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## **HRM624 Conflict Management**

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### **Paper 1**

**FINALTERM EXAMINATION Fall 2009**

**HRM624- Conflict Management (Session - 4)**

**Question No: 1 ( Marks: 1 ) - Please choose one**

**The only constant thing in this world is:**

- ▶ Values
- ▶ **Change**
- ▶ Conflict
- ▶ Perception

**Question No: 2 ( Marks: 1 ) - Please choose one**

**Which of the following method of negotiation involves only one neutral party to resolve a conflict among disputants?**

- ▶ **Mediation page 7**
- ▶ Simple negotiation
- ▶ Unassisted negotiation
- ▶ Negotiation with advocates

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

**Question No: 3 ( Marks: 1 ) - Please choose one**

**Which one of the following is likely to be highest level of trust?**

- ▶ Calculus-based
- ▶ Experience-based
- ▶ Knowledge-based
- ▶ **Identification-based**

**Identification based trust** The highest level of trust is identification-based trust.

**Question No: 4 ( Marks: 1 ) - Please choose one**

**One of the parties is willing to take a risk that s/he will lose for the opportunity to obtain a huge recovery is what type of barrier in conflict resolution?**

- ▶ **Jackpot syndrome page 78**
- ▶ Lack of ripeness
- ▶ Loss aversion
- ▶ Mistrust

**Jackpot syndrome** One of the parties is willing to take a huge risk that he or she will lost for the opportunity to obtain a huge recovery.

**Question No: 5 ( Marks: 1 ) - Please choose one**

**Which of the following style demonstrates a low level of concern for a person himself and a high level of concern for others?**

- ▶ Compromising
- ▶ **Integrating**

► **Obliging**

► Avoiding

3. The *obliging* (or *accommodating*) style, which represents a low level of concern for self and a high level of concern for other

**Question No: 6 ( Marks: 1 ) - Please choose one**

**A manager of the restaurant has dismissed the waiter from his job because he served rotten food to a customer. This is the example of what type of power?**

► Referent power

► **Coercive power not sure**

► Normative power

► Reward power

**Question No: 7 ( Marks: 1 ) - Please choose one**

**Physical strength is the source of which power?**

► **Coercive power page 92**

► Referent power

► Normative power

► Expert power

Physical strength,

weaponry, ability to

file a lawsuit, ability

to write threatening

letters, having the

law on one's side

**Question No: 8 ( Marks: 1 ) - Please choose one**

**Diversity issues are related to all of the following, EXCEPT:**

- ▶ Power
- ▶ Culture
- ▶ Stereotyping
- ▶ **Compromise 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.

2. The second category includes considerations of culture. Language, cultural values, perspectives, and cultural attitude towards conflict, negotiation, and conflict resolution.

3. The third category of diversity issue is the issue of power. Power problems in diversity conflict include the disempowerment of particular social groups and the existence of bigotry and prejudice based on social group membership.

These categories frequently influence one another.

**Question No: 9 ( Marks: 1 ) - Please choose one**

**The type of power which influences people by offering them something they want, is known as:**

- ▶ **Reward power page 89**
- ▶ Normative power
- ▶ Coercive power
- ▶ Referent power

## **2. Reward / Exchange Power**

Reward/exchange power is the flip side of coercive power. Reward/exchange power is the ability to influence people by offering them something they value.

**Question No: 10 ( Marks: 1 ) - Please choose one**

**In stereotyping we draw inferences about a person's:**

- ▶ Past, present and future
- ▶ Anticipated traits and behaviors based on logic
- ▶ **Anticipated behaviors based on his/her social category page 99**
- ▶ All of the given options

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.

**Question No: 11 ( Marks: 1 ) - Please choose one**

**Over emphasis on a piece of information which may not be so important to determine a certain event, is representing which of the following aspect of stereotype?**

- ▶ Explaining away
- ▶ Selecting Weighting Processes
- ▶ **Stereotype over interpretation page 101**
- ▶ Stereotype consistent perception

Stereotype over interpretation Stereotypes that are true in a limited sense are overextended in importance or applicability

**Question No: 12 ( Marks: 1 ) - Please choose one**

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

- ▶ Mediation
- ▶ **Evaluative mediation page 105**
- ▶ Facilitative mediation
- ▶ Nonbinding evaluations

**Evaluative mediation** In evaluative mediation, the mediator's primary function is to narrow the gap between the positions taken by the two disputants. Evaluative mediation assumes that negotiation will be a process of positional bargaining.

**Question No: 13 ( Marks: 1 ) - Please choose one**

**Which of the following is the most basic form of nonbinding evaluation consisting of an adjudication process and its outcome is not obligatory?**

- ▶ Summary jury trial
- ▶ Neutral evaluation
- ▶ Minitrial
- ▶ **Nonbinding arbitration page 134**

**. Non-binding Arbitration** Non-binding arbitration is the most basic form of non-binding evaluation. Non-binding evaluation simply consists of an adjudication process in which the outcome is not binding. Sometimes non-binding arbitration is a process chosen by private parties, but often it is a mandatory process ordered by the court.

**Question No: 14 ( Marks: 1 ) - Please choose one**

**In which of the following, entities are created by contract to resolve disputes as they arise in the course of ongoing projects?**

- ▶ Nonbinding arbitration
- ▶ Summary jury trial
- ▶ Neutral evaluation
- ▶ **Dispute review board**

## **5. Dispute Review Boards**

Dispute review boards (also known as dispute resolution boards) are entities created by contract to resolve disputes as they arise during construction projects. Boards are generally made up of three members empanelled by the owner and contractor.

**Question No: 15 ( Marks: 1 ) - Please choose one**

**The process of negotiation refers to all of the following, EXCEPT:**

- ▶ The communication between parties
- ▶ The relationships among parties
- ▶ **The bone of contention**
- ▶ The styles parties adopt

Negotiation involves two basic elements: the process and the substance. The process refers to how the parties negotiate, the context of the negotiation, the parties to the negotiation, the relationships among these parties, the communication between these parties and the tactics used by the parties. The substance refers to what the parties negotiate over, the agenda the issues, the options, and the agreements reached at the end.

**Question No: 16 ( Marks: 1 ) - Please choose one**

**Which of the following is a legal process whereby a neutral third party hears the dispute and issues an award?**

- ▶ Litigation
- ▶ Mediation
- ▶ **Arbitration page 124**
- ▶ Collaboration

Arbitration is a legal process whereby a neutral third party (arbitrator) hears the dispute and issues an award. Arbitration awards are final and binding on the parties and can only be challenged in very exceptional circumstances. An arbitration award has a status similar to a judgment and arbitration.

**Question No: 17 ( Marks: 1 ) - Please choose one**

**The suggested hierarchy of ADR methods suggests that:**

- ▶ Evaluative mediation should come first

- ▶ **Facilitative mediation should come first** page 11 fig..
- ▶ Nonbinding evaluation should come first
- ▶ Nonconsensual processes should come first

**Question No: 18 ( Marks: 1 ) - Please choose one**

**Which of the following is a clear picture of Individualistic culture?**

- ▶ It provides more opportunities to promote an individual
- ▶ Its preferences and structures tend to be invisible to inhabitants
- ▶ It provides more opportunities to handle a conflict in a better way
- ▶ **All of the given options**

Members of the culture acquire the belief that this individualistic, adversarial approach is “best” in that

- These cultural preferences and structures tend to be invisible to inhabitants.
- Developing individuals to use adversarial for their survival and to flourish in the new environment.
- Most opportunities to deal with conflict are set within institutional structures that encourage this approach.
- For example, how is conflict resolution portrayed on TV and in movies? How does our government handle conflict?)
  - Develop individuals’ capacity by practice to execute innovative ways to handle conflict.

**Question No: 19 ( Marks: 1 ) - Please choose one**

**Theory of Social Ecology includes which of the following important institutions for operation of all human beings?**

- ▶ Mass media
- ▶ Court systems



- ▶ School Organizations
- ▶ All of the given institutions page 19

The macrosystem includes the important institutions in which we operate- the court system, the governmental structure and so on. In his influential theory of Social Ecology, Bronfenbrenner postulated that there is a synergistic relationship between the macro system and the individual.

**Question No: 20 ( Marks: 1 ) - Please choose one**

**Which of the following is/are the motivating factor/s for the individual during a conflict?**

- ▶ Principles
- ▶ Aspirations
- ▶ Values
- ▶ All of the given options page 48

**The motivations that individuals have during a conflict, including positions (demands), aspirations, underlying interests, principles, values, and basic needs may be described as interests.**

**Question No: 21 ( Marks: 1 ) - Please choose one**

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

- ▶ Reward/exchange power page 89
- ▶ Normative power
- ▶ Expert power
- ▶ Referent power

## **2. Reward / Exchange Power**

Reward/exchange power is the flip side of coercive power. Reward/exchange power is the ability to influence people by offering them something they value.

**Question No: 22 ( Marks: 1 ) - Please choose one**

**The major problem with stereotyping is/are:**

- ▶ It is undignified to be stereotyped
- ▶ The attributions one makes may be totally wrong
- ▶ Stereotypes are usually based on limited knowledge
- ▶ **All of the given options page 99**

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.

**Question No: 23 ( Marks: 1 ) - Please choose one**

**Who has no independent decision-making power?**

- ▶ Civil Judge
- ▶ **Mediator page 104**
- ▶ Advocate
- ▶ Councilor

The mediator has no independent decision-making power, or legitimacy, beyond what the parties voluntarily afford her

**Question No: 24 ( Marks: 1 ) - Please choose one**

**Mediation is distinguished from other ADR processes in which of the following way?**

- ▶ In mediation, the neutral party issues a decision
- ▶ **In mediation, the neutral party does not issue a decision page 158**
- ▶ In mediation, the disputants do not retain the power to settle
- ▶ All of the given options

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

**Question No: 25 ( Marks: 1 ) - Please choose one**

**In which type of mediation, mediator provides a range of suggested settlements?**

- ▶ Facilitative
- ▶ **Evaluative**
- ▶ Both facilitative and evaluative
- ▶ Neither facilitative nor evaluative

An evaluative mediator might make formal or informal recommendations to the parties as to the outcome of the issues

The facilitative mediator does not make recommendations to the parties, give his or her own advice or opinion as to the outcome of the case, or predict what a court would do in the case. The mediator is in charge of the process, while the parties are in charge of the outcome. does not make recommendations

**Question No: 26 ( Marks: 1 ) - Please choose one**

**How mediators deal with legal issues during the mediation process?**

- ▶ **Through Privileged communications**
- ▶ Advice to seek guidance from legal expert
- ▶ Do not face any legal issues during mediation
- ▶ Use their own expertise of law

**Question No: 27 ( Marks: 1 ) - Please choose one**

**In which of the following nonbinding evaluation process representatives of the disputants have the authority to settle the case?**

- ▶ Summary jury trial
- ▶ Neutral evaluation
- ▶ **Minitrial**    **page 134**
- ▶ Dispute Review Board

## **2. Minitrial**

In minitrial, the time and expense of case presentation is minimized through the presentation of a summary version of the dispute. Minitrials are usually attended by representatives of the disputants who have the authority to settle the case.

**Question No: 28   ( Marks: 1 )   - Please choose one**

**The effectiveness of organizational conflict management has been recognized lately by the development of:**

- ▶ **Dispute resolution systems lecture 41 page 139**
- ▶ Court connected ADR
- ▶ Online ADR
- ▶ Med-Arb

**Question No: 29   ( Marks: 1 )   - Please choose one**

**In which of the following process the case is presented to an arbitrator who decides but keeps the decision secret and then the disputants attempt to mediate a settlement?**

- ▶ Med-Arb
- ▶ **Arb-Med page 16**
- ▶ Incentive Arbitration
- ▶ Ombuds

## **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.

**Question No: 30 ( Marks: 1 ) - Please choose one**

**Conflicts can be prevented and minimized by addressing them at:**

- ▶ Provincial Level
- ▶ Federal Level
- ▶ **Local community level**
- ▶ Central Level

**Question No: 31 ( Marks: 1 ) - Please choose one**

**All of the following are tactics used in evaluative mediation EXCEPT:**

- ▶ **Conflict escalation page 118**
- ▶ Instilling doubt
- ▶ Case evaluation
- ▶ Caucusing

## **5. Evaluative tactics in mediation:**

Even evaluative mediators use many of the facilitative tactics. However there are techniques that are unique to evaluative mediators e.g.

- i. Instilling doubt
- ii. Case evaluation tactics
- iii. Caucusing

**Question No: 32 ( Marks: 1 ) - Please choose one**

**All of the following are tactics used in integrating style of negotiation EXCEPT:**

- ▶ Expanding the pie
- ▶ **Undercutting page 87**
- ▶ Logrolling
- ▶ Bridging

### **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.

## **Paper 2**

**FINAL TERM EXAMINATION**

**Spring 2010**

**HRM624- Conflict Management (Session - 4)**

**Question No: 1 ( Marks: 1 ) - Please choose one**

**Which is the most important issue in conflict management?**

- ▶ Deciding intensity of conflict
- ▶ Finding the frequency of conflict
- ▶ Finding methods of resolving conflict
- ▶ **Distinguishing compatible and incompatible goals**

**Question No: 2 ( Marks: 1 ) - Please choose one**

**What role an adjudicator plays in resolving conflict?**

- ▶ **Neutral party**
- ▶ Disputant party
- ▶ Agent to disputant
- ▶ Disputant's advocate

**Adjudicators are professional, independent people who are skilled in advanced legal and statutory interpretation, analysis and reasoning. Adjudicators deliver fully reasoned written decisions, which are binding on Scheme Members.**

An adjudicator is someone who presides, judges and arbitrates during a formal dispute. The term adjudicator essentially means a judge, without invoking the legal term

**Question No: 3 ( Marks: 1 ) - Please choose one**

**Litigation is the part of which of the following method of negotiation?**

- ▶ Agency adjudication
- ▶ **Adjudication**

▶ Negotiation

▶ Arbitration

**Question No: 4 ( Marks: 1 ) - Please choose one**

**The first step in conflict resolution is:**

- ▶ Finding alternative ways of resolution
- ▶ Focusing on single solution of a problem
- ▶ **Identifying the main issue behind the conflict**
- ▶ None of the given options

**Question No: 5 ( Marks: 1 ) - Please choose one**

**Many conflicting situations may have more than one:**

- ▶ Activity conflict
- ▶ **Interpersonal conflict 33**
- ▶ Intrapersonal conflict
- ▶ Agency conflict

**Keep in Mind the complexity**

Many conflict situations will have more than one interpersonal conflict.

**Question No: 6 ( Marks: 1 ) - Please choose one**

**All of the following are advantages of understanding the other disputant's interest, EXCEPT:**



- ▶ It helps in evaluating interests that could be met outside the conflict
- ▶ It helps in visualizing and recognizing alternate ways to meet goals
- ▶ **It provides more rigidity in reaching settlement 49**
- ▶ It ensures an optimal resolution of a conflict

### **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

### **Question No: 7 ( Marks: 1 ) - Please choose one**

**Which of the following statement is most relevant to the Morton Deutsch's theory?**

- ▶ **Cooperation is constructive while competition is destructive 59**
- ▶ Cooperation causes more duplication of effort than competition
- ▶ Cooperation is less efficient than competition
- ▶ Cooperation is destructive while competition is constructive

### **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.

2. Cooperation tends to be constructive, and competition tends to be destructive

**Question No: 8 ( Marks: 1 ) - Please choose one**

**Among the three levels of trust, the easiest to establish is:**

- ▶ **Calculus-based trust 69**
- ▶ Experience-based trust
- ▶ Knowledge-based trust
- ▶ Identification-based trust

**Question No: 9 ( Marks: 1 ) - Please choose one**

**Disputes about the way a conflict is being handled are normally:**

- ▶ Mistrust
- ▶ Vengeance
- ▶ **Meta disputes 75**
- ▶ Jackpot syndrome

**Question No: 10 ( Marks: 1 ) - Please choose one**

**Which of the following is winning / losing approach of negotiation?**

- ▶ Avoiding style
- ▶ Dominating style
- ▶ **Compromising style 83**
- ▶ Accommodating style

5. The *compromising style*, which represents a moderate level of concern for self and other

**Question No: 11 ( Marks: 1 ) - Please choose one**

**"People get influenced by personality's charisma"; which of the following term justifies this statement?**

- ▶ **Referent power 92**
- ▶ Coercive power
- ▶ Normative power
- ▶ Reward power

**Question No: 12 ( Marks: 1 ) - Please choose one**

**A type of power considered least likely to create conflict escalation, is:**

- ▶ Normative power
- ▶ Coercive power
- ▶ Referent power
- ▶ **Expert power page 91**

**Question No: 13 ( Marks: 1 ) - Please choose one**

**The ability of the power holder to remove something from a person or to punish them for not conforming with a request is termed as;**

- ▶ **Expert power**
- ▶ Referent power

- ▶ Coercive power
- ▶ Normative power

**Question No: 14 ( Marks: 1 ) - Please choose one**

**A negotiation style in which participants have high level of self-concern but low level of concern for the other party, is called:**

- ▶ Avoiding style
- ▶ Compromising style
- ▶ **Dominating style 83**
- ▶ Obliging style

**Question No: 15 ( Marks: 1 ) - Please choose one**

**If a person believes that s/he cannot influence the process of negotiation and its outcomes, s/he is most likely to adopt which type of negotiation style?**

- ▶ Accommodating style
- ▶ Dominating style
- ▶ Compromising style
- ▶ **Avoiding style**

**Question No: 16 ( Marks: 1 ) - Please choose one**

**The impression formed about people by gathering information from scratch is a type of impression called:**

- ▶ Data processing
- ▶ Detail processing

► **Systematic processing 102**

► Category based processing

**Question No: 17 ( Marks: 1 ) - Please choose one**

**Dual process theory and cognitive load are important to prevent, avoid and restore which of the following?**

► Interdependent-self

► Rule-dependent

► Diversity

► **Conflict 103**

### **Summary**

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.

**Question No: 18 ( Marks: 1 ) - Please choose one**

**In which sort of mediation, due process problems are most likely to occur?**

► **Bargaining-based mediation not sure**

► Transformative mediation

► Triage mediation

► Pure mediation

**Question No: 19 ( Marks: 1 ) - Please choose one**

**Sara is a triage mediator, Warda is a pure mediator, Afifa is a transformative mediator and Faria is a bargaining based mediator. Which of these mediators is more likely to try to encourage her clients to get a fair agreement through compromising?**

- ▶ Sara
- ▶ Afifa
- ▶ Faria 111
- ▶ Warda

**Question No: 20 ( Marks: 1 ) - Please choose one**

**Advantages of nonbinding evaluation in litigation include all of the following EXCEPT:**

- ▶ Nonbinding evaluation is better for people in a continuing relationship
- ▶ Nonbinding evaluation is potentially cheaper and faster
- ▶ Nonbinding evaluation does not allow the disputants to retain measure of their autonomy 135
- ▶ Nonbinding evaluation requires less pre-hearing preparation

**Question No: 21 ( Marks: 1 ) - Please choose one**

**Which of the following is *not* the advantage of ODR?**

- ▶ Handle disabilities that prevent attending sessions
- ▶ ADR neutrals lose non-verbal information 140
- ▶ Protect intimidated disputants
- ▶ Separate enraged disputants

**Question No: 22 ( Marks: 1 ) - Please choose one**

**If a disputant refuses to participate, what effect can it make on the usefulness of facilitative mediation?**

- ▶ **Facilitative mediation can not be used 145 not sure**
- ▶ Quality of facilitative mediation will suffer
- ▶ Quality of consent may be impaired
- ▶ Facilitative mediation will take a long time than usual

**Question No: 23 ( Marks: 1 ) - Please choose one**

**Which type of mediation is typically more narrowly focused?**

- ▶ Pure mediation
- ▶ **Bargaining-based mediation 108**
- ▶ Transformative mediation
- ▶ Therapeutic mediation

**Question No: 24 ( Marks: 1 ) - Please choose one**

**The purpose of pure mediation would be most accurately stated as:**

- ▶ Getting a fair compromise
- ▶ Healing the disputants emotionally
- ▶ Getting a quick settlement
- ▶ **Facilitating collaborative negotiation 110**

**Question No: 25 ( Marks: 1 ) - Please choose one**

**“I want to save time and money.” Taking into consideration the advantages and disadvantages of different types of dispute resolution methods, which of the following is best method to be adopted for the statement given above?**

- ▶ **Mediation 121 & 115**
- ▶ Legislation
- ▶ Litigation young
- ▶ Adjudication

**Question No: 26 ( Marks: 1 ) - Please choose one**

**All of the following are the reasons for regulating mediation EXCEPT:**

- ▶ To preserve its essence
- ▶ To ensure its effectiveness
- ▶ To protect others legal rights
- ▶ **To make the process adversarial 122**

**Question No: 27 ( Marks: 1 ) - Please choose one**

**The binding decision issued by an arbitrator is usually known as:**

- ▶ Non-binding arbitration
- ▶ Binding arbitration
- ▶ Arbitration process
- ▶ **Arbitration award 124**



**Question No: 28 ( Marks: 1 ) - Please choose one**

**An arbitration award has a status similar to which of the following?**

- ▶ Contract
- ▶ **Judgment 124**
- ▶ Perception
- ▶ Agreement

**Question No: 29 ( Marks: 1 ) - Please choose one**

**In the Neutral evaluation, who is typically neutral?**

- ▶ Arbitrator
- ▶ Corporate executive
- ▶ Members in jury pool
- ▶ **Experts in technical area 130**

**Question No: 30 ( Marks: 1 ) - Please choose one**

**Which of the following is more quicker, cheaper and less stressful than all the provided options?**

- ▶ **Mediation 127**
- ▶ Arbitration
- ▶ Conciliation
- ▶ Adjudication

**Question No: 31 ( Marks: 1 ) - Please choose one**

**To make a conflict productive:**

- ▶ An individual/entity should be held responsible for making conflict
- ▶ Responsible individual/entity should be treated effectively
- ▶ Circumstances should be analyzed to treat conflict
- ▶ **All of the given options**

**Question No: 32 ( Marks: 1 ) - Please choose one**

**Organizations have conflict because:**

- ▶ People are multicultural
- ▶ Organizations are stagnant
- ▶ People have incompatible goals
- ▶ **Organization's have ever changing environment 157**

**Question No: 33 ( Marks: 1 ) - Please choose one**

**Which of the following outcomes of a conflict are being observed in the specific context of Pakistan?**

- ▶ Opportunity for change
- ▶ Win-win situation
- ▶ **Competition**
- ▶ Positive

**Question No: 34 ( Marks: 1 ) - Please choose one**

**In a conflict diagram the purpose of one tailed arrows is to indicate \_\_\_\_\_ between participants.**

- ▶ **Communication 34**
- ▶ Relationships
- ▶ Participation
- ▶ Conflicts

**Question No: 35 ( Marks: 1 ) - Please choose one**

**Effective leaders heavily rely on all of the following powers, EXCEPT:**

- ▶ **Coercive power**
- ▶ Expert power
- ▶ Referent power
- ▶ Reward power

**Question No: 36 ( Marks: 1 ) - Please choose one**

**The understanding of stereotyping can help towards resolving the:**

- ▶ **Interpersonal conflict 99**
- ▶ Intrapersonal conflict
- ▶ Street crimes
- ▶ Civil wars

**Question No: 37 ( Marks: 1 ) - Please choose one**

**Which of the following role mediator plays during the process of mediation?**

- ▶ Decision-maker
- ▶ **Guide**
- ▶ Analyst
- ▶ Record keeper

**Question No: 38 ( Marks: 1 ) - Please choose one**

**All of the following is allowed at the forum of mediation EXCEPT:**

- ▶ Cooperation
- ▶ Open communication
- ▶ **Misbehavior**
- ▶ Good faith

**Question No: 39 ( Marks: 1 ) - Please choose one**

**Agreements to submit future disputes not yet in existence to arbitration lie in which of the following category of arbitration agreements?**

- ▶ Non-executory
- ▶ Unexecuted
- ▶ **Executory**
- ▶ Executed

**Executory agreements to arbitrate:**

Agreements to submit future disputes, not currently in existence, to arbitration are called executory agreements to arbitrate.

**Question No: 40 ( Marks: 1 ) - Please choose one**

**In which of the following type of nonbinding evaluation, time and expense of case presentation are minimized by summary presentation of the dispute?**

- ▶ **Minitrial** 134
- ▶ Summary jury trial
- ▶ Neutral evaluation
- ▶ Nonbinding arbitration

**Question No: 41 ( Marks: 1 ) - Please choose one**

**Nonbinding evaluation might be the best ADR process where:**

- ▶ **Time is of the essence** 135 not sure
- ▶ Repair of disputant's relationship is of secondary importance
- ▶ Disputant's ATNAs are difficult to determine
- ▶ All of the given options

**Question No: 42 ( Marks: 1 ) - Please choose one**

**Nonbinding evaluation is usually recommended in the relationships which are:**

- ▶ Temporary
- ▶ Continuing

▶ Provisional

▶ Interim

**Question No: 43 ( Marks: 1 ) - Please choose one**

**All of the following are advantages of ODR, EXCEPT:**

- ▶ Transcend geographic and time-zone differences
- ▶ More immediate than letter writing
- ▶ Time to diagnose conflict, think and respond appropriately
- ▶ **Disputants may abandon process 140**

**Question No: 44 ( Marks: 1 ) - Please choose one**

**Which of the following weakens the ability to think clearly about the conflict and resolve it effectively?**

- ▶ Biases
- ▶ Distortions
- ▶ Predispositions
- ▶ **All of the given options**

**Question No: 45 ( Marks: 1 ) - Please choose one**

**Conflict diagnosis is useful for both client and the advocate in which of the following way?**

- ▶ To gain awareness of the client's vital goals
- ▶ To develop effective strategy for achieving the goals

► To diagnose the underlying interests

► All of the given options    145

**Question No: 46 ( Marks: 1 ) - Please choose one**

**Panchayat or Jirga System of Pakistan for conflict resolution is considered as:**

► Top-down strategy

► Central level strategy

► Bottom-up strategy 155

► Mid-level strategy

**Question No: 47 ( Marks: 1 ) - Please choose one**

**During which of the following stage of mediation, the mediator and disputants review what has been decided and what remains to be done?**

► Debriefing and referral 117

► Agreement consummation

► Productive

► Issue clarification

**Question No: 48 ( Marks: 1 ) - Please choose one**

**The best way to handle emotions in mediation is to:**

► Take the side of the speaker

► Agree with the speaker

► Confirm the expressed feeling using the third person voice 118

► Disagree with the expressed feeling

**Paper 3**  
**Spring 2009**  
**HRM624- Conflict Management**  
**Marks: 81**

**Question No: 1 ( Marks: 1 ) - Please choose one**

**A common conflict between brothers & sisters is known as:**

- Blood relation conflict
- In-house conflict
- **Sibling rivalry**
- Mutual rivalry

**Question No: 2 ( Marks: 1 ) - Please choose one**

**Which of the following statement is NOT true for competitive way of conflict resolution?**

- This is a destructive way
- **People negotiate for problem solving page 62**
- People fight with each other
- All of the given options are false

**It is characterized by avoidance of communication, miscommunication, and misleading communication.**

**Question No: 3 ( Marks: 1 ) - Please choose one**

**Customer remained dissatisfied with the shopkeeper s demonstration about the product, it leads to which of the following?**

- **Dispute**
- Collision



- Distortion
- Confusion

**Question No: 4 ( Marks: 1 ) - Please choose one**

**In order to select the best dispute resolution method, it is necessary to engage in the process of:**

- Litigation
- Negotiation
- **Conflict diagnosis page 23**
- None of the given options

It also serves as a clear guide for the development of strategies for addressing conflict, including the selection of dispute resolution processes and providers. In a sense, conflict diagnosis provides the basis for designing methods of producing maximally good conflict in any conflict situation.

**Question No: 5 ( Marks: 1 )**

**Please choose one**

**Conflict can be truly signified by which of the following statement?**

- Always observable
- **Not easily apparent not sure**
- Resolved automatically
- All of the given options

**Question No: 6 ( Marks: 1 ) - Please choose one**

**After receiving social stimuli, people assign meaning to what they have experienced, which is known as:**

- **Interpretation page 29**
- Perception
- Reception
- Stimulus

**3. Disputant interprets what he or she has seen/heard/sensed**

What is it? It's the assigning of meaning to a received stimulus by the observer.

**Question No: 7 ( Marks: 1 ) - Please choose one**

**A conflict which is purely internal and does not involve any other person, is:**

- Interpersonal conflict
- **Intrapersonal conflict page 36**
- Interpretive conflict
- Not a conflict

**Question No: 8 ( Marks: 1 ) - Please choose one**

**Differences in the way people preferentially or automatically respond to conflict are:**

- Threats to self-concept & world view
- **Differing attributions of causation page 46**
- Differences in conflict orientation
- Conflicts over deeply held values

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

**Question No: 9 ( Marks: 1 ) - Please choose one**

**Conflict can be taken as a challenge and could be transformed into a/an:**

- Threat
- System
- **Opportunity page 50**
- Weakness

Conflict in its collective sense is sometimes defined as a condition, sometimes as a process, and sometimes as an event. Conflict can be taken as a challenge and could be transformed into an opportunity.

**Question No: 10 ( Marks: 1 ) - Please choose one**

**Which of the following is referred to the most initial need, according to Maslow s need hierarchy?**

- Safety & security needs
- Self-esteem needs
- Social needs
- **Food & shelter needs page 56**

**Question No: 11 ( Marks: 1 ) - Please choose one**

**Which of the following is the feature of competitive pattern of a conflict in organizations?**

- **It results in missed opportunities**
- It increases productivity
- It results in fewer turnovers

- It has less destructive political behavior

**Question No: 12 ( Marks: 1 ) - Please choose one**

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

- **Over commitment & entrapment page 79**
- Excluded stakeholders
- Jackpot syndrome
- Lack of ripeness

#### **Over-commitment and entrapment**

A disputant over-commits when he or she pours so much time, money, and energy into preparing for a battle that it is seemingly wasteful to back out of the project. The result is that the disputants feel trapped. Over-commitment is a toxic combination of inattention and fear of losing face.

**Question No: 13 ( Marks: 1 ) - Please choose one**

**Which of the following statement is true regarding 'power'?**

- Power is always perceived by individuals
- Power is always used to harm others
- **Power has usually negative dimensions page 90 not sure**
- Power can psychologically affect the negotiation

#### **Summary**

Power is a force to bring or induce change in anything. It is generally considered negative and in damaging terms.

**Question No: 14 ( Marks: 1 ) - Please choose one**

**All of the following are sources of reward power, EXCEPT:**

- Authority
- Resources
- Evaluation standards
- **Personality traits page 92**

Coercive power, wealth, possession of something the other disputant wants

**Question No: 15 ( Marks: 1 ) - Please choose one**

**All of the following are sources of expert power, EXCEPT:**

- Research
- Investigation
- Formal learning
- **Physical strength page 92**

**Research, investigation, formal learning, experts**

**Question No: 16 ( Marks: 1 ) - Please choose one**

**How does power affect BATNA (Best Alternative to a Negotiated Agreement)?**

- The more power a disputant has, the poorer the disputant's BATNA
- **The more power a disputant has, the better the disputant's BATNA page 96-97**
- The power of one party may dominate the other party in BATNA
- There is no effect of power in BATNA

### **Becoming Empowered**

Power means choice. The more power you have, the better your range of choices and the better the potential outcomes you have. We usually think of people wielding power in the relationship domain to get the outcome they want, as in when they threaten one another or take a legal dispute to court to coerce a favorable outcome. But another important use of relationship power is to influence the other disputant to engage in the most desirable conflict resolution process.

Power exercised in the personal and environmental domains can produce better alternatives to a negotiated agreement and, hence, better BATNAs.

**Question No: 17 ( Marks: 1 ) - Please choose one**

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

- Detail processing
- Data processing
- Systemic processing
- **Category-based processing page 102**

**Question No: 18 ( Marks: 1 ) - Please choose one**

**If shopkeeper is arguing with a customer over the price of a product, what type of style they are adopting to resolve this issue?**

- **Dominating or competition style**
- Obliging or accommodating style
- Compromising style
- Avoiding style

**Question No: 19 ( Marks: 1 ) - Please choose one**

**In order to arrive at one's BATNA in a legal dispute, it is necessary to do an analysis of the costs and benefits of litigation. It is known as:**

- **Valuation page 96**
- Resolution
- Negotiation
- Management

**Question No: 20 ( Marks: 1 ) - Please choose one**

**A major problem with stereotyping is that:**

- It is based on logic
- Stereotypes are usually correct
- It is honored to be stereotyped
- **The attributions, one made may be totally wrong page 99**

**Question No: 21 ( Marks: 1 ) - Please choose one**

**Which of the following class of people see their own characteristics as changeable?**

- Disputed-self
- Dependent-self
- Independent-self
- **Interdependent-self page 103**

**The term ‘in dependant self’ and ‘interdependent self’ have been coined to describe how the orientation to social context plays out in an individual. Because an interdependent self is role-dependent, this person tends to see his or her own characteristics as somewhat fluid and changeable.**

**Question No: 22 ( Marks: 1 ) - Please choose one**

**In which of the following method individuals gather information from the scratch during impression formation?**

- Dual processing
- Group processing
- **Systematic processing page 102**
- Category-based processing

**Question No: 23 ( Marks: 1 ) - Please choose one**

**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?**

- Mediation
- Facilitative mediation
- **Evaluative mediation page 105**
- Nonbinding evaluations

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. In extreme forms of evaluative mediation, the centerpiece of the process may be a single evaluation of the likely outcome if the dispute is taken to court.

**Question No: 24 ( Marks: 1 ) - Please choose one**

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

- Non-binding evaluations
- **Facilitative mediation page 105**
- Evaluative mediation
- Simple mediation

**Question No: 25 ( Marks: 1 ) - Please choose one**

**In which type of mediation, mediator provides a range of suggested settlement amounts?**

- Facilitative
- **Evaluative**
- Both facilitative and evaluative
- Neither facilitative nor evaluative

**Question No: 26 ( Marks: 1 ) - Please choose one**

**Confidentiality may be waived in all of the following circumstances, EXCEPT:**

- Matter not confidential to begin with
- At consent of participants
- **At discretion of mediator page 120**
- Evidence of a crime of child abuse or neglect

**Waiver of Confidentiality**

Statutes and court rules, as interpreted by decisional law, provide for waiver of confidentiality in particular circumstances.

1. Consent of the participants
2. Mediator malpractice or malfeasance claim or defense
3. Protection of mediation process
4. Matter to be resolved was not confidential to begin with
5. Evidence of a crime or child abuse/neglect
6. To uphold the administration of justice (more critical need to provide justice in another case)
7. Confidentiality in conflict with another explicit law

**Question No: 27 ( Marks: 1 ) - Please choose one**  
**Who is said to be neutral in non-binding arbitration?**

- **Arbitrator page 132 table**
- Corporate executive
- Members in jury pool
- Experts in technical area

**Question No: 28 ( Marks: 1 ) - Please choose one**  
**In which of the following process, an expert in the subject matter of the dispute or legal expert gives an opinion of the strengths and weaknesses of each side's case?**

- Summary jury trial
- **Neutral evaluation page 134**
- Dispute review board
- Nonbinding arbitration

**4. Neutral Evaluation**

Neutral evaluation is a process in which an expert in the subject matter of the dispute, or a legal expert, is hired to give an assessment of the strengths and weaknesses of each side's case. Neutral evaluation has many variations and is known by a variety of terms, used in often inconsistent fashion.

**Question No: 29 ( Marks: 1 ) - Please choose one**  
**Which of the following is not the advantage of ODR?**

- Protect intimidated disputants
- Separate enraged disputants
- Handle disabilities that prevent attending sessions
- **ADR neutrals lose non-verbal information** page 140

#### **Advantages of ADR Conducted Online**

**Following are the advantages of the ADR conducted online.**

- 1. Transcend geographic and time-zone differences**
- 2. More immediate than letter writing**
- 3. Time to diagnose conflict, think, respond appropriately**
- 4. Protect intimidated disputants**
- 5. Separate enraged disputants**
- 6. Handle disabilities that prevent attending sessions**
- 7. Technologies allow better conflict diagnosis**

#### **Disadvantages of ADR Conducted Online**

**Here are some of the disadvantages of the ADR conducted online.**

- 1. Disempowers computer-illiterate; people who write poorly**
- 2. Disempowers people with impaired access to Internet**
- 3. Lack of body language, technology problems may produce meta-disputes**
- 4. ADR neutrals lose non-verbal information**



**5. Disputants may abandon process**

**Question No: 30 ( Marks: 1 ) - Please choose one**  
**The two styles of mediation are:**

- Cooperative/Facilitative
- **Facilitative/Evaluative page 105**
- Cooperative/Evaluative
- Evaluative/Meditative

**Question No: 31 ( Marks: 1 ) - Please choose one**  
**Which type of mediation is typically more narrowly focused?**

- **Bargaining-based mediation page 108**
- Transformative mediation
- Therapeutic mediation
- Pure mediation

**Question No: 32 ( Marks: 1 ) - Please choose one**  
**The substance in negotiation refers to all of the following, EXCEPT:**

- **Relationship page 158**
- Agenda
- Option
- Issue

The substance refers to what the parties negotiate over, the agenda the issues, the options, and the agreements reached at the end.

**Question No: 33 ( Marks: 1 ) - Please choose one**  
**Which of the following dispute resolution method leaves the disputants with the power to accept or reject a possible settlement?**

- **Mediation page 158**
- Litigation
- Legislation
- Arbitration

**Question No: 34 ( Marks: 1 ) - Please choose one**

**In which type of mediation, a mediator takes the time to ensure that he or she has no prior dealings with either disputant that might create a conflict of interest?**

- Facilitative
- Evaluative
- **Both facilitative and evaluative not sure**
- Neither facilitative nor evaluative

**Question No: 35 ( Marks: 1 ) - Please choose one**

**Which one of the following is NOT a major reason for the regulation of mediation is to protect the rights held by the participants in mediation?**

- Safety issues
- Conflict with other rights
- **Dual processes mediation page 120**
- Due process consideration

#### **Protecting other Rights:**

The third major reason for the regulation of mediation is to protect the rights held by the participants in mediation and others affected by the process.

1. Due process consideration
2. Safety issues
3. Conflict with other rights

#### **1. Due Process Considerations:**

Limitations on coercion in mediation; informal consent; lifting of confidentiality to protect the rights to give evidence in other proceedings are some of the considerations.

#### **2. Safety Issues:**

Mediation in abuse situations is concerned with the safety issues.

#### **3. Conflict with Other Rights:**

Confidentiality of mediation involving the government: effects of laws rendering proceedings open to the public

**Question No: 36 ( Marks: 1 ) - Please choose one**

**Which of the following is a legal process whereby a neutral third party hears the dispute and issues an award?**

- Litigation
- Mediation
- **Arbitration page 126**
- Collaboration

**Question No: 37 ( Marks: 1 ) - Please choose one**

**The binding decision issued by an arbitrator is usually known as:**

- Non-binding arbitration
- Binding arbitration
- Arbitration process
- **Arbitration award page 124**

**Question No: 38 ( Marks: 1 ) - Please choose one**

**The law of arbitration in Pakistan is contained in which of the following Arbitration Act?**

- 1960
- 1990
- **1940 page 125**
- 1945

**Question No: 39 ( Marks: 1 ) - Please choose one**

**Arbitration clauses are commonly used in which of the following?**

- Arms length disputes
- Employment contracts
- Consumer dealings by organizations
- **All of the given options**

**Question No: 40 ( Marks: 1 ) - Please choose one**

**The suggested hierarchy of ADR methods suggests that:**

- Evaluative mediation should come first
- **Facilitative mediation should come first page 11 figure**
- Nonbinding evaluation should come first
- Nonconsensual processes should come first

**Question No: 41 ( Marks: 1 ) - Please choose one**

**Under which of the following situation the parties have limited rights to appeal?**

- Mediation
- **Arbitration page 127**
- Conciliation
- Negotiation

**Question No: 42 ( Marks: 1 ) - Please choose one**

**In which of the following a mediator shall fully disclose and explain the involvement of money?**

- **Fee page 123**
- Quality
- Morality
- Competence

## **Paper 4**

**Question No: 1 ( Marks: 1 ) - Please choose one**

**Which is the most important issue in conflict management?**

- Deciding intensity of conflict
- Finding the frequency of conflict
- Finding methods of resolving conflict
- **Distinguishing compatible and incompatible goals**

**Question No: 2 ( Marks: 1 ) - Please choose one**

**Which of the following statement is NOT true for competitive way of conflict resolution?**

- This is a destructive way
- **People negotiate for problem solving page 62**
- People fight with each other
- All of the given options are false

**It is characterized by avoidance of**

**communication, miscommunication, and misleading communication.**

**Question No: 3 ( Marks: 1 ) - Please choose one**

**Which of the following is seldom recommended in conflict resolution?**

- **Negotiation**

- Arbitration
- Meditation
- Adjudication

**Question No: 4 ( Marks: 1 ) - Please choose one**  
**The conflict phobic reacts to conflict by:**

- **Not preparing for conflict**
- Postponing negotiations
- Making extreme demands
- Valuing interpersonal conflict

**Question No: 5 ( Marks: 1 ) - Please choose one**  
**The second step of social interaction in which the perceiver sees, hears or otherwise uses his/her senses to receive the event, is known as:**

- Stimulus
- Reception
- Perception
- **Interpretation page 29**

**3. Disputant interprets what he or she has seen/heard/sensed**

What is it? It's the assigning of meaning to a received stimulus by the observer.

**Question No: 6 ( Marks: 1 ) - Please choose one**  
**A conflict which is purely internal and does not involve any other person, is:**

- Interpersonal conflict
- **Intrapersonal conflict page 36**
- Interpretive conflict
- Not a conflict

**Question No: 7 ( Marks: 1 ) - Please choose one**  
**Conflict over the ownership or control of something valuable is known as:**

- Preferences conflict
- Communication conflict
- Data-type conflict
- **Resource conflict**

**Question No: 8 ( Marks: 1 ) - Please choose one**  
**Conflict participants often surround themselves in their own rigid thoughts & close**

all the possibilities of any other options. This general attitude of conflict participants is termed as:

- Teamwork effort
- Negotiation strategy
- **Positional bargaining 48**
- All of the given options

**Question No: 9 ( Marks: 1 ) - Please choose one**

The bottom line that disputant is willing to accept is represented by which of the following term in a conflict union?

- Position
- **Aspiration 55**
- Underlying interest
- Principles and values

**Question No: 10 ( Marks: 1 ) - Please choose one**

Which of the following is the feature of competitive pattern of a conflict in organizations?

- **It results in missed opportunities**
- It increases productivity
- It results in fewer turnovers
- It has less destructive political behavior

**Question No: 11 ( Marks: 1 ) - Please choose one**

Which of the following statement is true regarding 'power'?

- Power is always perceived by individuals
- Power is always used to harm others
- **Power has usually negative dimensions page 90 not sure**
- Power can psychologically affect the negotiation

### **Summary**

Power is a force to bring or induce change in anything. It is generally considered negative and in damaging terms.

**Question No: 12 ( Marks: 1 ) - Please choose one**

According to which of the given power, an individual is able to influence others by conferring benefit?

- **Reward power 92**
- Normative power
- Coercive power
- Referent power

**Question No: 13 ( Marks: 1 ) - Please choose one**

**Mr. Jahanzaib has changed the sitting arrangement of his subordinates to make them more comfortable in order to get good output. He is exercising which type of power?**

- Reward power
- **Normative power 92**
- Expert power
- Ecological power

**Question No: 14 ( Marks: 1 ) – Please choose one**

**Innocent faces can distract others from actual facts ; this statement justifies which of the given power?**

- Coercive power
- Expert power
- **Referent power 92**
- Normative power

**Question No: 15 ( Marks: 1 ) - Please choose one**

**How does power affect BATNA (Best Alternative to a Negotiated Agreement)?**

- The more power a disputant has, the poorer the disputant's BATNA
- **The more power a disputant has, the better the disputant's BATNA page 96 -97**
- The power of one party may dominate the other party in BATNA
- There is no effect of power in BATNA

### **Becoming Empowered**

Power means choice. The more power you have, the better your range of choices and the better the potential outcomes you have. We usually think of people wielding power in the relationship domain to get the outcome they want, as in when they threaten one another or take a legal dispute to court to coerce a favorable outcome. But another important use of relationship power is to influence the other disputant to engage in the most desirable conflict resolution process.

Power exercised in the personal and environmental domains can produce better alternatives to a negotiated agreement and, hence, better BATNAs.

**Question No: 16 ( Marks: 1 ) - Please choose one**

**The main problem of relying on BATNA is that:**

- It is not as much useful
- It often leads to poor outcomes
- It makes the situation more complex
- **It is often very expensive in terms of time 96**

**Question No: 17 ( Marks: 1 ) - Please choose one**

**All of the following are tactics used in 'integration' phase of negotiation, EXCEPT:**

- Expanding the pie
- **Undercutting 87**
- Logrolling
- Bridging

**Question No: 18 ( Marks: 1 ) - Please choose one**

**The type of power which influences people by offering them something they want, is known as:**

- **Reward power 89**
- Normative power
- Coercive power
- Referent power

**Question No: 19 ( Marks: 1 ) - Please choose one**

**In order to arrive at one's BATNA in a legal dispute, it is necessary to do an analysis of the costs and benefits of litigation. It is known as:**

- **Valuation 96**
- Resolution
- Negotiation
- Management

**Question No: 20 ( Marks: 1 ) - Please choose one**

**The impression formed about people by gathering information from scratch is a type of impression called:**

- Data processing
- Detail processing
- **Systematic processing page 102**
- Category based processing

**Question No: 21 ( Marks: 1 ) - Please choose one**

**Which of the following is true about stereotypes?**



- **These are wrong, leading to strategic errors 99**
- These are accurate, leading a right decision
- These are accurate but may result in leading to a wrong direction
- These are wrong but may result in leading to a right direction

**Question No: 22 ( Marks: 1 ) - Please choose one**  
**In stereotyping we draw inferences about a person s:**

- Past, present and future
- Anticipated traits and behaviors based on logic
- **Anticipated behaviors based on his/her social category 99**
- All of the given options

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.

**Question No: 23 ( Marks: 1 ) - Please choose one**  
**A major problem with stereotyping is that:**

- It is based on logic
- Stereotypes are usually correct
- It is honored to be stereotyped
- **The attributions, one made may be totally wrong 99**

**Question No: 24 ( Marks: 1 ) - Please choose one**  
**If we try to thoroughly process the information about each & every individual in all situations, it will become:**

- **Highly inefficient 99**
- Highly efficient
- Highly effective
- Highly ineffective

If we try to process the information about every individual in all situations, it will become highly inefficient.

**Question No: 25 ( Marks: 1 ) - Please choose one**  
**Which of the following class of people see their own characteristics as changeable?**

- Disputed-self
- Dependent-self
- Independent-self
- **Interdependent-self 103**

The term ‘in dependant self’ and ‘interdependent self’ have been coined to describe how the orientation to social context plays out in an individual. Because an interdependent self is role-dependent, this person tends to see his or her own characteristics as somewhat fluid and changeable.

**Question No: 26 ( Marks: 1 ) - Please choose one**

**In which of the following method individuals gather information from the scratch during impression formation?**

- Dual processing
- Group processing
- **Systematic processing 102**
- Category-based processing

**Question No: 27 ( Marks: 1 ) – Please choose one**

**In which of the following process, an expert in the subject matter of the dispute or legal expert gives an opinion of the strengths and weaknesses of each side’s case?**

- Summary jury trial
- **Neutral evaluation 134**
- Dispute review board
- Nonbinding arbitration

#### **4. Neutral Evaluation**

Neutral evaluation is a process in which an expert in the subject matter of the dispute, or a legal expert, is hired to give an assessment of the strengths and weaknesses of each side’s case. Neutral evaluation has many variations and is known by a variety of terms, used in often inconsistent fashion.

**Question No: 28 ( Marks: 1 ) - Please choose one**

**If a disputant refuses to participate, what effect can it make on the usefulness of facilitative mediation?**

- **Facilitative mediation can not be used 145**
- Quality of facilitative mediation will suffer

- Quality of consent may be impaired
- Facilitative mediation will take a long time than usual

**Question No: 29 ( Marks: 1 ) - Please choose one**

**If one or both disputants are unsure about their BATNA s, what effect can it make on the usefulness of facilitative mediation?**

- Facilitative mediation can not be used
- Quality of facilitative mediation will suffer
- Facilitative mediation will take a long time than usual
- **Quality of consent may be impaired 145**

**Question No: 30 ( Marks: 1 ) - Please choose one**

**To promote empowerment and recognition of each disputant is the goal of which type of mediation?**

- Pure mediation
- Triage mediation
- **Transformative mediation 111**
- Bargaining-based mediation

**Question No: 31 ( Marks: 1 ) - Please choose one**

**One of the most significant features of mediation is its effectiveness in preserving ongoing:**

- Conflict
- Competition
- Controversy
- **Relationship 114**

**Question No: 32 ( Marks: 1 ) – Please choose one**

**In which stage of mediation mediator will inform clients about mediator s style, explain process, and explain advantages of cooperative dispute resolution and mediation?**

- **Issues clarification and communication 117**
- Agreement consummation
- The introductory stage
- The productive stage

**Question No: 33 ( Marks: 1 ) - Please choose one**

**What important role, ethics play in mediation?**

- **Enhance effectiveness of mediation 120 & 121**

- Helps in achieving extra compromises
- Assists in avoiding the courts involvement
- Simply a waste of time & money, if it fails

**Question No: 34 ( Marks: 1 ) - Please choose one**

**Which of the following rule requires that the mediators should not favor or impose their will on one disputant?**

- Revolutionary
- Confidentiality
- **Neutrality 122**
- Adversary

**Question No: 35 ( Marks: 1 ) - Please choose one**

**The law of arbitration in Pakistan is contained in which of the following Arbitration Act?**

- 1960
- 1990
- **1940 125**
- 1945

**Question No: 36 ( Marks: 1 ) – Please choose one**

**Which of the following class of arbitration is mentioned in chapter III, section 20 of the ‘Arbitration Act’?**

- Arbitration in suits through court
- **Arbitration where no suit is pending 125**
- Arbitration without court intervention
- Arbitration investigation through agency

**Question No: 37 ( Marks: 1 ) - Please choose one**

**Agreements to submit future disputes not yet in existence to arbitration are which of the following category of arbitration agreements?**

- Non-executory
- Unexecuted
- **Executory 126**
- Executed

**Question No: 38 ( Marks: 1 ) - Please choose one**

**In the Neutral evaluation, who is typically neutral?**

- Arbitrator

- Corporate executive
- Members in jury pool
- **Experts in technical area 130**

**Question No: 39 ( Marks: 1 ) - Please choose one**

**Extensive preparation often creates hindrance in settlement. All of the following are suggestions for avoiding it, EXCEPT:**

- Set limits to involvement
- No financial constraints
- Periodically reappraise strategies
- **Intention to save one special person not sure**

**Question No: 40 ( Marks: 1 ) - Please choose one**

**In which of the following a mediator shall fully disclose and explain the involvement of money?**

- **Fee**
- Quality
- Morality
- Competence

**Question No: 41 ( Marks: 1 ) - Please choose one**

**'Positional bargaining' leads to which of the following consequence?**

- **Impasses the bad feelings among disputants 48**
- Better position for each of the bargainers
- Creative approaches to conflict resolution
- The most integrative outcome in conflict

**Question No: 42 ( Marks: 1 ) - Please choose one**

**In what type of conflict the disputants duplicate efforts to gather information?**

- Constructive Conflict
- Cooperative Conflict
- **Competitive Conflict 62**
- Destructive Conflict