

# PREPARED BY: SUMMAIRA NAZ.

Conflicts involving\_\_\_\_\_ matters are more difficult to resolve.

- Personal
- Monetary
- Intangible
- All of the given option

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

- Trust pg#67
- Mistrust
- Cooperation
- Competition

---

Which type of trust is founded on information?

- Calculus-based trust
- Productive-based trust
- Knowledge-based trust
- Identification-based trust

---

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

- Action
- Option
- Stimulus
- All of the given option

---

General negative and competitive approach to conflict is generally considered to be:

- Constructive
- Cooperative
- Destructive
- Productive

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Generation of options for responding in conflictive situation depends upon:

- Creativity
  - Thinking out of the box
  - Thinking level of disputants
  - All of the given option
- 

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

- Communication
  - Negotiation
  - Publication
  - Bargaining
- 

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

- To prove self worth
  - To continue further disarray
  - Rigidity of values & fixity of mind
  - Disappointment of vengeful disputant
- 

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

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

Premise Three of Deutsch's theory is that cooperation begets

- Exacerbation
- Competition

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Cooperation

Escalation

---

People confronted with conflict in our culture typically react by seeing the situation as a \_\_\_\_\_ where there can only be one winner.

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

---

A common conflict between brothers & sisters is known as

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

---

Mutual rivalry in identification of interpersonal conflicts it is necessary to identify the

- Interests
- Disputants
- Divergent goals
- All of the given options

---

Interpersonal conflict tends to be \_\_\_\_\_.

Self-fulfilling pg#31

Self-conscious

Self-commitment

All of the given options

---

The tendency of a disputant in an interpersonal conflict to see themselves as "good" and to characterize the other side as "evil" is known as:

- context
  - Saliency
  - Heuristics
  - Deionization
-

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---

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

Obvious pg#31

Obscure

Uncertain

Ambiguous

---

The main cause(s) of conflict is/are

Materialism

Individualism

Social differences

All of the given option

---

Win-win situation cannot occur when:

One party is weak & other is strong

There is perceived conflict

There is actual conflict

All of the given options

---

What is least important in conflict management?

- Finding the methods of resolving conflict
  - Finding its nature (actual or perceived)
  - Finding the frequency of conflict
  - Finding causes of conflict
- 

During negotiation, the decision as to whether or not settle rests in part on:

- Environmental factors
  - Nature of the conflict
  - Emotional factors pg#05
  - Economic factors
- 

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

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- Arbitration
- Negotiation
- Conciliation pg#07
- Adjudication

---

In the Second step of social interaction the perceiver sees, hears or otherwise uses His/her senses to receive the event is known as:

- Stimulus
- Reception
- Perception
- Interpretation

---

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

- Intentions
- Heuristics
- Perceptions
- None of the given option

---

The ADR movement in the U.S. has been dominated by the:

- Efficiency wing
- Radical wing
- Right wing
- Left wing

---

The conflict gamer reacts to conflict by:

- Avoiding it
- Not preparing for it
- Postponing negotiation
- Feeling traumatized by it

---

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

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- Creative thinking
- Inflexibility
- Emotions
- Rigidity

---

The American legal system tends to emphasize all of the following EXCEPT:

- Individual rights
- Individualism
- Cooperation
- Competition

---

Which of the following is associated with the Western culture?

- Collectivist culture
- Monopolistic culture
- Individualistic culture
- None of the given options

---

What can be the cause of misperceptions about conflicts?

- Mishandling of conflicts
- Both of the given options are possible
- None of the given options are possible
- Increase our ability to respond to conflicts effectively

---

Bio-ecological systems theory tries to emphasize that:

- Changes in any one layer will move throughout other layers
- A child's own biology is a primary environment fueling his or her development
- On complex "layers" of environment, each having an effect on a child's Development
- All of the given options

---

The extreme form of conflict is violence and violence generally hurts:

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Rich parties  
Stronger parties  
Poor parties  
Weaker parties pg#17

---

"If you are patient in one moment of anger, you will escape a hundred days of Sorrow", is quoted by:

Henry Ford  
English proverb  
Nelson Mandela  
Chinese proverb pg#19

---

Inaccurate \_\_\_\_\_ about how the other feels can lead to conflict.

Values  
Support  
Position  
Perceptions

---

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 \_\_\_\_\_.

Legal dispute  
Adjunction  
Mediation  
Defense dispute

---

A collision involving motor vehicles that results in minor damage is called \_\_\_\_\_?

- Minor collision
- Fender bender pg#03
- Minor damage
- Road accident

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---

The process in which a third-party neutral, after reviewing evidence and listening to arguments from both sides, issues a decision to settle the case is called\_\_\_\_\_?

- Adjudication
- Arbitration pg#07
- Conciliation
- Defense dispute

---

The process in which neutral third party renders binding decision in interpersonal conflict is called\_\_\_\_

- Adjudication pg#09
- Arbitration
- Conciliation
- Defense dispute

---

In the American system of government, the formalized structure built to handle disputes that people have been unable to resolve on their own is\_\_\_\_

- Dispute resolution
- Judicial system pg#19
- ADR
- Defense dispute

---

The disputant for whom an agent is acting is called\_\_\_\_\_.

- Principal pg#04
- Advocate
- Disputant
- Lawyer

---

The options given below are forms of resolving conflict except one:

- Negotiation
- Legal dispute pg#06
- Conciliation

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Arbitration

---

The discussion among two or more people with the goal of reaching an agreement is called \_\_\_\_.

- Negotiation pg#06
- Legal dispute
- Conciliation
- Arbitration

---

Positive interdependence may also be called\_\_\_\_\_.

Confront  
Promotive pg#07  
Conciliation  
Arbitration

---

Disagreement or argument about something important is known as\_\_\_\_\_.

- Confront
- Promotive
- Conciliation
- Dispute pg#08

---

Disputants usually\_\_\_\_\_ in their perceptual frames of reference.

- Do not differ
- Resemble
- Differ pg#31
- Agree

---

Focusing on resources to diagnose a conflict may:

- Help in finding other sources of conflict
- Ignore underlying reasons of conflict
- Be best possible option available
- All of the given options

---

Which one of the following mainly shows individuals and their relationships to one

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another?

- Sociomap
- Sociogram pg#36
- Interception
- Determination

---

In a case the buyer claims that the goods were delivered on October 5, a day late, while the seller argues that they were delivered on October 3. Which type of conflict it is?

Preferences & nuisances  
Data-type conflict: dispute over law  
**Data-type conflict: dispute over facts**  
Structural/interpersonal power imbalance  
Being in conflict with the wrong person would be the:

---

Positional bargaining tends to lead to:

**Impasses & bad feelings among disputants**  
Better positions for each of the bargainers  
Creative approaches to conflict resolution  
The most integrative outcomes in conflict

---

As a mediator, you are analyzing the situation where an employee and his manager have a disagreement. You are focusing that how the concerns of other employees will be affected by the settlement. You are analyzing what type of interests?

Advocate's interests  
The disputant's interests  
Advocate of other disputant's interests  
**Constituents and stake holder's interests**

---

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

Establishing ground rules for civility  
Pointing out areas of agreement

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Using competitive language  
Assigning joint tasks

---

An interpersonal conflict in which both the primitive and continent aspects of Interdependence are recognized is known as a

- Mixed interdependence situation
- Mixed-motive situation pg#02
- Mixed independence situation
- None of the given options

---

What is true about negotiation?

- Just avoiding anger can ensure the success of negotiation
- Just avoiding negative emotions is enough for success of negotiation

Understanding the emotions of other party and acting upon their conditions make sure negotiation to work out

- Understanding all conditions and circumstances and controlling emotions (own and other's) is necessary for negotiation to do well

---

\_\_\_\_\_ Litigation is the part of:

- Agency adjudication
- Arbitration
- Adjudication
- Negotiation

Agency adjudication is similar to litigation.

---

The main reason why a change/innovation seems to be ineffective is:

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Practice creates high degree of efficiency  
Testing new ways will necessarily lack efficiency  
The failures of innovations are taken as the inferiority of innovation over the existing practice, rather than to the lack of efficiency.

All of the given option

---

High levels of trust between disputants makes:

Negotiation more efficient

Disputants less responsive

Decrease disputant's willingness to try to find additional ways to trust each other

A competitive conflict cycle more likely

---

Which type of trust is founded on control?

- Calculus-based trust
- Knowledge-based trust
- Identification-based trust
- Productive based trust

---

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

- Constructive
- Destructive
- Competitive but constructive
- Cooperative but destructive

---

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

- It helps user visualize and recognize alternate ways to meet goals
- It creates greater inflexibility in coming to settlement

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It ensures user doesn't miss an optimal resolution

It enables user to evaluate whether some interests could be met outside the conflict pg#49

---

Focusing only on resource aspects of a conflict leads to

Zero-sum thinking

A competitive approach to resolution

A cooperative approach to resolution

Zero-sum thinking and a competitive approach to resolution

---

Where the disputants aren't fighting about what's really bothering them, the conflict is:

- Misplaced
- Misattributed
- Misaligned
- Displaced

---

The form of negotiation in which the negotiation is facilitated by a neutral third party is:

- Mediation
- Agent or advocate-assisted negotiation
- Nonbinding evaluation
- Arbitration

---

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

- Threat
  - System
  - Opportunity pg#50
  - All of the given option
-

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Deutsch's theories can be illustrated by two round graphs showing how cooperative and competitive conflicts move through:

- Cyclical process
- Efficient process
- Escalating process
- Conciliatory process

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

Robert Gaits

Robert Frost

Thomas Fuller pg#62

Thomas Millar

Which of the following is the feature of competitive patterns of perceiving a conflict in Organizations?

Less destructive political behavior

It results in missed opportunities

Increased productivity

Fewer turnovers

\_\_\_\_\_ Trust, based on a calculation, comparing the costs and benefits of creating and Sustaining a relationship versus the costs and benefits of severing it is the form of which type of trust?

Calculus-based trust

Productive-based trust

Knowledge-based trust

Identification-based trust

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

- Calculus-based
- Knowledge-based pg#71
- Experience-based

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- Identification-based

---

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

- To prove self worth
- To continue further disarray
- Rigidity of values & fixity of mind
- Disappointment of vengeful disputant

---

Which of the following is the best way to deal with Meta-disputes is to:

- Boost them
- Apply them
- Ignore them
- Prevent them pg#75

---

\_\_\_\_\_ 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:

- Mistrust
- Lack of ripeness
- Excluded stakeholders
- Over commitment & entrapment

---

\_\_\_\_\_ During a labor dispute one side accuses the other of unfair practices, is one of the Examples of:

- Mistrust
- Linkages
- Meta-disputes pg#77
- Unpleasant disputant

---

All of the following are tactics used in integrating EXCEPT:

- Bridging
- Logrolling
- Undercutting pg#87

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- Expanding the pie

---

In the event that the negotiation will not produce a good outcome, the disputant should be aware of his/her:

- TALN
- ATNA
- ALTA
- ANTL

---

\_\_\_\_\_ The success of this style is dependent upon a free flow of information.

- Mutual and unilateral.
- Self-protectiveness.
- Usefulness in inducing cooperation.

Cooperative versus competitive.

---

The power to impose negative, damaging or unpleasant consequences on known as

- Referent power
- Coercive power pg#89
- Normative power
- All of the give options

---

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

- Normative power
- Referent power
- Coercive power
- Expert power pg#91

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\_\_\_\_\_The propensity to judge people based on\_\_\_\_\_is general practice

- Power
- Culture
- Diversity
- Stereotype pg#99**

Saleem would like to get out of going to his mother-in-law's house for dinner, but he believes his wife wants to go. In reality his wife is tired and would like to stay home tonight. Their conflict is:

- False.**
- Veridical.
- Zero-sum.
- True.

Which of the following statement is misperception about conflict?

- ▶ Conflict levels are segregated into multiple situations
- ▶ Delaying the conflicts may leads to destructive behavior
- ▶ Conflicts are only created to gain benefits**
- ▶ Conflict not always leads to an anger

\_\_\_\_\_Which of the following does not restrict innovations?

- ▶ Proficiency lack
- ▶ Efficient outcomes p g # 1 8**
- ▶ Limited resources
- ▶ Ongoing systems

\_\_\_\_\_Application of ADR is promoted in which of the following type of culture?

- ▶ Collectivist
- ▶ Communist
- ▶ Monopolistic
- ▶ Individualistic pg#20**

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\_\_\_\_\_Customer  
remained dissatisfied with the shopkeeper's demonstration about the product, it leads to which of the following?

- ▶ Dispute
- ▶ Collision
- ▶ Distortion
- ▶ Confusion

---

\_\_\_\_\_Which of the  
following is NOT an important tip for a driver to survive in a Fender-Bender?

- ▶ Exchange information
- ▶ Keep calm
- ▶ Call the police
- ▶ Start a row

---

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

- ▶ Joint Vs Individual (Page 23)
- ▶ Process Vs Outcome
- ▶ Tangible Vs Intangible
- ▶ Narrow Vs Broad focus

REF:

Issues perspective

. Process versus outcome

. Narrow versus broad focus

. Monetary or economic versus non monetary, tangible or intangible

. Prospective versus retrospective

---

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

- ▶ Interpersonal conflict
- ▶ Intrapersonal conflict
- ▶ Interpretive conflict
- ▶ Not a conflict

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---

Which of the following is an internal urge to give good performance and which? forces for creativity & innovation?

- ▶ Reinforcement
- ▶ Determination
- ▶ Confidence
- ▶ Motivation

---

While identifying interpersonal conflicts, it is necessary to indicate:

- ▶ The interests of all involved parties
- ▶ The disputants of a particular conflict
- ▶ The divergent goals of all disputants
- ▶ All of the given option(Page 33)

## 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.

---

Many conflicting situations may have more than one:

- ▶ Activity conflict
- ▶ Interpersonal conflict #page 36
- ▶ Intrapersonal conflict
- ▶ Agency conflict

When focusing on a dispute, it is useful to identify other conflicts involved in the dispute. Usually several interpersonal conflicts are involved but they are hidden.

---

Why it is important to focus on resources in order to diagnose a conflict?

- ▶ Helpful in finding other sources of conflict
- ▶ Identify underlying reasons of conflict
- ▶ Identify best available option
- ▶ All of the given option

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---

The conflict which arises over personal beliefs and deeply held morals & ethics is termed as:

- ▶ Differences in orientation
- ▶ Conflict over facts
- ▶ Conflicts over deeply held values (page#41)
- ▶ Threats to self-concept and world view

---

Which of the following truly explains the situation in which the disputants are not focusing the real facts and figures of conflict?

- ▶ Dislodged conflict
- ▶ Misplaced conflict
- ▶ misaligned conflict
- ▶ Misattributed conflict

---

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

- ▶ Threat
- ▶ System
- ▶ Opportunity pg#50
- ▶ Weakness

---

You are a negotiator of party 'A' and negotiator of party 'B' is exchanging the ideas about his party's principles, values and preferences. You are analyzing the:

- ▶ Constituents & stake holder's interests
- ▶ Other disputant's interests
- ▶ Disputant's interests  
Own interest

---

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

- ▶ Disputant is restricted with his own ideas
- ▶ Craft proposals that are acceptable to others
- ▶ Avoidance of positional bargaining
- ▶ Limit later sabotage that may arouse

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▶ Blinding the disputant to any position but their own

---

The stances of disputants in an interpersonal conflict are known as:

- ▶ Position
  - ▶ Interests
  - ▶ Bargaining
  - ▶ Negotiation
- 

According to the Deutsch's theory which of the following is that cooperation begets?

- ▶ Exacerbation
  - ▶ Competition
  - ▶ Cooperation pg#63
  - ▶ Escalation
- 

Which of the following negotiation style causes loss of both opportunities and benefits?

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

Which of the following is relevant to the misperception about conflict management?

- ▶ Increases the possibility to impair a positive resolution
  - ▶ Reduces the alternative ways to handle conflict
  - ▶ It always leads to become more vicious
  - ▶ All of the given options
- 

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

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▶ All of the given options

---

A social conflict as compared to the corporate conflicts can be considered as:

- ▶ Low risky
- ▶ More risky
- ▶ Risk free
- ▶ None of the given options

---

Conflict is largely considered as:

- ▶ Global phenomenon
- ▶ Perceived phenomenon pg#01
- ▶ Destructive phenomenon
- ▶ Constructive phenomenon

---

All of the following are tactics used in integrating except:

- ▶ Expanding the pie.
- ▶ Logrolling.
- ▶ Undercutting pg#87
- ▶ Bridging

---

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:

- ▶ Nonspecific compensation.
- ▶ Logrolling.
- ▶ Cutting costs.
- ▶ Bridging.

---

The Rabin Organizational Conflict Inventory – II is a device for assessing negotiation:

- ▶ Abilities.
- ▶ Styles.
- ▶ Parties.

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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 \_\_\_\_\_

- Legal dispute pg#2
- Adjunction
- Mediation
- Defense dispute

---

A Collision motor involving vehicles that result in minor damage is called \_\_\_\_\_.

- Minor collision
- Fender Bender
- Minor damage
- Road accident

---

The process in which a third party neutral, after reviewing evidence and listening to arguments from both sides, issues a decision to settle the case is called \_\_\_\_\_

- Adjudication
- Arbitration pg#7
- Conciliation
- Defense dispute

---

The process in which neutral third party renders binding decision in interpersonal conflict is called\_\_\_\_\_.

- Adjudication pg#9
- Arbitration
- Conciliation
- Defense dispute

---

In the American system of government, the formulized structure built to handle disputes that people have been unable to resolve on their own is \_\_\_\_\_.

- Dispute resolution
- Judicial system pg#19

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- ADR
- Defense dispute

---

The disputant for whom an agent is acting is called \_\_\_\_\_.

- Principal pg#4
- Advocate
- Disputant
- Lawyer

---

The options given below are forms of resolving conflict except one:

- Negotiation
- Legal dispute pg#158
- Conciliation
- Arbitration

---

The discussion among two or more peoples with the goal of reaching an agreement is called \_\_\_\_\_.

- Negotiation pg#158
- Legal dispute
- Conciliation
- Arbitration

---

Positive interdependence may also be called \_\_\_\_\_.

- Contriient
- Promotive
- Conciliation
- Arbitration

---

Disagreement or argument about something important is known as

- Contriient
- Promotive
- Conciliation

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➤ Dispute pg#02

---

In Dual concern model the style which represent is low level of concern for both self and other known as \_\_\_\_\_.

➤ Avoiding pg#83

- Dominating
- Obliging
- Compromising

---

Third party usually helps, clarifies and grounds each disputing party's alternatives to agreement in \_\_\_\_\_.

➤ Reality testing

- Litigation
- Negotiation
- Dispute

---

A person holds \_\_\_\_\_ power when he influences other by concerning, threatening, harming and irritating.

- Reward
- Coercive
- Normative
- Expert

---

Research and investigation can be examples of sources of \_\_\_\_\_ power.

- Expert
- Reward
- Normative
- Democratic

---

A dispute between two neighbors can be an example of \_\_\_\_\_ power.

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- Expert
- Reward
- Ecological
- Social

---

Formal power is exercised in a \_\_\_\_\_ manner.

- Bottom-up
- Top-down
- Horizontal
- Vertical

---

The influences which is deliberated or purpose in nature may be called \_\_\_\_\_

- Motivation
- Power
- Integration
- None of the above option

---

When one influences forced to litigation then \_\_\_\_\_ style is not possible.

- Compromising
- Integration
- Authoritative
- Avoiding

---

Dual concern model assumes that no disputant has \_\_\_\_\_ orientation.

- Positive
- Negative
- Neutral
- Zero-sum

---

In Dual concern model the style which represents a moderate level of concern for self and other known as \_\_\_\_\_

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- Avoiding
- Dominating
- Obliging
- **Compromising**

---

Negotiation in which the disputant are the only participant is called \_\_\_\_\_.

- Adjudication
- Mediation
- **Simple negotiation**
- Facilitated Negotiation

---

An interpersonal conflict in which no participant is aware of the divergence of goal, needs, or interest is known as \_\_\_\_\_.

- **Latent conflict**
- False conflict
- Cause of action
- None of the above option

---

A conflict situation in which the disputan believe that when one disputant helps himself/herself, the other disputant is also helped is \_\_\_\_\_.

- Constructive conflict
- Competitive conflict
- Destructive conflict
- **Cooperative conflict**

---

A situation involving actual incompatibility of needs, interests or goals is defined as \_\_\_\_\_.

- False Conflict
- True conflict
- Veridical conflict
- **Both true & veridical conflict**

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---

Conflict causes predictable and distractive change in the disputant's attitude perceptions and interaction is called \_\_\_\_\_

- Perceived conflict
- Real conflict
- Escalating conflict
- Data type conflict

---

Meetings one party's goals is just like promoting other party's goal known as :

- Promotive interdependence
- Contrient interdependence
- Positive interdependence
- None of the given option

---

The first step in the conflict diagnosis is to describe the \_\_\_\_\_

- Conflict
- Disputant
- Motives
- Position

---

In interpersonal conflict the reality understood by each participant is highly \_\_\_\_\_

- Objective
- Personal
- Subjective
- Biased

---

There is/are usually \_\_\_\_\_ source/sources of any given conflict.

- Single
- Multiple
- Sole
- Distinct

---

One can infer attitude and make judgments about people and things through \_\_\_\_\_

- Perception

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- General attribution theory
- Stimuli
- Cognitive structure

If we focus on process and ignore the outcome for a short span of time then it will be more beneficial for dispute resolution.

- True
- False

Conflict is complex but yet not difficult to understand

- True
- False

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

- True
- False

The first step of resolution of conflict is identification of problem

- True
- False

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

- True
- False

There is a contest

MIDTERM EXAMINATION

Spring 2008

HRM624- Conflict Management (Session - 1)

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

Agent

---

The extreme form of conflict is violence and violence usually hurts \_\_\_\_\_?

Weaker parties

---

\_\_\_\_\_ tends to enjoy the use less aggressive tactics, show less contentious behavior and more cooperative strategies.

Positive mood

---

Process that combine the attributes of two or more of the major forms of dispute resolution are called:

Mixed process

---

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

Adversarial

---

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

Legal dispute

---

Conflict involving \_\_\_\_\_ matters are more difficult to resolve.

Intangible

---

If we focus on \_\_\_\_\_ and ignore the \_\_\_\_\_ for a short span of time then it will be more beneficial for dispute resolution.

Outcome, process

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

## Conciliation

---

Interpersonal conflict, known as:

- Position (not sure)
- Interests
- Bargaining
- Negotiation

---

As a mediator, you are analyzing the situation where an employee and his manager have a disagreement. You are focusing that how the concern of others employee will be effected by the settlement. You are analyzing what type of interests?

- Advocate interest
- The disputant interest
- Advocate of other disputant interest
- Constituents & stake holder's interest.

---

Abraham

Mazlow believed that the most basic need are:

- Safety needs
- Security needs
- Physiological needs (page#56)
- Psychological needs

---

Deutsch's theories can be illustrated by two round graphs showing how cooperative and competitive conflicts move through:

- Cyclic process
- Efficient process
- Escalating process

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- Conciliating process
- 

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

- Calculus-based
  - Knowledge-based
  - Experience-based
  - Identification-based
- 

The meaning of language or behavior may be misunderstood, causing a\_\_\_\_\_ conflict:

- Preferences and nuisances
- Data type
- Resource
- Communication

Agent is a party to a conflict who is powerful enough to significantly alter its course:

- True
- False

Most transactions contain both compatible and incompatible goals and are known as mixed-motive situations:

- True
- False

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Lawyers are the only people who could not benefit from understanding conflict diagnosis:

➤ True

➤ False

Creative thinking has always a positive effect on negotiation:

➤ True

➤ False

Mediation is way of negotiation where there are agents involved of both parties:

➤ True

➤ False

Misperception about conflicts cause increase our ability to respond to conflict effectively

➤ True

➤ False

Issues perspective is the most important perspective of conflict to be observed.

➤ True

➤ False

Focusing on resources to diagnose a conflict may help in finding other sources of conflict:

➤ True

➤ False

In a competitive conflict the disputant perceive as a win and loose situation:

➤ True

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- False

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

- True

- False

An accurate estimate of BATNA:

## **Protects disputant from making irrational choices**

Allows being unduly pressurized into settlement  
Prevents team to accept a deal better than the BATNA  
Prevents team to make better choices

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

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

The mental processes which are used unconsciously to reinforce stereotypes include all of the following except:

- Ignoring
- Over interpretation
- Explain away
- **All of the above option**

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:

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- Explain away
- Ignore
- Agree
- challenge

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

- Selecting weighting process
- **Stereotype-consistent perception**
- Stereotype over interpretation
- Explain away

Which of the following statement is true?

## **Anger can be used as a tool in negotiation**

Meta disputes are generally based on anger

Anger plays a positive role in resolving a conflict

Aggressive style is most appropriate to be adopted in most situations

---

\_\_\_\_\_ processing is more accurate, but \_\_\_\_\_ processing is faster and easier.

- Systematic, category-based
- category-based, Systematic
- **Dual, Systematic**
- Group, Systematic

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

- Facilitative mediation
- Evaluation mediation
- Nonbinding evaluation
- Mediation

In mediation:

- There may not be a settlement since the disputant may not come to agreement:
- If there is some settlement it is permanent
- The settlement is usually verbal
- Settlement reached in mediation are not enforceable contracts

Advantages of "evaluative" mediation is that it:

- Help each disputant to fine-tune his or her BATNA for accuracy and to modify it if it is too optimistic:
- Is the best form of mediation including the disputant to use principled negotiation
- Is the best form of mediation in improving the disputant relationship
- All of mentioned options

---

In general, settlements reached in mediation, once formalized, are:

- Unenforceable
- Enforceable to the same extent as court orders

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- Enforceable to the same extent as contracts, and subject to the same defenses pg#106
- Enforceable, but avoidable by any disputant who wishes to opt out of the agreement

“To facilitate collaborating/integrating negotiation between the disputant” is the goal of which type of mediation?

- Triage mediation
- Bargained based mediation
- Therapeutic mediation
- Pure mediation

Which of the following type of mediation has narrow and evaluative focus?

- Triage mediation
- Bargained based mediation
- Therapeutic mediation
- Pure mediation

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

- Triage mediation
- Bargained based mediation
- Therapeutic mediation
- Pure mediation

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Sara is a Triage mediator, warda is pure mediator, Afifa is therapeutic mediator, and faia is bargained based mediator. Which of these mediators is more likely to try to encourage her clients to get a fair agreement through compromising?

- Sara
- Warda
- Afifa
- Faria

\_\_\_\_\_ Most informal arbitration is properly \_\_\_\_\_ than most facilitate mediation:

- Quicker and less expensive
- Quicker and more expensive
- Slower but less expense
- Slower but more expense

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

- Getting a settlement as quickly as possible
- Getting a fair compromise
- Facilitateing principled bargaing or similer collaborative negotiation so that settlement can result.
- Healing the disputant emotionally

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---

Potential mediation client Ms. B complained that she wanted to reach settlement in mediation, but the mediator didn't seem at all concerned with helping the parties reach settlement, or even to negotiate. Which of the following forms of mediation did this mediator probably practice?

- Triage mediation
- Bargained based mediation
- Pure mediation
- **Transformative mediation**

---

\_\_\_\_\_Most informal attribute is probably \_\_\_\_\_ than most facilitative mediation:

- **Quicker and less expensive**
- Quicker and more expensive
- Slower but less expense
- Slower but more expense

---

MEDIATION:

- Indirectly promotes cooperation
- **Can enhance or preserve relationships**
- Can create mistrust
- Some time unable to create more optimal solutions than process that do not directly promote cooperation.

---

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

- Legislation

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- Mediation
- Negotiation
- Adjudication

---

\_\_\_\_\_ Mediators (and clients) sets ground rules for conduct in which stage of mediation?

- The introductory stage
- Issue clarification and communication
- The productive stage
- Agreement consummation

---

\_\_\_\_\_ In issue clarification stage in the process of mediation, \_\_\_\_\_ mediation generally focuses in analyzing interests of disputants and an avoiding positional bargaining.

- Evaluate
- Facilitative
- Category based
- Non-binding

---

\_\_\_\_\_ In which type of mediation mediators takes the time to ensure that he or she has no prior dealing with either disputant that might create a conflict to interest?

- Evaluate
- Facilitative
- Both facilitative and evaluate

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- Neither facilitative nor evaluate

---

Which of the following introductory statement by a mediator is MOST LIKELY to lead to improve cooperation between the mediating disputants?

- "The purpose of mediation is for you to decide whether plaintiff's or defendant's version of the issue will prevail."
- "In mediation, I listen to both sides of the case and then we choose who wins"
- **Mediation is a way for the two of you to seek creative solution to your conflict that address your unique situation and leave neither of you feeling victimized."**
- "Now I'd like each of you to state your position."

---

One DISADVANTAGES of causing in mediation is that :

- The mediator is prevented from using evaluate tactics
- **Caucusing does not promote integrating/collaborating**
- Caucusing prevent the mediator from learning about issues the disputants feel uncomfortable discussing in front of another
- Caucusing promote principled negotiation

---

Confidentiality in mediation is:

- Entirely determined by statute
- **Determined by statute, court rule, or contract, depending on the jurisdiction and the type of mediation.**
- Order by the mediator in appropriate cases
- A myth; mediation is not confidential

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\_\_\_\_\_Concerns over whether a mediator should be able to testify in subsequent litigation raise issues of:

- Effectiveness
- Confidentiality
- Participation
- Enforceability

\_\_\_\_\_Many scholars recognize advantages of arbitration over litigation. These advantages include:

- Expertise of a specialized tribunal
- Fewer saving in time and expense
- Less compliance with arbitration awards
- Arbitrator's decision serves as precedent in all similar cases throughout the country

\_\_\_\_\_Which of the following is not advantage of arbitration?

- Low cost relative to litigation
- Intermediary involved
- Legally binding nature
- International Enforceable

\_\_\_\_\_ is potentially cheaper and faster than \_\_\_\_\_.

- Non-binding evaluation, litigation
- Litigation, non-binding evaluation
- Litigation, ADR

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- ADR, Litigation

## 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 (page#01)
- Mao Zedong
- Stuart Hampshire

---

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

---

Virtually ALL conflicts:

- Combine promotive and contrient interdependence (page#07)

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- Are due to promotive interdependence only
- Are due to contrient interdependence only
- None of the given options

---

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

- Creative thinking
- Inflexible attitude
- Intense emotions
- Rigidity of thoughts

---

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

---

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

- Unassisted negotiation
- Negotiation with advocates
- Simple Negotiation
- Nonbinding evaluation

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---

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

REF: <http://en.wikipedia.org/wiki/Mediation>

---

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

- Conflict (page#02)
- Chaos
- Accord
- Disorder

---

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

- War
- Destruction
- Emotionally painful
- Way to spur reform

---

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

- Broadened vision of disputants

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- Any alternative that provides mutual benefit
- Parameters defined by disputants
- All of the given options

---

The final step in which disputants put the options into practice which results in creating a new:

- Action (page#30)
- Option
- Stimulus
- None of the given options

---

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

- Interpersonal conflict
- Intrapersonal conflict
- Interpretive conflict
- Not a conflict

---

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 pg#33
- It clearly highlights all the factors of conflict
- All of the given options

---

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

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- Prolong the interpersonal conflict
- Clarify the divergent goals more accurately
- Eliminate the minute details of the conflict
- Minimize the number of undefined goals

---

Conflict over the ownership or control of something valuable is known as:

- Preferences conflict
- Communication conflict
- Data-type conflict
- Resource conflict pg#38

---

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

- Position pg#53
- Aspiration
- Underlying interest
- Principles and values

---

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

- Agents
- Friends
- Principals
- Disputants

**REF: (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.

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---

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

- John Adams pg#59
- John Howard
- Andrew Simian
- Andrew Bernstein

---

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

- Robert Gaits
- Robert Frost
- Thomas Fuller pg#62
- Thomas Millar

---

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

---

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

---

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

- Cooperative pg#62
- Destructive
- Competitive
- Constructive

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---

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**

---

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?

- **Trust pg#67**
- Mistrust
- Cooperation
- Competition

---

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

- Boris Alyson
- Lewis Carroll
- **Joaquim Maria pg#71**
- Samuel Godwyn

---

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

- Mistrust
- Vengeance
- **Meta disputes pg#75**
- Jackpot syndrome

---

In an interpersonal conflict where a disputant feels s/he has insufficient power in the relationship, this is called as:

- **Disempowered disputant pg#81**
- Excluded stakeholders
- Jackpot syndrome
- Loss aversion

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---

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 pg#83

---

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)

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

---

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

- Underlying interests
- Principles & values
- Disputant's aspirations
- Disputant's positions Page# 53

**REF:** Positions

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

MID TERM EXAMINATION

HRM624 - Conflict Management

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

Which of the following statement is misperception about conflict?

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- ▶ Conflict levels are segregated into multiple situations
- ▶ Delaying the conflicts may leads to destructive behavior
- ▶ Conflicts are only created to gain benefits
- ▶ Conflict not always leads to an anger

Question No: 2 ( Marks: 1 ) - Please choose one  
Which of the following does not restrict innovations?

- ▶ Proficiency lack
- ▶ Efficient outcomes p g # 1 8
- ▶ Limited resources
- ▶ Ongoing systems

Question No: 3 ( Marks: 1 ) - Please choose one  
Application of ADR is promoted in which of the following type of culture?

- ▶ Collectivist
- ▶ Communist
- ▶ Monopolistic
- ▶ Individualistic pg#20

Question No: 4 ( 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: 5 ( Marks: 1 ) - Please choose one  
Which of the following is NOT an important tip for a driver to survive in a Fender-Bender?

- ▶ Exchange information
- ▶ Keep calm
- ▶ Call the police
- ▶ Start a row

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

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

- ▶ Joint Vs Individual
- ▶ Process Vs Outcome
- ▶ Tangible Vs Intangible
- ▶ Narrow Vs Broad focus

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 pg#36
- ▶ Interpretive conflict
- ▶ Not a conflict

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

Which of the following is an internal urge to give good performance and which forces for creativity & innovation?

- ▶ Reinforcement
- ▶ Determination
- ▶ Confidence
- ▶ Motivation

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

While identifying interpersonal conflicts, it is necessary to indicate:

- ▶ The interests of all involved parties
- ▶ The disputants of a particular conflict
- ▶ The divergent goals of all disputants
- ▶ All of the given options pg#33

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

Many conflicting situations may have more than one:

- ▶ Activity conflict
- ▶ Interpersonal conflict #page 36
- ▶ Intrapersonal conflict
- ▶ Agency conflict

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When focusing on a dispute, it is useful to identify other conflicts involved in the dispute. Usually several interpersonal conflicts are involved but they are hidden.

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

Why it is important to focus on resources in order to diagnose a conflict?

- ▶ Helpful in finding other sources of conflict
- ▶ Identify underlying reasons of conflict
- ▶ Identify best available option
- ▶ All of the given options

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

The conflict which arises over personal beliefs and deeply held morals & ethics is termed as:

- ▶ Differences in orientation
- ▶ Conflict over facts
- ▶ Conflicts over deeply held values
- ▶ Threats to self-concept and world view

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

Which of the following truly explains the situation in which the disputants are not focusing the real facts and figures of conflict?

- ▶ Dislodged conflict
- ▶ Misplaced conflict
- ▶ misaligned conflict
- ▶ Misattributed conflict

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

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

- ▶ Threat
- ▶ System
- ▶ Opportunity pg#50
- ▶ Weakness

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

You are a negotiator of party 'A' and negotiator of party 'B' is exchanging the ideas about his party's principles, values and preferences. You are analyzing the:

- ▶ Constituents & stake holder's interests
- ▶ Other disputant's interests
- ▶ Disputant's interests
- ▶ Own interests

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

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

- ▶ It help us visualize and recognizes alternative ways to meet goals
- ▶ **It create greater inflexibility in coming to settlement**
- ▶ It ensure user doesn't miss in coming to settlement
- ▶ It enable users to evaluate wheatear some interest could be met outside the conflict.

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

According to Abraham Maslow, the most basic needs are:

- ▶ Safety needs
- ▶ Security needs
- ▶ **Physiological needs** pg#56
- ▶ Psychological needs

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

The stances of disputants in an interpersonal conflict are known as:

- ▶ Position
- ▶ Interests
- ▶ Bargaining
- ▶ Negotiation

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

According to the Deutsch's theory which of the following is that cooperation begets?

- ▶ Exacerbation
- ▶ **Competition**

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- ▶ Cooperation
- ▶ Escalation

Question No: 20 ( 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 pg#62
- ▶ Thomas Millar

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

Which of the following negotiation style causes loss of both opportunities and benefits?

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

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

Which of the following is relevant to the misperception about conflict management?

- ▶ Increases the possibility to impair a positive resolution
- ▶ Reduces the alternative ways to handle conflict
- ▶ It always leads to become more vicious
- ▶ All of the given options

Question No: 23 ( 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

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

A social conflict as compared to the corporate conflicts can be considered as:

- ▶ Low risky
- ▶ More risky

- ▶ Risk free
- ▶ None of the given options

Question No: 25 ( Marks: 1 ) - Please choose one  
Conflict is largely considered as:

- ▶ Global phenomenon
- ▶ Perceived phenomenon pg#01
- ▶ Destructive phenomenon
- ▶ Constructive phenomenon

Question No: 26 ( 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

Question No: 27 ( 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: 28 ( Marks: 1 ) - Please choose one  
Which of the following is the purpose of adoption of ADR by "Efficiency Wing"?

- ▶ Divert cases to litigation
- ▶ Save time & money
- ▶ Elapse conflict for long time
- ▶ Create win-win situation

Question No: 29 ( Marks: 1 ) - Please choose one  
After receiving social stimuli, people assign meaning to what they have experienced, which is known as:

- ▶ Interpretation pg#29
- ▶ Perception
- ▶ Reception
- ▶ Stimulus

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

Which of the following type of justice refers to the fairness of the process?

- ▶ Distributive
- ▶ Competitive
- ▶ Procedural pg#54
- ▶ Substantive

**THANKS**

**REMEMBER ME IN YOUR PRAYERS**

**REGARDS,**

**SUMMAIRA NAZ.**