

## 1(a) Career Development Questions

During your Career Development work it is important for you to “know yourself”. During the lectures we defined three important areas to explore in order to learn to know and understand yourself. Name these areas and give two examples from each area. Give three motivations to why you should apply a long-term perspective towards your career.

Maximum marks: 12

## 1(b)

What does: "Prizing your values" mean?

**Select one alternative:**

- ☐ Alternative 1: The total number of hours for implementing the values.
- ☐ Alternative 2: How important you judge that the value is for you.
- ☐ Alternative 3: The estimation of the cost of the value made by your team mates.
- ☐ Alternative 4: How much your relatives praise each value.
- ☐ Alternative 5: All of the above, Alternative 1 - Alternative 4.

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 is important that the employees share the same leisure areas.
- ☐ Alternative 3: It gives the employer a possibility to know your personality.
- ☐ Alternative 4: The statement is false: You should not include your leisure into an application.
- ☐ Alternative 5: Alternative 1 and Alternative 3 above is true.
- ☐ Alternative 6: Alternative 2 and Alternative 4 above is true.

Maximum marks: 2

**1(d)**

Which of the following alternative is true regarding self-awareness?

**Select one alternative:**

- ☐ Alternative 1: You should 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: You should be aware of which learning style that suits you.
- ☐ Alternative 5: All of the above, Alternative 1 - Alternative 4.
- ☐ Alternative 6: None of the above, Alternative 1 - Alternative 4.

Maximum marks: 2

**1(e)**

What does "The organizations workforce planning" mean?

**Select one alternative:**

- ☐ Alternative 1: The plans the teams do in order to fulfill the goals of the project.
- ☐ Alternative 2: What the individuals in the organization do in order to ensure their interests and future.
- ☐ Alternative 3: The organization's recruitment plan.
- ☐ Alternative 4: What the organization plan and do for developing the personnel in order to ensure growth and profit.

Maximum marks: 2

**1(f)**

Which alternative describes the characteristic for a indecisive decision maker?

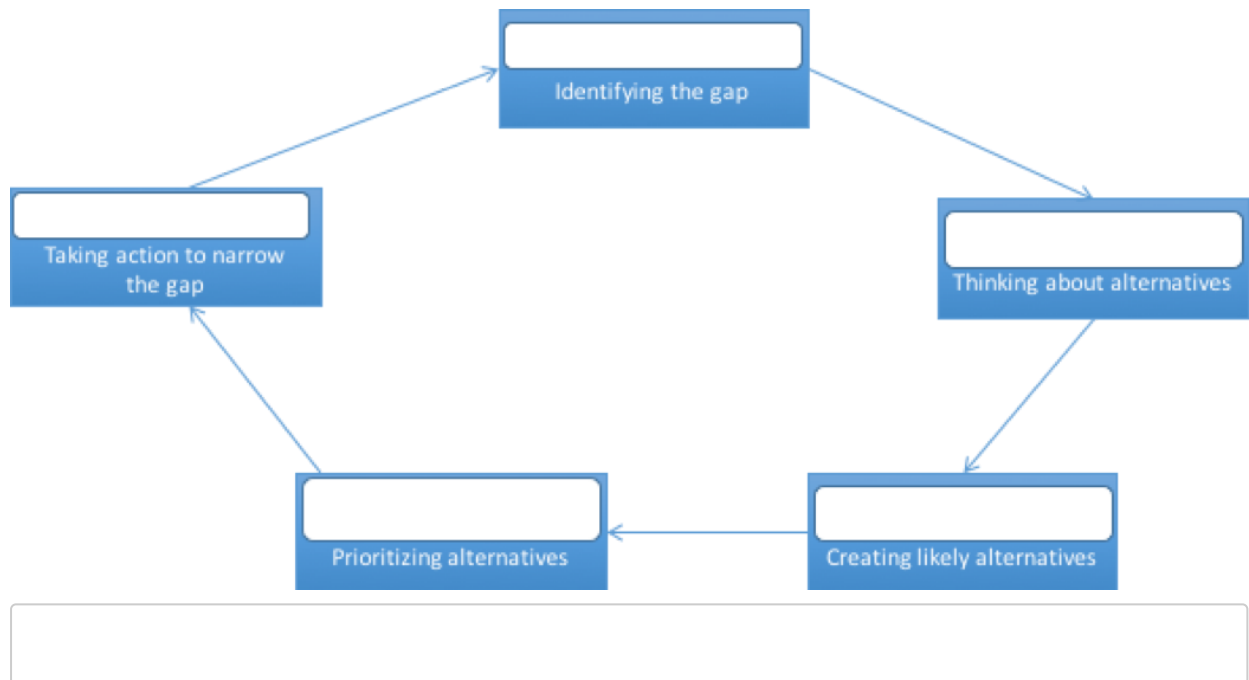
**Select one alternative:**

- ☐ Alternative 1: You let someone else take the decision.
- ☐ Alternative 2: You are not sure of which option to choose.
- ☐ Alternative 3: You vary frequently between different options - sometimes it is one option, which is soon followed by a change to another option.
- ☐ Alternative 4: You are sure and determined of which option to choose.

Maximum marks: 2

## 2(a) The Career Development Cycle

Please see below descriptions of the five elements of the "Career Development Cycle", excluding the names of the five phases. Write the name of the phase in the box which corresponds to the correct description of the phase.



Words: 0

Maximum marks: 5

## 2(b)

Describe two activities to perform for managing the "Creating likely alternatives" phase, in addition to the general description you described in question 2a above.

Maximum marks: 4

**2(c)**

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

1. Clarify your knowledge
2. Clarify the gap
3. Understand how you make decisions
4. Understand what influences you

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 now you come with yet another additional requirement! Do you really beleive that we can add it so close to the delivery?"

Maximum marks: 2

**3(b)**

"You are trying to manage this by yourself without caring about us and informing us about it at all."

Maximum marks: 2

**3(c)**

"You are crazy! I have never said that!"

Maximum marks: 2

**3(d)**

"I have no hope. We can not agree upon anything in our team!"

Maximum marks: 2

**3(e)**

"This is the most rude message I have ever received from a human being!!"

Maximum marks: 2

**4(a) Listening as the essential skill**

Listening is one essential skill needed when working in teams.

1. What is active and passive listening?
2. Brown describes four items in the "Good listener's checklist": Prepare, Pause, Probe and Paraphrase. Describe these items and present one good recommendation for each item.

Maximum marks: 9

**4(b)**

There are three groups of obstacles to listening according to Brown: Short-circuiting, Closed doors and Territorial behaviour. Describe these three groups and give one recommendation for each group of how you should eliminate that obstacle.

Maximum marks: 8

## 5 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 time to test this task.
- ☐ Start with selecting one activity and focus on this activity.
- ☐ She likes to focus on the broad perspective.
- ☐ One team member is absent from the daily meetings and disturbs the team's fluency.
- ☐ He react with a lot of suspiciousness.
- ☐ Even though all team members have agreed, one team member is doing the opposite.
- ☐ Set reasonable expectations.
- ☐ The prognosis of the progress for the next month is not good.
- ☐ No one in this team really ensures that a decision is taken.

Maximum marks: 9

## 6 External causes to conflicts

Brown describes four tensions of causes to conflicts. Which are these tensions? Describe each of these four tensions with one sentence.

Maximum marks: 8

## 7(a) The model of conflict

Consider the following situation.

The top management at your organization has decided that every project must have morning meetings at 08:30 every day. After two months and 20 meetings you get the following comments regarding the meetings.

- *People tends to drop in 5 -10 minutes late.*
- *The meetings starts frequently with 2 persons, who know each other well, discussing private matters.*
- *The meetings do not have any conclusions, nor summaries. They are just terminated after 15 minutes.*
- *You have always at least two things to bring up. But time does not allow these to be discussed at all.*

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

## 7(b)

Consider the description of the situation in 6a above. Identify at least 2 possible Resolution Patterns, from Appendix B, for the two scenario patterns in 6a above. What would you focus on improving team collaboration? Motivate your choices. Make your own prerequisites if necessary.

Maximum marks: 8

## 7(c)

Identify two possible Collaboration Patterns, from Appendix C, for your selected solutions in 6b above. What would you focus on improving team collaboration? Motivate your answers. Make your own prerequisites if necessary.

Maximum marks: 8