Power struggles

Conflicts of interest

Interests analysis of agents and advocates

An interest analysis should explore the interests, values, and needs of the agents and advocates on all sides of the conflict. **The principal reason that interests' analysis should include the agents and advocates of one's team is to clarify whether they have problematic conflicts of interest with their principal.** Page 51

The success of _____ style is dependent upon a free flow of information.

Select correct option:

Self-protectiveness

Mutual & unilateral

Cooperative versus competitive

Usefulness in inducing cooperation

Which of the following is Not a major type of assisted negotiation?

Select correct option:

Agent

Mediation

Nonbinding Evaluation

None of the given options

Page 13

Types of Assisted Negotiation

Following are the various types of assisted negotiation.

a) **Agent or advocate-assisted** disputants' representatives conduct the negotiation

b) **Mediation-** neutral third party assists the disputants in settling the dispute.

c) **Nonbinding evaluation-** neutral third party renders a nonbinding evaluation of the conflict

_____ had been in conflict through out his life and now he is one of the most respected persons in the world.

Select correct option:

Henry Ford

Jimmy Carter

Nelson Mandela

Abraham Lincoln

Page 27

Nelson Mandella had been in conflict through out his life and now he is one of the most respected persons in the world.

Various negative emotions affect negotiation outcomes. The most common negative emotion identified by the researchers is:

Select correct option:

Fear

Anger

Anxiety

Rage

Page 5

Negative affect in Negotiation

Negative affect has detrimental effects on various stages in the negotiation process. Although various negative emotions affect negotiation outcomes, by far the most researched is anger.

Angry negotiators plan to use more competitive strategies and to cooperate less, even before the negotiation starts. These competitive strategies are related to reduce joint outcomes.

Business relationships are made up of all of the following components EXCEPT:

Select correct option:

Balanced, neutral fact-finding & evaluation

Restraint of emotional expression

Explicit, detailed agreements

Informality

Page 68

Trust and business

Business relationship is designed for people who must be involved in a relationship but who have very low levels of trust in each other.

A business relationship has following components:

1. Explicit and detailed agreement

2. Formality

3. Restraint of emotional expression

4. Balanced, neutral facilitating and evaluation

People who must be involved in a relationship but who have low levels of trust in one another would be best served by creating a:

Select correct option:

Business relationship

Adversary relationship

Competitive relationship
All of the given options

Page 72

Trust and business

Business relationship is designed for people who must be involved in a relationship but who have very low levels of trust in each other.

Premise Three of Deutsch's theory is that cooperation begets:
Select correct option:

Exacerbation
Competition
Cooperation
Escalation

Page 63

Premise 3: Deutsch's Crude Axioms

Cooperation begets cooperation and competition begets competition.

Many conflictive situations have more than one _____.
Select correct option:

Agency conflict
Personal conflict
Interpersonal conflict
Intrapersonal conflict

Page 33

Keep in Mind the complexity

Many conflict situations will have more than one interpersonal conflict.

_____ is due to restricted social roles and is qualified to inherent characteristics.
Select correct option:

Power
Religion

Attitude

Behavior

Page 101

Fundamental attribution error Behavior that is due to restricted social roles is attributed to innate characteristics

Trust, based on a calculation, comparing the costs and benefits of creating and sustaining a relationship with the costs and benefits of severing it, is the form of which type of trust?

Select correct option:

Calculus-based trust

Productive-based trust

Knowledge-based trust

Identification-based trust

Usually the sources of conflict are _____ and many of them are _____.

Select correct option:

Multiple, hidden

Multiple, obvious

Less than 5, hidden

Less than 5, obvious

page 37

Usually the sources of conflict are multiple and many of them are hidden

When a party leader influences on the party members regarding his illegitimate approach on such matters, is one of the examples of:

Select correct option:

Expert power

Coercive power

Referent power

Normative power

Illegitimate means unlawful and illegal

Coercive The ability to influence others by coercing, threatening, harming, irritating
A disputant tries to get the other disputant to agree to his or her terms by threatening litigation.
Physical strength, weaponry, ability to file a lawsuit, ability to write threatening letters, having
the law on one's side page 92

During a labor dispute one side accuses the other of unfair practices, is one of the examples of:

Select correct option:

Mistrust

Linkages

Meta-disputes

Unpleasant disputant

Page 77

Meta-disputes

During a labor dispute, one side accuses the other of unfair practices.

Which of the following provides a rigorous and clear framework for understanding and appreciating the multiple facets of any conflict?

Select correct option:

Commercial conflict

Conflict resolution

Conflict diagnosis

Systematic conflict

Page 23

Conflict diagnosis is a structured process for understanding and responding to interpersonal conflicts, disputes, and transactions. Conflict diagnosis provides a rigorous and clear framework for understanding and appreciating the multiple facets of any conflict.

Personal power and environmental power are relevant in which stage of BATNA assessment?

Select correct option:

Conduct an Interest Analysis

Brainstorm the Alternatives to a Negotiated Agreement

Fine-tunes the Alternatives

Assess Each Alternative Realistically

Page 95

Personal power and environmental power are highly relevant to this stage of BATNA analysis.

One standing in the shoes of a disputant during an interpersonal conflict, acting for the disputant is called:

Select correct option:

Agent

Principal

Advocate

Stakeholder

Page 4

Agent

One standing in the shoes of a disputant during an interpersonal conflict, acting for the disputant is called an agent.

All of the following are steps which might influence the conflict cycle EXCEPT:

Select correct option:

Establishing ground rules for civility

Pointing out areas of agreement

Using competitive language

Assigning joint tasks

Page 64

Techniques to transform competitive conflict into cooperative

Here are some of the methods and techniques to transform competitive conflict into cooperative conflict.

1. Choose Language with Care

2. Assign Joint Tasks

3. Expand the Pipe

4. Establish ground rules for civility in communication.

5. Create or focus on a common enemy

6. Point out areas of agreement

7. Focus blame away from the disputant and towards process

8. Prepare “the case”
9. Use trust –building exercises
10. Set up structure to create sharing of information

Focusing only on resource aspects of a conflict leads to:

Select correct option:

Zero-sum thinking

A cooperative approach to resolution

A competitive approach to resolution

Zero-sum thinking & competitive approach to resolution

_____ allows the user to choose the best blueprint and the best tools to handle a conflict well.

Select correct option:

Conflict diagnosis

Commercial conflict

Conflict resolution

Systematic conflict

Page 23

Perspectives on the Handling of Interpersonal Conflict

An evaluation of interpersonal conflict depends on how it is handled. Conflict diagnosis allows the user to choose the best blueprint and the best tools to handle a conflict well.

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_____ trust comes from any situation in which people become well and so on.

Select correct option:

Calculus-based

Experience-based

Knowledge-based

Identification-based

Page 71

Knowledge based trust comes from any situation in which people become well and so on.

Which of the following is the process in which an arbitrator issues an award, but keeps it a secret and destroys it if the disputants reach agreement in a subsequent mediation?

Select correct option:

Mediation Arbitration

Arbitration Mediation

Combine Arbitration

Hybrid Mediation

Page 16

2. Arbitration-mediation

In this process an arbitrator issues an award, but keeps it a secret and destroys it if the disputants reach agreement in a subsequent mediation.

There is a contest among all employees of organization about valuable suggestions for improving policies for employees. Which type of conflict it may be?

Select correct option:

Only destructive

Only constructive

Cooperative but destructive

Competitive but constructive

Employee and his manager have a disagreement. You are analyzing the situation as a mediator and your main focus will be that how the concerns of other employees affected by:

Select correct option:

Advocate's interests

Disputant's interests

Advocate of other disputant's interests

Constituents & stake holder's interests

page 50

Analyzing the interests of constituents and stakeholders

Constituents and stakeholders are affected by the course and outcome of a conflict; in turn, their connection to the disputants can lead to their significantly affecting the settlement, or potential settlements, made by the disputants, for good or for ill.

Analyzing the interests of all participants is important as any participant could sabotage the settlement of the dispute.

An interest analysis should also include the agents and advocates for the other disputant. This is because the interests of other participants in the conflict can add to the complexity of motivations driving behavior in the conflict.

Many conflictive situations have more than one _____.

Select correct option:

Agency conflict

Personal conflict

Interpersonal conflict

Intrapersonal conflict

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Stereotypes are part of human cognition and they are an important component of human relations and interpersonal conflict. The understanding of stereotyping can help avoid conflict and also towards resolving the interpersonal conflict.

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5. It ensures user isn't diverted by details, hot emotion, heat of the moment, and so on
6. It ensures user doesn't miss an optimal resolution
7. It enables user to evaluate whether some interests could be met outside the conflict

Which of the following is creating sense that the other 'disputant' is threatening to one's well being and goals?

Select correct option:

Fear

Anger

Satisfaction

Stress

Page 20

Role of stress and emotion in creating threat for a disputant

Role of stress and emotion in creating the sense that the other 'disputant' is threatening to one's well being and goals is following.

The three domains of power include all of the following EXCEPT:

Select correct option:

Personal domain

Relationship domain

Interpersonal domain

Environmental domain

Domains of Power

When we talk about power, we may ask over what domain this deliberate or purposive influence is exercised. There are three major domains:

1. Environmental domain – a person's surroundings
2. Relationship domain – a person's relationship to another person
3. Personal domain – a person's own interests

All of the following are steps which might influence the conflict cycle EXCEPT:

Select correct option:

Establishing ground rules for civility

Pointing out areas of agreement

Using competitive language

Assigning joint tasks

Techniques to transform competitive conflict into cooperative

Here are some of the methods and techniques to transform competitive conflict into cooperative conflict.

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Attitude

Behavior

Fundamental attribution error Behavior that is due to restricted social roles is attributed

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Select correct option:

Unreliable

Not available

Slow

Accurate

page 102

Dual-process theory predicts that category-based processing will be used, anyway, **if there are insufficient resources (time ,energy, attention) to devote to systematic impression formation,** Why because, without sufficient resources to process systematically, category based processing provides the best available prediction of what others will do.

Stereotyping is more likely to occur in situations of:

Select correct option:

Nonstressful situations

Fatigue

Familiarity with the other person

Logically presenting a situation

Page 100

Why People Stereotype

The effect of stress and situational complexity; **the more stressful the situation,** the more likely it is that stereotyping will occur

Interpersonal conflict tends to be an inherently stressful and complex situation that tends to impose a high degree of cognitive load.

Fatigue, illness, hunger, and intense emotion; personal factors contribute to cognitive load. It also affects the propensity to stereotype.

• **Unfamiliarity with the other person**

Interpersonal conflict tends to be _____.

Select correct option:

Self-conscious

Self-committed

Self-fulfilling

All of the given options

10. Interpersonal conflict tends to be self-fulfilling page 31

Which of the following is often unconscious to be given good performance in every situation?

Select correct option:

Reinforcement

Determination

Confidence

Motivation

Page 32

Motivation usually appears simpler to an observer than it does to the one taking action.
Motivation is often unconscious to the actor.

In a conflict diagram conflict is indicated by _____ with the parties at both ends.

Select correct option:

Circles

Straight lines

One-tailed arrows

A double ended block arrow

Page 34

Which of the following is an ability to influence others based on charisma and attractiveness?

Select correct option:

Expert power

Coercive power

Referent power

Normative power

Page 92

Referent The ability to influence others based on charisma and attractiveness

The propensity to judge people is based on:

Select correct option:

Stereotype

Diversity
Culture
Power

All human beings stereotype. The propensity to judge people based on stereotype is general practice. It is in human cognitive system. page 99

_____ justice refers to the fairness of the process.

Select correct option:

Procedural

Distributive

Procedural

Substantive

Page 54

Procedural justice refers to the fairness of the process used to reach a given outcome.

BATNA:

Select correct option:

Causes undue pressure into settlement

Is usually unable to give the disputant a clear picture of how much ability one has to get ones underlying interests and needs met

Protects disputant and his or her team from making irrational choices

Forbids team to accept a deal better than the BATNA

Knowing, the BATNA protects a disputant, and the team, from irrational action. Page 94

Disputants usually _____ in their perceptual frames of reference.

Select correct option:

Do not differ

Resemble

Differ

Agree

Because the perceptual frames of reference of disputants usually differ, they usually attribute the wrong motives to each other as they try to explain the behavior they are seeing using the wrong frame of reference. Emotional reactions to misunderstood actions feed the conflict. Page 31

The success of 'cooperative versus competitive' style is dependent upon:

Select correct option:

Free flow of information

Self-protectiveness

Effective interest analysis

Low concern for self

_____ is similar to the litigation, except that the law underlying recourse to the process is regulatory.

Select correct option:

Arbitration

Negotiation

Agency adjudication

None of the given options

Page 12

Agency adjudication

Agency adjudication is similar to litigation. Except that the law underlying recourse to the process is regulatory.

All of the following are advantages of understanding the other disputant's interests EXCEPT:

Select correct option:

It ensures user doesn't miss an optimal resolution

It creates greater flexibility in coming to settlement

It ensures user isn't diverted by details, heat of the moment and so on

It prevents user to evaluate whether some interests could be met outside the conflict

Page 49

Purpose of Interest Analysis

Here are some of the purposes of the interest analysis.

1. It promotes clear thinking and prevents inappropriate decision making resulting from emotional arousal and stress
2. It helps clarify what one wants and needs, and helps the user rank interests in relation to one another
3. It helps user visualize and recognize alternate ways to meet goals
4. It creates greater flexibility in coming to settlement
5. It ensures user isn't diverted by details, hot emotion, heat of the moment, and so on
6. It ensures user doesn't miss an optimal resolution

7. It **enables** user to evaluate whether some interests could be met outside the conflict

A conflict which is purely internal and does not involve another person is a(n):

Select correct option:

Interpersonal conflict

Intrapersonal conflict

Interpretive conflict

Not a conflict

Page 36

Conflict: interpersonal or intrapersonal

Understand the nature of conflict: is it interpersonal or intrapersonal?

Example: Divergent views of a father and son. The son wants to pursue a career based on his understanding about his own limitations while the father wants a hi fi career for his son. Both want the good career for the boy; there is no inter-personal conflict. It is actually an intrapersonal conflict. The conflict is within the person of the boy. He misinterprets the feelings of his father and thought about the existence of conflict between him and his father.

Inaccurate _____ about how the other feels can lead to conflict.

Select correct option:

Values

Position

Support

Perceptions

The success of _____ style is dependent upon a free flow of information.

Select correct option:

Self-protectiveness

Mutual & unilateral

Cooperative versus competitive

Usefulness in inducing cooperation

Which of the following is a disagreement or difference of opinion of two persons or two parties?

Select correct option:

Dispute

Collision

Conciliation

Adjudication

Page 2

**Dispute
Definition**

a. A disagreement or argument about something important

Getting information from scratch is called:

Select correct option:

Systematic processing

Category based processing

Dual processing

Group processing

When people are forming impressions about people and things in the world, they either gather the information they need “from scratch” or draw inferences about the person by fitting him/ her into various categories, including his/her own social category. The former type of impression formation is called **systematic processing**, whereas the latter is called **category-based processing**. Page 102

Which of the following is creating sense that the other ‘disputant’ is threatening to one’s well being and goals?

Fear

Anger

Satisfaction

Stress

Page 20

Role of stress and emotion in creating threat for a disputant.

Role of stress and emotion in creating the sense that the other 'disputant' is threatening to one's well being and goals is following.

BATNA:

Select correct option:

Causes undue pressure into settlement

Gives the disputant a clear picture of how much ability one has to get ones underlying interests and needs met

Is unable to protect disputant and his or her team from making irrational choices

Forbids team to accept a deal better than the BATNA

Page 95

Conduct an Interest Analysis

BATNA assessment begins with an interest analysis. Why? Because there is no way to determine which alternative to negotiation is best without a clear picture of the disputant's interest, needs, and goals.

Which type of mediation would be expected to be useful if the disputants took very extreme positions based on erroneous information about the merits of their cases?

Select correct option:

Facilitative mediation

Nonbinding evaluations

Evaluative mediation

Mediation

An extremely evaluative mediation may closely resemble nonbinding evaluation:

Which of the following expert integrator(s) is/are familiar with tactics that support the integrating style of negotiation?

Select correct option:

Kim

Pruitt

Rubin

All of the given options

Tactics Used In Integrating

Expert integrators are familiar with five common tactics that support the integrating style of negotiation

(Rubin, Pruitt, & Kim 1994 173-79) page 87

The success of 'cooperative versus competitive' style is dependent upon:

Select correct option:

Free flow of information

Self-protectiveness

Effective interest analysis

Low concern for self

A common conflict between brothers & sisters is known as:

Select correct option:

Blood relation conflict

In-house conflict

Sibling rivalry

Mutual rivalry

The propensity to judge people is based on:

Select correct option:

Stereotype

Diversity

Culture

Power

All human beings stereotype. The propensity to judge people based on stereotype is general practice. It is in human cognitive system. page 99

All of the following are dimensions of person perspective of conflict EXCEPT:

Select correct option:

Joint-disputant

Social disputant

Individual disputant

Institution or society

Page 23

b. Person perspective

. Individual-disputant

. Joint-disputant

. Systemic

. Institution or society-wide

_____ trust comes from any situation in which people become well and so on.

Select correct option:

Calculus-based

Experience-based

Knowledge-based

Identification-based

Page 71

Knowledge based trust comes from any situation in which people become well and so on.

The mediator's primary function is to promote effective negotiation in:

Select correct option:

Facilitative mediation

Evaluative mediation

Nonbinding evaluations

Mediation

Facilitative mediation

In facilitative mediation, the mediator's primary function is to promote effective negotiation or dialogue. Page 105

Which of the following provides a rigorous and clear framework for understanding and appreciating the multiple facets of any conflict?

Select correct option:

Commercial conflict

Conflict resolution

Conflict diagnosis

Systematic conflict

Page 23

Conflict diagnosis is a structured process for understanding and responding to interpersonal conflicts, disputes, and transactions. Conflict diagnosis provides a rigorous and clear framework for understanding and appreciating the multiple facets of any conflict.

All of the following are tactics used in integrating EXCEPT:

Select correct option:

Expanding the pie

Undercutting

Logrolling

Bridging

Page 87

Tactics Used In Integrating

Expert integrators are familiar with five common tactics that support the integrating style of negotiation

(Rubin, Pruitt, & Kim 1994 173-79)

1. **Expanding the pie: it involves making the resource pool larger**
2. Cutting costs: it is the converse expanding the pie: it relies on cost reduction to increase the net revenues available for distribution
3. Nonspecific compensation: It refers to giving the other disputant “unrelated” compensation for giving up something of value
4. Logrolling: it is simply the exchange of items that have values personal to the disputants
5. Bridging: It is responding to underlying interests rather than to positions. In essence, every effective integrating negotiation is a bridging process.

Personal power and environmental power are relevant in which stage of BATNA assessment?

Select correct option:

Conduct an Interest Analysis

Brainstorm the Alternatives to a Negotiated Agreement

Fine-tunes the Alternatives

Assess Each Alternative Realistically

Page 95

Fine-tunes the Alternatives

Develop a list of alternatives to a negotiated agreement. Personal power and environmental power are highly relevant to this stage of BATNA analysis.

Personal power and environmental power are highly relevant to this stage of BATNA analysis.

Maslow's Needs Theory describes that people need to satisfy different needs which are organized hierarchically and the most basic of these needs is:

Select correct option:

Air, food, shelter & sleep

Love & belongingness

Be a unique individual

Safety & security

Page 56

He believed that the most basic needs are the physiological needs (such as needs for air, food, shelter and sleep) and that, until these needs are satisfied, people are not motivated to address other needs or desires.

_____ are main source of error of interpretation of a stimulus in conflict diagnosis.

Select correct option:

Intentions

Heuristics

Perceptions

None of the given options

Where each disputant believes that the existing conflict is due to a different cause, it is considered as:

Select correct option:

Threats to self-concept & world view

Differing attributions of causation

Differences in conflict orientation

Conflicts over deeply held values

Page 46

Differing Attributions of causation

Each disputant believes that the existing state of affairs is due to a different cause and hence warrants a different remedy.

When a party leader influences on the party members regarding his illegitimate approach on such matters, is one of the examples of:

Select correct option:

Expert power

Coercive power

Referent power

Normative power

Illegitimate means unlawful and illegal

Coercive The ability to influence others by coercing, threatening, harming, irritating
A disputant tries to get the other disputant to agree to his or her terms by threatening litigation.
Physical strength, weaponry, ability to file a lawsuit, ability to write threatening letters, having the law on one's side page 92

Which of the following is known as context dependent?

Select correct option:

Comfort

Power

Peace

Time

Page 91

The varieties of relationship power are context-dependent for their effectiveness.

Page 93

Context and Power

Power is context-dependent.

_____ is due to restricted social roles and is qualified to inherent characteristics.

Select correct option:

Power

Religion

Attitude

Behavior

Page 101

Fundamental attribution error Behavior that is due to restricted social roles is attributed to innate characteristics

Which of the following can be happened in revengeful culture?

Select correct option:

It is difficult to resolve conflict through ADR

Vengefulness is a simple issue to resolve conflict

Rigidity of values and fixity of mind are rare

Self worth is not important for people

Page 75

Revenge to rectify injustice

- Revenge to prove self worth
- For preventing other disputant from further havoc
- Perception of hostility and hatred
- Vengeance as a difficult impediment to deal with conflict
- Disappointment of vengeful disputant
- Anger and angry attitude (Rigidity of values/fixity of mind, lack of flexibility and creativity)

The employee and his manager have a disagreement. You are analyzing the situation as a mediator and your main focus will be that how the concerns of other employees affected by: Select correct option:

Advocate's interests

Disputant's interests

Advocate of other disputant's interests

Constituents & stake holder's interests

page 50

Analyzing the interests of constituents and stakeholders

Constituents and stakeholders are affected by the course and outcome of a conflict; in turn, their connection to the disputants can lead to their significantly affecting the settlement, or potential settlements, made by the disputants, for good or for ill.

Analyzing the interests of all participants is important as any participant could sabotage the settlement of the dispute. An interest analysis should also include the agents and advocates for the other disputant. This is because the interests of other participants in the conflict can add to the complexity of motivations driving behavior in the conflict.

The extreme form of conflict is violence and violence generally hurts _____.

Select correct option:

Rich parties

Poor parties

Weaker parties

Stronger parties

Page 17

• Extreme form of conflict is violence and violence generally hurts weaker parties.

The most efficient negotiation style in terms of meeting everyone's underlying interests and needs is called:

Select correct option:

Obliging

Avoiding

Integrating

Compromising

Page 83

4. The *integrating* (or *collaborating* or *problem-solving*) style, which represents a high level of concern for both self and other

When one disputant is doing something which harms or bothers the other, it is a _____.

Select correct option:

Preferences & nuisances conflict

Communication conflict

Data-type conflict

Resource conflict

Page 40

Preferences and nuisances One disputant's behaviour disturbs the other.

Which of the following is the least intrusive of third-party processes?

Select correct option:

Arbitration

Negotiation

Conciliation

Adjudication

Page 7

Conciliation is the least intrusive of third-party processes.

One of the four basic tenets of Morton Deutsch's Theory of constructive or destructive conduct is that conflict is either cooperative or:

Select correct option:

Individualistic

Constructive

Competitive

Destructive

Page 59

Morton Deutsch's Theory of Constructive and Destructive Conflict

Deutsch's ideas about what makes conflict constructive and destructive are well summarized in his 1973 work, "The Resolution of Conflict: Constructive and Destructive Processes".

1. Conflict is either cooperative or competitive.

The faulty perceptions that arise during conflicts are usually thought as:

Select correct option:

Obscure

Obvious

Uncertain

Ambiguous

Page 31

The faulty perceptions that arise during conflicts are usually thought as "obvious".

Efforts to apply alternative blueprints largely fail because:

Select correct option:

There is little support from others

People lack proficiency in using new tools

People try to use old tools to address alternative blueprints

All of the given options

Page 21 figure

People trying to apply alternative blueprints find **they don't work as well**, because

(1) They apply unsuitable tools,

(2) They use suitable tools without proficiency, and

(3) Social structures are designed to support the adversarial blueprint only

In the final step of conflict diagnosis, disputants put the option into practice which in turn creates a new _____.

Select correct option:

Action

Option

Stimulus

All of the given options

Page 30 Disputant acts, creating a new social stimulus.

1. Because of deficiencies in actual self-efficacy (proficiency), the action that occurs may not be the one intended.
2. Proficiency is not a stable trait and it is impaired by stress.
3. Even proficiently executed tactics sometimes fail.
4. Due to errors in interpretation or judgment made by the disputant about the situation.
5. Due to mistaken beliefs about the effectiveness of various blueprints and their tools.
6. Due to changes in the situation.
7. Due to chance – the tactic may carry a known risk that was assumed by the actor.
8. Actions become social stimuli.

Which type of mediation would be expected to be useful if the disputants took very extreme positions based on erroneous information about the merits of their cases?

Select correct option:

Facilitative mediation

Nonbinding evaluations

Evaluative mediation

Mediation

Page 105

An extremely evaluative mediation may closely resemble nonbinding evaluation:

_____ justice refers to the fairness of the process.

Select correct option:

Procedural

Distributive

Procedural

Substantive

Page 54

Procedural justice refers to the fairness of the process used to reach a given outcome.

In an interpersonal conflict where a disputant feels s/he has insufficient power in the relationship, the impediment to resolution is:

Select correct option:

Disempowered disputant

Excluded stakeholders

Jackpot syndrome

Loss aversion

Page 81

Disempowered Disputant

A disempowered disputant is a disputant who feels he or she has insufficient power in the relationship with the other disputant.

Which of the following is the process in which an arbitrator issues an award, but keeps it a secret and destroys it if the disputants reach agreement in a subsequent mediation?

Select correct option:

Mediation Arbitration

Arbitration Mediation

Combine Arbitration

Hybrid Mediation

Page 16

2. Arbitration-mediation

In this process an arbitrator issues an award, but keeps it a secret and destroys it if the disputants reach agreement in a subsequent mediation.

In identification of interpersonal conflicts it is necessary to identify the:

Select correct option:

Interests

Disputants

Divergent goals

All of the given options

A social stimulus is a stimulus emanating from another individual or from the social setting or situation. Social stimuli can be verbal, nonverbal (e.g., body language) or contextual (e.g., where and when behavior took place). Page 29

Conflicts involving _____ matters are more difficult to resolve.

Select correct option:

Personal

Monetary

Intangible

All of the given options

Purely personal matters are more difficult to resolve, especially if someone's honesty or integrity has been challenged. Sometimes a change of personnel on the policyholder's team will bring the fresh air needed to resume productive discussions

_____ the sources of conflict can greatly help improve the chances of resolving the conflict.

Select correct option:

Organizing

Understanding

Understanding & conceptually organizing

All of the given options

All of the following are tactics used in integrating EXCEPT:

Select correct option:

Expanding the pie

Undercutting

Logrolling

Bridging

The mediator's primary function is to promote effective negotiation in:

Select correct option:

Facilitative mediation

Evaluative mediation

Nonbinding evaluations

Mediation

_____ had been in conflict through out his life and now he is one of the most respected persons in the world.

Select correct option:

Henry Ford

Jimmy Carter

Nelson Mandela

Abraham Lincoln

_____ trust comes from any situation in which people become well and so on.

Select correct option:

Calculus-based

Experience-based

Knowledge-based

Identification-based

When we try to associate with the information previously assumed even if we get information about a certain phenomenon, we tend to _____ in process of stereotype.

Select correct option:

Agree

Ignore

Challenge

Explain away

The success of _____ style is dependent upon a free flow of information.

Select correct option:

Self-protectiveness

Mutual & unilateral

Cooperative versus competitive

Usefulness in inducing cooperation

_____ is due to restricted social roles and is qualified to inherent characteristics.

Select correct option:

Power

Religion

Attitude

Behavior

When a party leader influences on the party members regarding his illegitimate approach on such matters, is one of the examples of:

Select correct option:

Expert power

Coercive power

Referent power

Normative power

Premise Three of Deutsch's theory is that cooperation begets:

Select correct option:

Exacerbation

Competition

Cooperation

Escalation

A disputant would rather gamble on a likely huge loss than pay out a smaller loss is considered as what type of barrier in conflict resolution?

Select correct option:

Jackpot syndrome

Lack of ripeness

Loss aversion

Mistrust

Who said, "All men have an instinct for conflict, at least all healthy men"

Select correct option:

Martin Luther King

Jorge Washington

Hillarie Belloc

Aristotle

_____ is due to restricted social roles and is qualified to inherent characteristics.

Select correct option:

Power

Religion

Attitude

Behavior

Behavior that is due to restricted social roles is attributed to innate characteristics

The interest of the landlord is always opposed to the interests of every other class in the community, is quoted by:

Select correct option:

La Bruyere

S. T. Johns

David Ricardo

Lord Palmerston

A common conflict between brothers & sisters is known as:

Select correct option:

Blood relation conflict

In-house conflict

Sibling rivalry

Mutual rivalry

Where each disputant believes that the existing conflict is due to a different cause, it is considered as:

Select correct option:

Threats to self-concept & world view

Differing attributions of causation

Differences in conflict orientation

Conflicts over deeply held values

A general negative and competitive approach to conflict is generally considered to be:

Select correct option:

Constructive

Cooperative

Destructive

Productive

Usually we use category based information because systematic information gathering is:

Select correct option:

Unreliable

Not available

Slow

Accurate

_____ had been in conflict through out his life and now he is one of the most respected persons in the world.

Select correct option:

Henry Ford

Jimmy Carter

Nelson Mandela

Abraham Lincoln

In an interpersonal conflict where a disputant puts so much time, money and energy into the conflict that it seems wasteful to cancel, the impediment to resolution is:

Select correct option:

Over commitment & entrapment

Excluded stakeholders

Jackpot syndrome

Lack of ripeness

Mediation is distinguished from other ADR processes in what way(s)?

Select correct option:

In mediation, the neutral issues a decision

In mediation, the neutral does not issue a decision

In mediation, the disputants retain the power to settle or not

Both 2 and 3 are correct

Which of the following is a disagreement or difference of opinion of two persons or two parties?

Select correct option:

Dispute

Collision

Conciliation

Adjudication

The success of 'cooperative versus competitive' style is dependent upon:

Select correct option:

Free flow of information

Self-protectiveness

Effective interest analysis

Low concern for self

When one disputant is doing something which harms or bothers the other, it is a _____.

Select correct option:

Preferences & nuisances conflict

Communication conflict

Data-type conflict

Resource conflict

Many conflictive situations have more than one _____.

Select correct option:

Agency conflict

Personal conflict

Interpersonal conflict

Intrapersonal conflict

Which type of trust is founded on information?

Select correct option:

Calculus-based trust

Productive-based trust

Knowledge-based trust

Identification-based trust

Impressions formed about people who are formed from scratch are a type of impression called:

Select correct option:

Data processing

Detail processing

Systemic processing

Category based processing

The most efficient negotiation style in terms of meeting everyone's underlying interests and needs is called:

Select correct option:

Obliging

Avoiding

Integrating

Compromising

All of the following statements are true about 'mediation' EXCEPT:

Select correct option:

It is a kind of assisted negotiation process

Mediation is done through a third-party neutral person

The mediator's main role is to assist the disputants in negotiating or in coming to an agreement

The disputants lose the power to conflict resolution in the process of mediation

Extending a pre assumed perception and confirming it with small piece of information is which type of mental process of stereotyping?

Select correct option:

Selecting Weighting Processes

Stereotype over interpretation

Stereotype-consistent perception

Explaining away

Page 101

Stereotype-consistent perception Ambiguous situations are interpreted in a way that confirms stereotypes

'An ounce of mediation is worth a pound of arbitration and a ton of litigation', is quoted by:

Belly Shield
Stuart Hampshire
Joseph Grynbaum
Sandra Day O'Connor

A person who acts on behalf of a disputant is known as:

Select correct option:

Agent

Advocate
Councilor
All of the given options

_____ is perpetuated and reinforced through stereotype images.

Select correct option:

Behavior

Diversity

Prosperity
Democracy

Stereotype, diversity, and conflict are related concepts. Diversity is perpetuated and reinforced through stereotype images. Stereotype images are confirmed through a step-by-step process. It is interesting and we can learn about this mental process by experiencing/doing it.

Mediation is distinguished from other ADR processes in what way(s)?

Select correct option:

In mediation, the neutral issues a decision
In mediation, the neutral does not issue a decision
In mediation, the disputants retain the power to settle or not

Both 2 and 3 are correct

In a conflict diagram participants are indicated by:

Select correct option:

Double-ended block arrow

One-tailed arrows

Straight lines

Circles

The mediator's primary function is to promote effective negotiation in:

Select correct option:

Facilitative mediation

Evaluative mediation

Nonbinding evaluations

Mediation

Which of the following is/are always a social stimulus?

Select correct option:

Verbal

Nonverbal

Contextual

All of the given options

Children with _____ parents are more likely to learn all disputants matter in a conflict.

Select correct option:

Authoritative

Tolerant

Permissive

Strict

People use systemic processing, try to understand others only if:

Select correct option:

They have time to devote to the task

They have resources to devote to the task

They are highly motivated to understand accurately

All of the given options

Who said, “All men have an instinct for conflict, at least all healthy men”

Select correct option:

Martin Luther King

Jorge Washington

Hillarie Belloc

Aristotle

Which of the following provides a rigorous and clear framework for understanding and appreciating the multiple facets of any conflict?

Select correct option:

Commercial conflict

Conflict resolution

Conflict diagnosis

Systematic conflict

Which of the following type of justice prescribes whether the outcome of a conflict is fair?

Select correct option:

Substantive

Procedural

Distributive

Distributive

Who said that “It is essential to the sanity of mankind that each should think the other crazy...”?

Select correct option:

Walt Kelly

Neil Johnson

Hillarie Belloc

Emily Dickinson

Focusing only on resource aspects of a conflict leads to:

Select correct option:

Zero-sum thinking

A cooperative approach to resolution

A competitive approach to resolution

Zero-sum thinking & competitive approach to resolution

The three domains of power include all of the following EXCEPT:

Select correct option:

Personal domain

Relationship domain

Interpersonal domain

Environmental domain

In an interpersonal conflict where a disputant puts so much time, money and energy into the conflict that it seems wasteful to cancel, the impediment to resolution is:

Select correct option:

Over commitment & entrapment

Excluded stakeholders

Jackpot syndrome

Lack of ripeness

Which of the following is NOT the motivation of seeking vengeance?

Select correct option:

To prove self worth

To continue further disarray

Rigidity of values & fixity of mind

Disappointment of vengeful disputant

_____ processing is faster and easier.

Select correct option:

Category-based

Systematic

Dual

Group

Mediation is distinguished from other ADR processes in what way(s)?

Select correct option:

In mediation, the neutral issues a decision

In mediation, the neutral does not issue a decision

In mediation, the disputants retain the power to settle or not

Both 2 and 3 are correct

_____ the sources of conflict can greatly help improve the chances of resolving the conflict.

Select correct option:

Organizing

Understanding

Understanding & conceptually organizing

All of the given options

_____ justice refers to the fairness of the process.

Select correct option:

Procedural

Distributive

Procedural

Substantive

The faulty perceptions that arise during conflicts are usually thought as:

Select correct option:

Obscure

Obvious

Uncertain

Ambiguous

Of the three levels of trust, _____ trust is the highest level of trust.

Select correct option:

Calculus-based

Experience-based

Knowledge-based

Identification-based

Stereotyping is more likely to occur in situations of _____.

Select correct option:

Fatigue

No stressful situations

Familiarity with the other person

All of the given options

Conflicts involving _____ matters are more difficult to resolve.

Select correct option:

Personal

Monetary

Intangible

All of the given options

Personal power and environmental power are relevant in which stage of BATNA assessment?

Select correct option:

Conduct an Interest Analysis

Brainstorm the Alternatives to a Negotiated Agreement

Fine-tunes the Alternatives

Assess Each Alternative Realistically

People who must be involved in a relationship but who have low levels of trust in one another would be best served by creating a:

Select correct option:

Business relationship

Adversary relationship

Competitive relationship

All of the given options

Anger can be an effective negotiating tool, is quoted by:

Select correct option:

Paul Getty

Adam Smith

John Dryden

Mark McCormack

Which of the following is a disagreement or difference of opinion of two persons or two parties?

Select correct option:

Dispute

Collision

Conciliation

Adjudication

A common conflict between brothers & sisters is known as:

Select correct option:

Blood relation conflict

In-house conflict

Sibling rivalry

Mutual rivalry

Personal power and environmental power are relevant in which stage of BATNA assessment?

Select correct option:

Conduct an Interest Analysis

Brainstorm the Alternatives to a Negotiated Agreement

Fine-tunes the Alternatives

Assess Each Alternative Realistically

Conflict is the source of _____ change.

Select correct option:

Personal & social

Political & legal

Hierarchical & political

Global & social

In stereotyping, when we get information which is not consistent with our own perceived views, we usually tend to:

Select correct option:

Agree without confirmation

Agree after confirmation

Ignore

Challenge

_____ justice refers to the fairness of the process.

Select correct option:

Procedural

Distributive

Procedural

Substantive

In which of the following people who take a position, particularly when they do so publicly paint themselves into a corner?

Select correct option:

Communication

Negotiation

Publication

Bargaining

Where each disputant believes that the existing conflict is due to a different cause, it is considered as:

Select correct option:

Threats to self-concept & world view

Differing attributions of causation

Differences in conflict orientation

Conflicts over deeply held values

Which of the following power is the flip side of Coercive power?

Select correct option:

Reward/exchange power

Normative power
Coercive power
Referent power

Which of the following power is based on superior knowledge to the others?

Select correct option:

Normative power
Referent power
Coercive power
Expert power

Who has no independent decision-making power?

Select correct option:

Advocate
Mediator
Councilor
Civil Judge

Which of the following type of justice prescribes whether the outcome of a conflict is fair?

Select correct option:

Substantive
Procedural
Distributive
Distributive

There is a contest among all employees of organization about valuable suggestions for improving policies for employees. Which type of conflict it may be?

Select correct option:

Only destructive
Only constructive
Cooperative but destructive
Competitive but constructive

Which of the following are two styles of mediation?

Select correct option:

Cooperative/Facilitative

Cooperative/Evaluative

Facilitative/Evaluative

Evaluative/Meditative

There is a contest among all employees of organization about valuable suggestions for improving policies for employees. Which type of conflict it may be?

Select correct option:

Only destructive

Only constructive

Cooperative but destructive

Competitive but constructive

The tactic of giving the other disputant something of value which is unrelated to the dispute in return for something of value is known as:

Select correct option:

Nonspecific compensation

Cutting costs

Logrolling

Bridging

(Page 87) Nonspecific compensation: It refers to giving the other disputant “unrelated” compensation for giving up something of value

Impressions formed about people who are formed from scratch are a type of impression called:

Select correct option:

Data processing

Detail processing

Systemic processing

Category based processing

Who are engaged in positional bargaining tends to focus their attention only on the issue represented by the position?

Select correct option:

Agents

Friends

Principals

Disputants

The main cause of different conception about a same thing is due to the reason that:

Select correct option:

Education levels are different

Family backgrounds are different

People try to conceive what they want

People have different experiences and beliefs

Which of the following is a type of assisted negotiation that uses a third party to help disputants negotiate their settlement?

Select correct option:

Advocacy

Mediation

Provocation

Aggravation

All of the following are advantages of understanding the other disputant's interests EXCEPT:

Select correct option:

It ensures user doesn't miss an optimal resolution

It creates greater flexibility in coming to settlement

It ensures user isn't diverted by details, heat of the moment and so on

It prevents user to evaluate whether some interests could be met outside the conflict

The understanding of stereotyping can help towards resolving the _____.

Select correct option:

Interpersonal conflict

Intrapersonal conflict

Street crimes

Civil wars

_____ is perpetuated and reinforced through stereotype images.

Select correct option:

Behavior

Diversity

Prosperity

Democracy

_____ allows the user to choose the best blueprint and the best tools to handle a conflict well.

Select correct option:

Conflict diagnosis

Commercial conflict

Conflict resolution

Systematic conflict

Which of the following is often unconscious to be given good performance in every situation?

Select correct option:

Reinforcement

Determination

Confidence

Motivation

Personal power and environmental power are relevant in which stage of BATNA assessment?

Select correct option:

Conduct an Interest Analysis

Brainstorm the Alternatives to a Negotiated Agreement

Fine-tunes the Alternatives

Assess Each Alternative Realistically

All of the following are tactics used in integrating EXCEPT:

Select correct option:

Expanding the pie

Undercutting

Logrolling

Bridging

Trust, based on a calculation, comparing the costs and benefits of creating and sustaining a relationship with the costs and benefits of severing it, is the form of which type of trust?

Select correct option:

Calculus-based trust

Productive-based trust

Knowledge-based trust

Identification-based trust

The Meta-disputes generally are based on:

Select correct option:

Anger

Bad feelings

Revengeful attitude

Misunderstandings

The origin of knowledge-based trust is/are:

Select correct option:

Being well acquainted with one another

Intimate & well-functioning family relationships

Investigation & research or a long-term relationship

All of the given options

Impressions formed about people that are based upon fitting the person into various categories are a type of impression called:

Select correct option:

Data processing

Systemic processing

Category-based processing

Detail processing

_____ is similar to the litigation, except that the law underlying recourse to the process is regulatory.

Select correct option:

Arbitration

Negotiation

Agency adjudication

None of the given options

Which of the following idea is most relevant to the Deutsch's theory?

Select correct option:

Cooperation is less efficient than competition

Cooperation is destructive while competition is constructive

Cooperation is constructive while competition is destructive

Cooperation causes more duplication of effort than competition

Ten themes of conflict diagnosis are helpful in:

Select correct option:

Understanding nature of conflict

Making better use of ADR

Resolving conflict

All of the given options

The Meta-disputes generally are based on:

Select correct option:

Anger

Bad feelings

Revengeful attitude

Misunderstandings

Who said, “The shortest and best way to make your fortune is to let people see clearly that is in their best interests to promote yours.”

Select correct option:

Aristotle

Walt Kelly

La Bruyere

Mark D. Burn

_____ had been in conflict through out his life and now he is one of the most respected persons in the world.

Select correct option:

Henry Ford

Jimmy Carter

Nelson Mandela

Abraham Lincoln

_____ are main source of error of interpretation of a stimulus in conflict diagnosis.

Select correct option:

Intentions

Heuristics

Perceptions

None of the given options

(Page 29) Disputant receives the social stimulus with his or her senses

Remember that receiving the stimulus is only the first part of perception – the other essential part is interpretation. Stimulus reception can be prone to error.

Impressions formed about people who are formed from scratch are a type of impression called:

Select correct option:

Data processing

Detail processing

Systemic processing

Category based processing

Which of the following idea is most relevant to the Deutsch’s theory?

Select correct option:

Cooperation is less efficient than competition

Cooperation is destructive while competition is constructive

Cooperation is constructive while competition is destructive

Cooperation causes more duplication of effort than competition

In assessing the BATNA:

Select correct option:

We can access BATNA in any order

Interest analysis comes after choosing the alternative of ways of negotiation

Fine-tunes the alternatives comes after the realistic assessment of each alternative

Brainstorming the alternatives to a negotiated agreement comes before regular assessment of BATNA

In an interpersonal conflict where the disputants do not wish to do the work necessary to resolve the conflict until they feel there is no other alternative, the impediment to resolution is _____.

Select correct option:

Mistrust

Lack of ripeness

Excluded stakeholders

Over commitment & entrapment

In a dispute over basketball salaries both owners and players believe that it is inappropriate to cooperate with the opposition, is best example of:

Select correct option:

Linkages

Sub-culture

Multi-culture

Lack of ripeness

BATNA:

Select correct option:

Causes undue pressure into settlement

Is usually unable to give the disputant a clear picture of how much ability one has to get ones underlying interests and needs met

Protects disputant and his or her team from making irrational choices

Forbids team to accept a deal better than the BATNA

Getting information from scratch is called:

Select correct option:

Systematic processing

Category based processing

Dual processing

Group processing

Usually the sources of conflict are _____ and many of them are _____.

Select correct option:

Multiple, hidden

Multiple, obvious

Less than 5, hidden

Less than 5, obvious

_____ the sources of conflict can greatly help improve the chances of resolving the conflict.

Select correct option:

Organizing

Understanding

Understanding & conceptually organizing

All of the given options

Many conflictive situations have more than one _____.

Select correct option:

Agency conflict

Personal conflict

Interpersonal conflict

Intrapersonal conflict

_____ processing is faster and easier.

Select correct option:

Group

When one disputant is doing something which harms or bothers the other, it is a _____.

Select correct option:

Preferences & nuisances conflict

Communication conflict

Data-type conflict

Resource conflict

Which of the following is creating sense that the other 'disputant' is threatening to one's well being and goals?

Select correct option:

Fear

Anger

Satisfaction

Stress

A dispute in which some of the contentions can be expressed as a cause of action or as a defense to a cause of action is known as:

Select correct option:

War

Collision

Legal dispute

Fender-Bender

Issues which arise from the unwarranted belief that someone from a different culture is exactly like you are:

Select correct option:

Stereotyping

Diversity

Cultural

Power

In an interpersonal conflict in which there are disputes about the way a conflict is being handled, the impediment to resolution is:

Select correct option:

Mistrust

Loss aversion

Meta-disputes

Lack of ripeness

Stereotyping is more likely to occur in situations of:

Select correct option:

Nonstressful situations

Fatigue

Familiarity with the other person

Logically presenting a situation

The first step to assessing one's best alternative to a negotiated agreement (BATNA) is:

Select correct option:

Assessing the alternatives

Fine tuning the alternatives

Choosing the best alternative

Conducting an interest analysis

Premise Three of Deutsch's theory is that cooperation begets:

Select correct option:

Exacerbation

Competition

Cooperation

Escalation

Dual process theory and cognitive load are important to prevent, avoid and restore _____.

Select correct option:

Conflict

Misleading

Rule-dependent
Interdependent-self

(Page 103) We have learnt in this lesson, dual process theory, cognitive load and independent and interdependent selves. These concepts are important to prevent, avoid and restore conflict.

Overly emphasizing on a piece of information which is consistent with the perceived information and ignoring the one which is not consistent is which type of mental process of stereotyping?

Select correct option:

Selecting Weighting Processes

Stereotype over interpretation
Stereotype-consistent perception
Explaining away

Impressions formed about people who are formed from scratch are a type of impression called:

Select correct option:

Data processing
Detail processing

Systemic processing

Category based processing

The American legal system is a(n) _____ process built on the notion that justice is achievable through competition.

Select correct option:

Win-win

Adversarial

Cooperative
None of the given options

In what type of conflict, the disputant's duplicate efforts gather information?

Select correct option:

Constructive conflict

Competitive conflict

Cooperative conflict

Destructive conflict

A disputant would rather gamble on a likely huge loss than pay out a smaller loss is considered as what type of barrier in conflict resolution?

Select correct option:

Jackpot syndrome

Lack of ripeness

Loss aversion

Mistrust

In an interpersonal conflict where a disputant puts so much time, money and energy into the conflict that it seems wasteful to cancel, the impediment to resolution is:

Select correct option:

Over commitment & entrapment

Excluded stakeholders

Jackpot syndrome

Lack of ripeness

The theorists who developed this model proposed five basic negotiation styles which include all of the following EXCEPT:

Select correct option:

Dominating

Avoiding

Obliging

Settling

All of the following are advantages of understanding the other disputant's interests EXCEPT:

Select correct option:

It ensures user doesn't miss an optimal resolution

It creates greater flexibility in coming to settlement

It ensures user isn't diverted by details, heat of the moment and so on

It prevents user to evaluate whether some interests could be met outside the conflict

Overly emphasizing on a piece of information which is consistent with the perceived information and ignoring the one which is not consistent is which type of mental process of stereotyping?

Select correct option:

Selecting Weighting Processes

Stereotype over interpretation

Stereotype-consistent perception

Explaining away

The type of power to influence others which is held by attractive is called:

Select correct option:

Referent power

Coercive power

Normative power

Reward/exchange power

BATNA:

Select correct option:

Causes undue pressure into settlement

Is usually unable to give the disputant a clear picture of how much ability one has to get ones underlying interests and needs met

Protects disputant and his or her team from making irrational choices

Forbids team to accept a deal better than the BATNA

Efforts to apply alternative blueprints largely fail because:

Select correct option:

There is little support from others

People lack proficiency in using new tools

People try to use old tools to address alternative blueprints

All of the given options

In the final step of conflict diagnosis, disputants put the option into practice which in turn

creates a new _____.

Select correct option:

Action

Option

Stimulus

All of the given options

Who said, “The shortest and best way to make your fortune is to let people see clearly that is in their best interests to promote yours.”

Select correct option:

Aristotle

Walt Kelly

La Bruyere

Mark D. Burn

Quotations

The shortest and best way to make your fortune is to let people see clearly that is in their best interests to promote yours. **La Bruyere page 48**

The interest of the landlord is always opposed to the interests of every other class in the community, is quoted by:

Select correct option:

La Bruyere

S. T. Johns

David Ricardo

Lord Palmerston

Quotation

The interest of the landlord is always opposed to the interests of every other class in the community. **David Ricardo** (1772 - 1823) British political economist. Page 50

Anger can be an effective negotiating tool, is quoted by:

Select correct option:

Paul Getty
Adam Smith
John Dryden

Mark McCormack

Page 85

Anger can be an effective negotiating tool. **Mark McCormack**

‘A man’s greatest battles are the ones he fights within himself’, is quoted by the:
Select correct option:

Ben Okri

Walt Kelly
Stuart Hampshire
None of the given options

Page 1

Quotations

A man's greatest battles are the ones he fights within himself.

Ben Okri (1959)

Who said, “All men have an instinct for conflict, at least all healthy men”

Select correct option:

Martin Luther King
Jorge Washington

Hillaire Belloc

Aristotle

Page 36

“All men have an instinct for conflict: at least, all healthy men.” Hillaire Belloc

Who said that “It is essential to the sanity of mankind that each should think the other crazy...”?

Select correct option:

Walt Kelly

Neil Johnson

Hillarie Belloc

Emily Dickinson

Page 37

Quotation

“It is essential to the sanity of mankind that each should think the other crazy...”

Emily Dickinson

‘An ounce of mediation is worth a pound of arbitration and a ton of litigation’, is quoted by: Select correct option:

Belly Shield

Stuart Hampshire

Joseph Grynbaum

Sandra Day O’Connor

Page 17

Quotations

An ounce of mediation is worth a pound of arbitration and a ton of litigation.

Joseph Grynbaum

“The greater the power, the more dangerous the abuse” is quoted by the:

Select correct option:

George Bidault

Edmund Burke

Baines Johnson

Winston Churchill

Who said that “Wounds inflicted by the sword heal more easily than those inflicted by the tongue?”

Select correct option:

Dr. Kim

Rubin Hood

William Pruitt

Cardinal Richelieu

Wounds inflicted by the sword heal more easily than those inflicted by the tongue.

Cardinal Richelieu (1585 - 1642) French churchman and statesman.

Which of the following is a type of assisted negotiation that uses a third party to help disputants negotiate their settlement?

Select correct option:

Advocacy

Mediation

Provocation

Aggravation

Mediation is:

Select correct option:

The process that allows for substantive input from third party

The process where parties lose the power to resolution

The process where usually no common grounds are found for resolution

The process where mediators is not allowed to get relevant information about issues

Mediation is second class justice. It is a type of assisted negotiation that uses a third party (or panel of third parties) to help disputants negotiate their settlement. This third party, who is called the mediator, is typically impartial with respect to the disputants and neutral as to the settlement reached.

Meditation

Mediation is a voluntary and confidential process in which a neutral third-party facilitator helps people discuss difficult issues and negotiate an agreement. Basic steps in the process include gathering information, framing the issues, developing options, negotiating, and formalizing

agreements. Parties in mediation create their own solutions and the mediator does not have any decision-making power over the outcome

Mediation is distinguished from other ADR processes in what way(s)?

Select correct option:

In mediation, the neutral issues a decision

In mediation, the neutral does not issue a decision

In mediation, the disputants retain the power to settle or not

Both 2 and 3 are correct

In which type of mediation, the negotiation process is emphasized, rather than the strengths and weaknesses of the disputants' cases?

Select correct option:

Facilitative mediation

Evaluative mediation

Nonbinding evaluations

Mediation

Facilitative mediation

In facilitative mediation, the mediator's primary function is to promote effective negotiation or dialogue. Facilitative mediators use techniques designed to promote effective negotiation as they view it: they lay

In **evaluative mediation**, the mediator works to narrow the gap between the demands of each disputant by expressly evaluating the merits, strengths, and weaknesses of each disputant's position and by strategically communicating these evaluations to the disputants. Page 105

The mediator's primary function is to promote effective negotiation in:

Select correct option:

Facilitative mediation

Evaluative mediation

Nonbinding evaluations

Mediation

Facilitative mediation

In facilitative mediation, the mediator's primary function is to promote effective negotiation or dialogue. Page 105

The mediator's primary function is to narrow the gap between extreme disputant positions by providing evaluations of the merits of the dispute in:

Select correct option:

Facilitative mediation

Evaluative mediation

Nonbinding evaluations

Mediation

(Page 105) In evaluative mediation, the mediator's primary function is to narrow the gap between the positions taken by the two disputants.

In _____ mediation the mediator seeks to narrow the gap between disputants by expressly evaluating each disputant's position.

Select correct option:

Meditative

Evaluative

Facilitative

Cooperative

Page 105

Evaluative mediation

In evaluative mediation, the mediator's primary function is to narrow the gap between the positions taken by the two disputants.

Which of the following are two styles of mediation?

Select correct option:

Cooperative/Facilitative

Cooperative/Evaluative

Facilitative/Evaluative

Evaluative/Meditative

Which of the following is the process in which an arbitrator issues an award, but keeps it a secret and destroys it if the disputants reach agreement in a subsequent mediation?

Select correct option:

Mediation Arbitration

Arbitration Mediation

Combine Arbitration

Hybrid Mediation

All of the following statements are true about 'mediation' EXCEPT:

Select correct option:

It is a kind of assisted negotiation process

Mediation is done through a third-party neutral person

The mediator's main role is to assist the disputants in negotiating or in coming to an agreement

The disputants lose the power to conflict resolution in the process of mediation

In mediation:

Select correct option:

There is always a settlement

If there is some settlement it is permanent

The settlement is usually written down

Settlements reached in mediation are not enforceable contracts

(Page 106) Results of Mediation

Settlement may or may not come about as disputants may not agree. Settlement may be partial or total. It may be permanent or interim/temporary. Settlement is usually in written form.

ITS VERBAL WHILE ITS MEDIATED AND WHEN FINALIZED IS WRITTEN DOWN

In mediation:

Select correct option:

There is always a settlement

If there is some settlement it is permanent

The settlement is usually verbal

Settlements reached in mediation are enforceable contracts, just as they are in any other negotiation process

MEDIATION IS VERBAL AND SETTLEMENT IS WRITTEN

Mediation is a voluntary and confidential process in which a neutral third-party facilitator helps people discuss difficult issues and negotiate an agreement. Basic steps in the process include

gathering information, framing the issues, developing options, negotiating, and formalizing agreements. Parties in mediation create their own solutions and the mediator does not have any decision-making power over the outcome.

In mediation, which of the following statement is correct?

Select correct option:

There may not be a settlement since the disputants may not come to agreement

Settlements reached in mediation are not enforceable contracts

If there is some settlement it is permanent

The settlement is usually verbal

Note: Solved by VU Askari Group students, not by teachers