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HIGHLIGHTED HANDOUT

HRM624

Conflict Management

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MIDTERM EXAMINATION

Spring 2009

HRM624- Conflict Management (Session - 1)

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

“We have met the enemy and it is us”, this statement is quoted by:

Ben Okri

Walt Kelly

Mao Zedong

Stuart Hampshire

Page 01) We have met the enemy and it is us. Walt Kelly

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

Conflict can be productive just because:

Both parties can understand other's situational requirement

Both parties can observe each other more closely

Both parties can understand other's view point

All of the given options

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

Virtually ALL conflicts:

Combine promotive and contrient interdependence

Are due to promotive interdependence only

Are due to contrient interdependence only

None of the given options

Page 07) Virtually all conflicts combine promotive and contrient interdependence

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

Which of the following has always a positive effect on negotiation?

Creative thinking

Inflexible attitude

Intense emotions

Rigidity of thoughts

page 05) Positive affect in Negotiation

Even before the negotiation process starts, people in a positive mood have more confidence, and higher

tendencies to plan to use a cooperative strategy. During the negotiation, negotiators who are in a positive

mood tend to enjoy the interaction more, show less contentious behaviour, use less aggressive tactics and and more cooperative strategies.

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

The MOST important & initial concern to resolve an interpersonal conflict is:

Involvement of a neutral party

The will to resolve conflict

To control negative emotions

Understand other party's emotions

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

A negotiation method, in which disputants communicate through their agents, is termed as:

Unassisted negotiation

Negotiation with advocates

Simple Negotiation

Nonbinding evaluation

Page 08) An advocate is a kind of agent. The one who speaks on behalf of another, especially in a legal context is called an agent

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

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

Mediation

Simple negotiation

Unassisted negotiation

Negotiation with advocates

Page 13) **Mediation-** neutral third party assists the disputants in settling the dispute.

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

A dramatic struggle between the antagonist and the protagonist is termed as:

Conflict

Chaos

Accord

Disorder

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

Our cultural perspective leads us to view conflict as all of the following, EXCEPT:

War

Destruction

Emotionally painful

Way to spur reform

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

Which of the following can be taken into account while generating different options for conflict resolution?

Broadened vision of disputants

Any alternative that provides mutual benefit
Parameters defined by disputants

All of the given options

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Question No: 11 (Marks: 1) - Please choose one The final step in which disputants put the options into practice which results in creating a new:

Action

Option

Stimulus

None of the given options

Seven Steps of Conflict Diagnosis

1. Social stimulus

2. Disputant *receives* stimulus

3. Stimulus *interpretation*

4. Option generation

5. Weighing options

6. Disputant *chooses* an option

7. Disputant acts; new stimulus created

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

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

Interpersonal conflict

Intrapersonal conflict

Interpretive conflict

Not a conflict

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

Sociogram is considered as an important activity in managing conflict, because:

It is difficult to remember a mental picture of conflict

It helps us to better understand the conflict

It clearly highlights all the factors of conflict

All of the given options

Page 36) Developing a conflict map or sociogram will help understand the nature of conflict.

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

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Stating a description of conflict and putting it aside for a while, serves the purpose of:

Prolong the interpersonal conflict

Clarify the divergent goals more accurately

Eliminate the minute details of the conflict

Minimize the number of undefined goals

Question No: 15 (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

Page 38)

Question No: 16 (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

Underlying interest

Principles and values

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

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

Agents

Friends

Principals

Disputants

Page 48) Positional bargaining

A process of negotiation that involves each disputant taking successively more moderate positions in hopes that eventually a compromise will result is described as positional bargaining.

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

“There are two educations, one should teach us how to make a living and the other how to live”, is quoted by:

John Adams

John Howard
Andrew Simian
Andrew Bernstein

Page 59) "There are two educations, one should teach us how to make a living and the other how to live" John Adams

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

Who said, "If thou are a master, be some time blind; if a servant, sometimes deaf"?

Robert Gaits
Robert Frost
Thomas Fuller
Thomas Millar

Page 62) If thou are a master, be some time blind; if a servant, sometimes deaf. Thomas Fuller
(Turning competition into cooperation)

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

Two departments of organization are having conflict over the distribution of resources and they are unable to work together. This is an example of which type of conflict?

Constructive
Destructive
Productive
Supportive

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Question No: 21 (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: 22 (Marks: 1) - Please choose one

In which type of conflict the disputants pool efforts to gather information?

Cooperative
Destructive
Competitive
Constructive

Page 62) Features of Cooperation while being in conflict

Disputants pool efforts to gather information (efficient in time, money).

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

There is a contest among all employees of organization about valuable suggestions

for improving policies for employees. Which type of conflict it may be?

Only destructive

Only constructive

Cooperative but destructive

Competitive but constructive

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

Which of the following 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?

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Trust

Mistrust

Cooperation

Competition

Page 67) 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.

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

“Believe in yourself, but do not always refuse to believe in others”, is quoted by:

Boris Alyson

Lewis Carroll

Joaquim Maria

Samuel Godwyn

Page 71) Believe in yourself, but do not always refuse to believe in others.

Joaquim Maria Machado de Assis (1839 - 1908) Brazilian novelist and short-story writer

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

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

Mistrust

Vengeance

Meta disputes

Jackpot syndrome

Page 75) Meta Disputes

Meta-disputes are disputes about the way a conflict is being handled.

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

In an interpersonal conflict where a disputant feels s/he has insufficient power in the

relationship, this is called as:

Disempowered disputant

Excluded stakeholders

Jackpot syndrome

Loss aversion

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Question No: 28 (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

Page 83) Dual Concern Model

1. The *avoiding* style, which represents a low level of concern for both self and other;

2. The *dominating* (or *competing*) style, which represents a high level of concern for self and a low level of concern for other

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

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

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

Pareto-efficiency: The quality of a settlement agreement or another social arrangement to maximize overall value to the participants by allocating specific resources to those who value them most.

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

Among the all negotiating styles, the style that is most protective for self-interests while promoting a cooperative response for other disputant is:

Obliging

Avoiding

Integrating

Compromising

Page 83) 5. The *compromising* style, which represents a moderate level of concern for self and other

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

Which of the following term represents the disputants' declared demands in the conflict onion?

Underlying interests

Principles & values

Disputant's aspirations

Disputant's positions

Page 53) Positions

A stated demand of a conflict participant; no stated demand means no position.

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Question No: 31 (Marks: 5) One of your subordinate has denied to perform a certain task assigned by you to him. What sort of heuristics may occur in determining your reaction to this situation?

I will use assigned powers and authority to move him towards the task That has assigned to him. I must realize my legitimate power of Assigned duty and will use it through proper way. More over it also Rely on subordinates that how's their previous performing attitude.

Question No: 32 (Marks: 10) Discuss the managerial actions that can give raise to a workplace conflict?

ANSWER:

Types of Managerial Actions that Cause Workplace Conflicts

1. Poor communications
 - a. Employees experience continuing surprises, they aren't informed of new decisions, programs, etc.
 - b. Employees don't understand reasons for decisions, they aren't involved in decision-making.
 - c. As a result, employees trust the "rumor mill" more than management.
2. The alignment or the amount of resources is insufficient. There is:
 - a. Disagreement about "who does what".
 - b. Stress from working with inadequate resources.
3. "Personal chemistry", including conflicting values or actions among managers and employees, for example:
 - a. Strong personal natures don't match.
 - b. We often don't like in others what we don't like in ourselves.
4. Leadership problems, including inconsistent, missing, too-strong or uninformed leadership (at any level in the organization), evidenced by:
 - a. Avoiding conflict, "passing the buck" with little follow-through on decisions.
 - b. Employees see the same continued issues in the workplace.
 - c. Supervisors don't understand the jobs of their subordinates.

