1(a)   Career Development Questions

It is important to systemize your Career Development work. During the lectures we defined three important areas to identify and clarify in order to know yourself. Name these ares and give two examples from each area by relating to yourself.

Maximum marks: 9

1(b)

Which alternative describes an important step when clarifying your values?

Select one alternative:

☐ Alternative 1: You only need to define one value.

☐ Alternative 2: It is important to prize the values, i.e. how important it is for you.

☐ Alternative 3: You do not need to openly state your values.

☐ Alternative 4: You do not need to review your values on a regular basis.

Maximum marks: 2

1(c)

Why is leisure important to include in your job application?

Select one alternative:

○ Alternative 1: It gives a supplementary picture of you.

○ Alternative 2: It gives the employer a possibility to know your personality.

○ Alternative 3: The statement is false: You should not include your leisure into an application.

○ Alternative 4: Alternative 1 and Alternative 2 above is true.

○ Alternative 5: None of the above, Alternative 1 - Alternative 3 is true.

Maximum marks: 2

1(d)

Which alternative is false regarding self-awareness?

Select one alternative:

○ Alternative 1: You shall be aware of how and when you take decisions.

○ Alternative 2: You should be aware of when you need more information.

○ Alternative 3: You should be aware of when you need help.

○ Alternative 4: None of the above, Alternative 1 - Alternative 3.

○ Alternative 5: All of the above, Alternative 1 - Alternative 3.

Maximum marks: 2

1(e)

Which alternative describes a skills area?
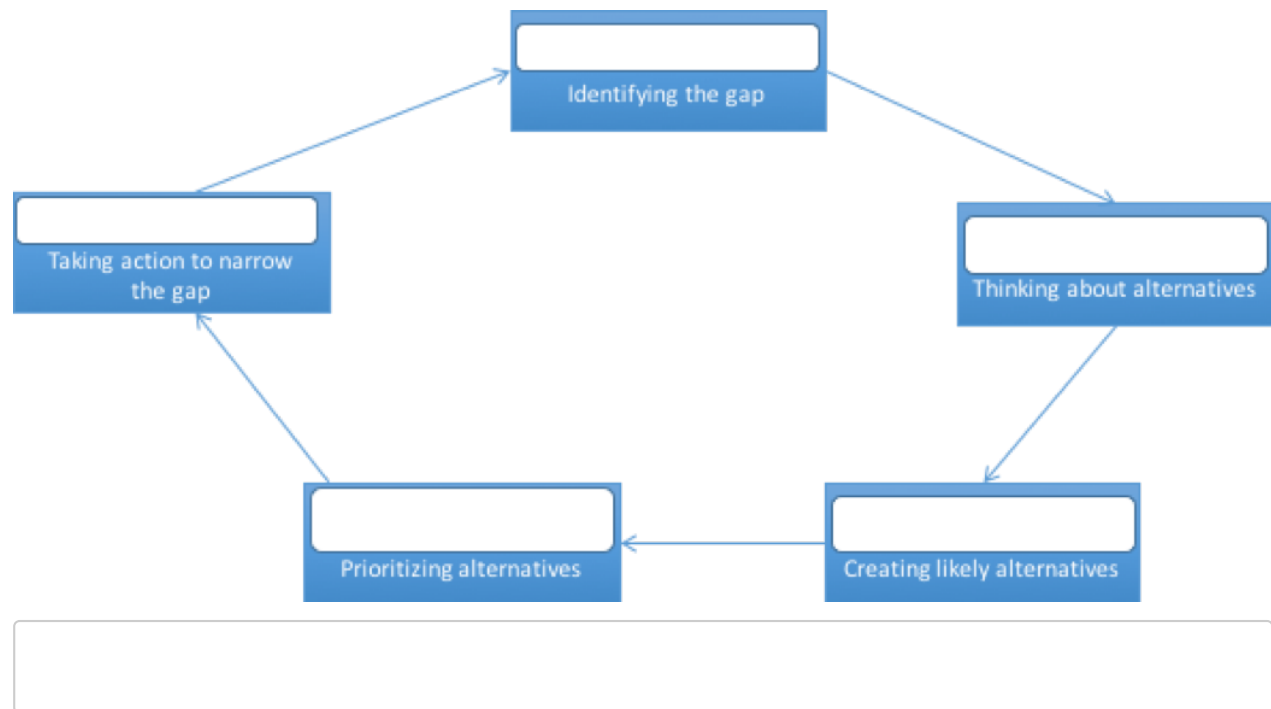
Select one alternative:

○ Alternative 1: Leisure

○ Alternative 2: Variety

○ Alternative 3: Teamwork

○ Alternative 4: High income

Maximum marks: 2

1(e)

2(a) The Career Development Cycle

Please see below descriptions of the 5 elements of the Career Development Cycle, excluding the names of the five phases. Write the correct phase in the box with the right description of the phase.

```
                        ┌──────────────────────┐
                        │                      │
                        │  Identifying the gap │
                        └──────────────────────┘
        ┌──────────────────────┐        ┌──────────────────────┐
        │                      │        │                      │
        │ Taking action to narrow │     │ Thinking about alternatives │
        │      the gap          │        │                      │
        └──────────────────────┘        └──────────────────────┘
        ┌──────────────────────┐        ┌──────────────────────┐
        │                      │        │                      │
        │ Prioritizing alternatives │   │ Creating likely alternatives │
        └──────────────────────┘        └──────────────────────┘
```

Maximum marks: 5

2(b)

What do "Expand the list and reduce" mean in the phase where you "Create likely alternatives"? Describe two more aspects you shall consider in this phase in addition to the general description in 2a.

Maximum marks: 8

2(c)

The following list of activities is taken from one of the phases above. Please specify which phase.

1. Clarify your knowledge and analyze what you have learned
2. Clarify the gap
3. Understand how you make decisions
4. Define your values

Describe also why it is important to perform step 2 above. What shall you use the gap for?

Maximum marks: 5

3(a) # Unhealthy conflicts

Examples of signs, quotes, of unhealthy conflicts are listed in this section, section 3. This way of expressing is not to prefer. Give examples of how to turn these into healthy conflicts instead, i.e. provide examples of a better way of expressing yourself.

"So you really mean that you want to spend yet another day in implementing this story?"

Maximum marks: 2

3(b)

"Didn't I tell you that you shouldn't choose that algoritm for implementing this story? Are you deaf?"

Maximum marks: 2

3(c)

"That is definitely not what I said! I said the opposite and you have misunderstood me again!"

Maximum marks: 2

3(d)

"Here we go again! Yet another disagreement in this team!"

Maximum marks: 2

3(e)

"You are so bad-mannered! Didn't your mother learn you how to behave?"

Maximum marks: 2

4 Stress Management

Stress Management is important for maintaining high performance.
(i) Name and describe four sources to stress.
(ii) Describe one way to handle and/or avoid the four sources described in (i) above.

Maximum marks: 8

5(a) Collaboration in Team Work

Which alternative does not describe a tool obstacle?
Select one alternative:

- ◯ Alternative 1: Inappropriateness

- ◯ Alternative 2: Ambiguity

- ◯ Alternative 3: Unreliability

- ◯ Alternative 4: Impracticality

Maximum marks: 2

5(b)

Which alternative describes an organization's culture for collaboration?

Select one alternative:

○ Alternative 1: We have arranged an open work environment where all team members can sit and easily communicate.

○ Alternative 2: Our teams are sitting in own rooms so that they can close the doors in order to not be disturbed by others speaking.

○ Alternative 3: We have eliminated the organizational boundaries so that job rotation is encouraged.

○ Alternative 4: The team has daily scrum meetings in order to stimulate frequent communication of problems.

○ Alternative 5: Alternative 1 - Alternative 2 above.

○ Alternative 6: Alternative 3 - Alternative 4 above.

○ Alternative 7: All of the above, Alternative 1 - Alternative 4.

Maximum marks: 2

5(c)

Which alternative is not one of the four virtues for collaboration according to Brown?

Select one alternative:

○ Alternative 1: Accountability and Ownership.

○ Alternative 2: Tools and Culture.

○ Alternative 3: Clarity and Definition.

○ Alternative 4: Awareness and Respect.

○ Alternative 5: Openness and Honesty.

Maximum marks: 2

5(d)

Which alternative is true with respect to the mindset for collaboration?
Select one alternative:

○ Alternative 1: Changing your mindset includes a large degree of psychology.

○ Alternative 2: Mindsets are abstract and hard to make concrete/specific.

○ Alternative 3: If one team member has the wrong mindset it can cause the project to fail.

○ Alternative 4: Changing your mindset is difficult.

○ Alternative 5: All of the above, Alternative 1 - Alternative 4.

○ Alternative 6: None of the above, Alternative 1 - Alternative 4.

Maximum marks: 2

5(e)

Which alternative describes Openess in collaboration?
Select one alternative:

○ Alternative 1: You should observe others availability.

○ Alternative 2: You should be able to admit that you are wrong.

○ Alternative 3: You should learn how others work.

○ Alternative 4: Roles and responsibilities should be clear.

Maximum marks: 2

6 The model of conflict

The model of conflict consists of

    i. Situations

   ii. Patterns for resolving situations

  iii. Traits (characteristics).

Group the expressions below into the right part of the model of conflict, i – iii above.

  ⚪ There is no plan for what to do next.

  ⚪ Emphasize what others believe are important.

  ⚪ He likes to focus on details.

  ⚪ One team member is often late to the daily meetings.

  ⚪ Ask Peter on the second floor for help.

  ⚪ Even though all team members agree, John is doing the opposite.

  ⚪ Set reasonable expectations.

  ⚪ Sara is following the processes strictly.

  ⚪ Let's avoid discussing irrelevant activities and focus on the problem.

Maximum marks: 9

7 External causes to conflicts

Brown describes four tensions of causes to conflicts. Name and describe each of them with one sentence.

Maximum marks: 8

8(a)   The model of conflict

Consider the following situation.

You are a project manager for a project in your organization and have been working for several months in defining the overall requirements for one strategically important project, without finalizing any contract with the customer. The customer is located several hundred miles from the your office and is only available a short time slot each day. Unfortunately the customer is very busy at these time slots. You have asked your top manager for help, but has always got the reply: "That is your responsibility as a project manager to solve". In your progress reports you have reported the color signal, flag "Red" (which means that problems exists and the project is off track), without any usable feedback or help from upper management.

Question: Identify at least two possible Scenario Patterns, from Appendix A, applicable for this example. Motivate your choices. Make your own prerequisites if necessary.

Maximum marks: 4

8(b)

Consider the description of the situation in 8a above. Identify at least two possible Resolution Patterns, from Appendix B, for the two scenario patterns in 8a above. What would you focus on improving team collaboration? Motivate your choices. Make your own prerequisites if necessary.

Maximum marks: 8

8(c)

Identify two possible Collaboration Patterns, from Appendix C, for your selected solutions in 8b above. What would you focus on improving team collaboration? Motivate your answers. Make your own prerequisites if necessary.

Maximum marks: 8

Identify two possible Collaboration Patterns, from Appendix C, for your selected