

EOA Practice Quiz

EOA 5100 and 6000 · 30 multiple choice questions per lesson · answer keys at the back · BellexFire Study Companion

EOA 5100: Conflict Management and Resolution

1. Mayer describes conflict as operating in three dimensions:

- A. Verbal, nonverbal, structural
- B. Perception, feeling, action
- C. Individual, group, organization
- D. Cause, escalation, resolution

2. Conflict "as a perception" begins when individuals

- A. Perceive their needs, interests, or values as incompatible
- B. Take opposing actions against one another openly
- C. Experience anger without any underlying cause
- D. File a formal complaint with the MEO office

3. Which is one of Mayer's six causes of conflict?

- A. Rank disparity
- B. Generational difference
- C. Deployment tempo
- D. Communication

4. Conflicts touching deeply held beliefs are harder to resolve because compromise can feel like compromising one's

- A. Career
- B. Integrity
- C. Position
- D. Chain of command

5. Decision-making processes, timelines, physical settings, and access to resources are the cause of conflict Mayer labels

- A. Structure
- B. Emotions
- C. History
- D. Needs

6. Past unresolved issues shaping how a current, unrelated disagreement is interpreted reflects which cause?

- A. Communication
- B. History
- C. Values
- D. Structure

7. Which is listed as a POSITIVE effect of conflict?

- A. Reality avoidance
- B. Enhanced creativity
- C. Reduced information flow
- D. Coalition formation

8. Which is listed as a NEGATIVE effect of conflict?

- A. Increased motivation
- B. Decision-making paralysis
- C. Group cohesiveness
- D. Incentive for growth

9. Resolving conflict through authority, rank, or the ability to reward or punish is a

- A. Rights-based approach
- B. Principle-based approach
- C. Interest-based approach
- D. Power-based approach

10. Relying on established rules, laws, or procedures is a

- A. Interest-based approach
- B. Power-based approach
- C. Rights-based approach
- D. Manipulation-based approach

11. Asserting outcomes based on external standards of fairness or justice is a

- A. Principle-based approach
- B. Rights-based approach
- C. Power-based approach
- D. Interest-based approach

12. Indirect influence through flattery or guilt, appearing cooperative while hiding self-serving motives, is

- A. Manipulation-based
- B. Principle-based
- C. Interest-based
- D. Rights-based

13. The approach most effective for long-term resolution, emphasizing collaboration and each side's needs, is

- A. Power-based
- B. Interest-based
- C. Principle-based
- D. Rights-based

14. The Thomas-Kilmann model's two dimensions are

- A. Emotion and logic
- B. Power and interest
- C. Task and relationship
- D. Assertiveness and cooperativeness

15. Withdrawing from or denying a problem when issues are not worth the cost is

- A. Avoiding
- B. Compromising
- C. Competing
- D. Accommodating

16. In the TK model, avoiding is scored as

- A. Lose/Lose

- B. Win/Win
- C. Win/Lose
- D. Lose/Win

17. Playing down differences to maintain surface harmony, "peace at all costs," is

- A. Accommodating (Lose/Win)
- B. Avoiding (Lose/Lose)
- C. Competing (Win/Lose)
- D. Collaborating (Win/Win)

18. Settling conflict through authority, position, or majority rule is

- A. Collaborating
- B. Competing
- C. Accommodating
- D. Compromising

19. Each party giving something to meet midway, useful for temporary solutions, is

- A. Collaborating
- B. Compromising
- C. Avoiding
- D. Accommodating

20. Emphasis on the group solution, recognizing everyone's abilities and values, is

- A. Compromising (Lose/Lose)
- B. Collaborating (Win/Win)
- C. Competing (Win/Lose)
- D. Accommodating (Lose/Win)

21. During facilitation, issue identification means focusing on

- A. The substantive issue rather than the person
- B. The rank order of the parties involved
- C. Who started the conflict in the first place
- D. The person's character and past behavior

22. When parties try to get the facilitator's opinion, the facilitator should

- A. Give a carefully worded neutral opinion
- B. End the facilitation session immediately
- C. Casually ignore the attempt and stay neutral
- D. Side quietly with the more senior member

23. "What I hear you saying is..." models which communication skill?

- A. Paraphrasing
- B. Reframing
- C. Probing
- D. Redirecting

24. Which term should facilitators be cautious of because it is defined as a fictional narrative?

- A. Position
- B. Fault
- C. Side
- D. Story

25. Impasse is defined as

- A. A conflict that has already been resolved
- B. A formal complaint processing stage
- C. The failure to make progress toward resolution
- D. A scheduled break in the session

26. Which is a listed technique for getting past impasse?

- A. Role reversal
- B. Escalating to command
- C. Assigning fault
- D. Ending facilitation permanently

27. The APIE problem-solving model stands for

- A. Analyze, Prepare, Initiate, End
- B. Ask, Probe, Interpret, Explain
- C. Assess, Prioritize, Integrate, Execute
- D. Assess, Plan, Implement, Evaluate

28. In APIE, translating identified needs into measurable goals happens in

- A. Plan
- B. Assess
- C. Implement
- D. Evaluate

29. Monitoring the response to the implemented plan is the

- A. Assess step
- B. Evaluate step
- C. Implement step
- D. Plan step

30. In the facilitated CMR model, the location should be

- A. The senior party's personal workspace, for familiarity
- B. Any available public space, since privacy is not required
- C. The commander's office, since it signals authority and control
- D. A neutral setting, not a public area, that fosters good communication

EOA 6000: Analyzing Records and Reports

1. The purpose of collecting and analyzing records and reports data is to implement planned and preventive self-assessment activities that measure

- A. Individual member performance appraisals
- B. Unit readiness scores and metrics
- C. Commander performance evaluations
- D. The effectiveness of MEO Program Elements

2. Which is one of the MEO Program Elements from DoDI 1350.02?

- A. Demonstration of leadership commitment
- B. Mandatory quarterly briefings
- C. Annual awards review
- D. Weekly climate surveys

3. Which is a listed reason EOPs need to access, collect, and analyze records and reports data?

- A. Personal curiosity
- B. Promotion board preparation
- C. Regulatory requirements
- D. Social media monitoring

4. Data that can be counted, measured, or given a numerical value is

- A. Quantitative data
- B. Thematic data
- C. Qualitative data
- D. Categorical narrative

5. The number of unit members is an example of which quantitative subtype?

- A. Discrete data
- B. Categorical data
- C. Ordinal narrative
- D. Continuous data

6. Time is the SG's example of which quantitative subtype?

- A. Continuous data
- B. Discrete data
- C. Categorical data
- D. Interval theme

7. Rank or grade is the SG's example of

- A. Qualitative data
- B. Discrete data
- C. Continuous data
- D. Categorical data

8. Interviews, focus groups, diaries, photographs, and observations are sources of

- A. Quantitative data
- B. Qualitative data
- C. Discrete data
- D. Continuous data

9. Per the SG, quantitative results can highlight issues or relationships while qualitative data can

- A. Shed light on the causes
- B. Reduce them to numbers
- C. Replace them
- D. Invalidate them

10. Which is a listed example of QUANTITATIVE data for records analysis?

- A. Promotion data
- B. Daily unit journals
- C. Oral communications
- D. Social media posts

11. Which is a listed example of QUALITATIVE data for records analysis?

- A. Awards data broken out by category
- B. Retention trends over the reporting period
- C. Discipline trends over the reporting period
- D. Electronic written communication such as emails

12. Per the DoD Data Strategy, data is recognized as

- A. A privacy liability
- B. A commander's personal resource
- C. A byproduct of operations
- D. A strategic asset

13. Relying on data enables objective conclusions by reducing errors that stem from

- A. Historical comparisons across reporting periods
- B. Standardized formats and consistent definitions
- C. Command guidance issued at the unit level
- D. Intuition, perception, and false narratives

14. Which is a listed CHALLENGE of analyzing records and reports?

- A. Varying report formats hinder direct comparison
- B. Standardized data facilitates comparison
- C. Data enables tracking over time
- D. Records provide permanent data

15. The FIRST step in implementing the data analysis process is

- A. Receiving command approval and guidance
- B. Collecting all available records
- C. Identifying imbalances
- D. Writing the executive summary

16. Before collecting records, the MEO professional must identify the specific types of records needed and then

- A. Set the date for the command briefing on findings
- B. Anonymize the data before it is ever collected
- C. Publish a data call requesting records from the unit
- D. Obtain the commander's permission to access and collect them

17. Planning to collect records data includes developing a collection format, identifying the agencies managing the data, setting deadlines, and ensuring the data is

- A. Anonymized
- B. Favorable
- C. Classified
- D. Current

18. Quantitative findings are presented by using numbers and percentages to

- A. Paint the picture
- B. Prove intent
- C. Assign blame
- D. Close the analysis

19. Per the SG note, percentage differences do NOT determine causes or imply intent to discriminate, but may

- A. Substantiate a specific discrimination complaint
- B. Uncover patterns that shed light on underlying issues
- C. Replace the need for a full investigation
- D. Justify disciplinary action against individuals

20. The percentage formula in the SG is

- A. Population in review divided by total population, times 100
- B. Population in review times total population, divided by 100
- C. Total population divided by population in review, times 100
- D. Population in review minus total population, times 100

21. Analyzing the data should START with

- A. Conducting interviews with unit members first
- B. Analysis of the organization's demographics
- C. Identifying imbalances in the dataset first
- D. Writing the executive summary first

22. Senior Enlisted are 18% of the organization but receive 80% of awards. This is an example of

- A. A theme
- B. A collection error
- C. Substantiated discrimination
- D. A potential imbalance

23. "Unfair distribution of awards amongst Jr. enlisted" is the SG's example of a trend; the corresponding THEME is

- A. Junior enlisted morale
- B. Unequal awards distribution
- C. Awards backlog
- D. Leadership failure

24. Key points when interpreting themes include using meaningful terms, identifying concerns, and using data to present

- A. The commander's preferences
- B. Opinions supported by facts
- C. Facts and not opinions
- D. Recommendations only

25. The introduction of the executive summary includes the unit's mission, guidance provided, data analyzed, time period, and

- A. The purpose of the report
- B. Cost estimates
- C. Disciplinary outcomes
- D. Recommendations

26. The summary of findings is a quick snapshot of prominent findings that should include

- A. Only actionable findings
- B. Only negative findings
- C. Raw data tables
- D. Both positive and negative findings

27. Describing the target population, the data, and the analyses used belongs in which report section?

- A. Introduction
- B. Data collection and methods
- C. Conclusions
- D. Recommendations

28. Suggestions and ideas based on best practices to address the results belong in

- A. Results
- B. Introduction
- C. Recommendations
- D. Data collection and methods

29. The Results section includes findings, trends, and themes related to the data the commander directed, to enable

- A. Punitive action against named individuals
- B. Data-driven decision-making
- C. Public release of the raw dataset
- D. Budget requests for the next fiscal year

30. The correct order of the executive summary report is

- A. Introduction, Cover, Data collection and methods, Summary of Findings, Recommendations, Results, Conclusions
- B. Cover, Introduction, Summary of Findings, Data collection and methods, Results, Recommendations, Conclusions
- C. Cover, Summary of Findings, Introduction, Recommendations, Data collection and methods, Results, Conclusions
- D. Cover, Introduction, Data collection and methods, Summary of Findings, Recommendations, Conclusions, Results

Answer Keys

EOA 5100: Conflict Management and Resolution

1. B	2. A	3. D	4. B	5. A	6. B	7. B	8. B	9. D	10. C
11. A	12. A	13. B	14. D	15. A	16. A	17. A	18. B	19. B	20. B
21. A	22. C	23. A	24. D	25. C	26. A	27. D	28. A	29. B	30. D

EOA 6000: Analyzing Records and Reports

1. D	2. A	3. C	4. A	5. A	6. A	7. D	8. B	9. A	10. A
11. D	12. D	13. D	14. A	15. A	16. D	17. D	18. A	19. B	20. A
21. B	22. D	23. B	24. C	25. A	26. D	27. B	28. C	29. B	30. B