*Capitalization – The first word of a sentence is capitalized & punctuated as usual. Each bullet point answer begins with capitalization and ends with a period. Bullet point answers that complete a sentence with the question above are not capitalized but end with a period (…).*

*As per previous revision comments, all multiple-choice questions are posed as which and all open answer questions are posed as what (or when or how). Exceptions are to avoid extremely awkward phrasing.*

1.1

1. What does the term “cooperation” mean?

*Cooperation is characterized by the fact that the persons involved pursue a common goal and the participants support each other in achieving this goal.*

1. When does competition exist?

*Competition is said to exist when the goals or interests of (at least) two persons are in a mutually hindering relationship.*

1.2

1 According to Spieß, which forms of cooperation can be distinguished from a psychological perspective?

* material, tangible cooperation.
* *natural, emotional cooperation.*
* *strategic, rational cooperation.*
* sympathetic, approachable cooperation.
* *empathic cooperation.*
* *pseudo-emphatic cooperation.*

2. When does a strategic, rational cooperation exist?

*A strategic or rational cooperation exists when the actors’ behavior, at least from one side, is rationally oriented toward achieving a common goal more efficiently through cooperation.*

**1.3**

1. What is game theory?

*Game theory is a subdiscipline of business administration studies. In game theory, actions and choices are analyzed in which the achievable results of decisions do not depend on environmental conditions that cannot be influenced, but rather on the reactions of a consciously acting opponent.*

1. What is the prisoner’s dilemma? Mark the correct answer:

The prisoner’s dilemma is ...

* ...a parlor game.
* ... a story by Wilhelm Busch.
* ... *an experiment in game theory.*
* ... a feature film with Robert Redford and Paul Newman.

1.4

1. Which subjective factors accompany the path from cooperation to conflict? Mark the correct answers:

The path to conflict is accompanied by ...

* ... negative reports in the daily news.
* *... a narrowed perception.*
* ... constant harassment from a neighbor.
* ... *destructive thoughts.*
* *... negative feelings.*

2.1

1. According to Glasl, when does a social conflict occur?

*A social conflict occurs when a person feels adversely interfered with by another person in the realization of their perceptions, thinking, feelings, or wants.*

1. What is meant by a conflict trap?

*A conflict trap is the situation in which the disputants find themselves when they have been pulled so far into the downward spiral of conflict that they can no longer free themselves from the conflict.*

2.2

1. Which is a type of conflict?

A conflict type refers to ...

* ... an art movement that uses conflict as a theme.
* *... a classification of conflicts according to the underlying causes of conflict.*
* … a manner of handling conflicts.

1. Name the five universal types of conflict.

*The five universal types of conflict are:*

* *Factual conflicts.*
* *Relationship conflicts.*
* *Conflicts of interests.*
* *Structural conflicts.*
* *Conflicts of values.*

1. Explain the difference between “hot” and “cold” conflicts.

*Hot conflicts emerge openly, are visible to everyone, and are carried out openly. In contrast, cold conflicts are carried out in a concealed manner and are not immediately visible to everyone.*

2.3

1. Describe mobbing in your own words.

*Mobbing is a particular type of conflict that involves isolating an individual person.*

1. What is the difference between “bossing” and “staffing”?

*In bossing, an employee is harassed by the employer or (a) supervisor(s). In staffing, a supervisor is ostracized by their employees.*

2.4

1. How many main levels and stages does Glasl’s escalation model distinguish?

*Glasl’s escalation model distinguishes three main levels and nine stages.*

1. What does “conflict capacity” refer to?

*Conflict capacity refers to people’s ability to handle conflicts in an appropriate and solution-oriented manner.*

2.5

1. Define the phrase “organizational conflict resistance”.

*Conflict resilience refers to the ability of organizations to handle conflict appropriately.*

1. What is meant by the term “conflict regulators”?

*Conflict regulators are ...*

* *Employees in a conflict management department.*
* *Conflict management processes.*
* *Online conflict management tools.*
* *Conflict management bodies.*

1. Which statement about conflict costs is correct?

Conflict costs ...

* ... are to be entered in accounting as external costs.
* ... *are caused by external and internal conflicts.*
* *... represent a significant cost factor.*
* ... can be disregarded because they cannot be measured.

1. Define the term “conflict management”.

*Conflict management is the systematic and institutionalized handling of conflicts, through which the course of a conflict is specifically influenced. The selection and design of a suitable process should ensure transparency, controllability, and efficiency of conflict management.*

1. Name the three conflict categories of conflict management.

*- Workplace conflicts (ranging from mobbing allegations to team conflicts).*

*- Conflicts between business units/group companies (internal economic/corporate conflicts).*

*- Conflicts between companies (external economic/corporate conflicts).*

3.3

1. Name the elements of structural conflict management.

* *Conflict manager.*
* *Conflict analysis.*
* *Conflict handling.*

2 What is a conflict manager’s goal in conducting a conflict analysis?

*The conflict manager conducts an analysis of the conflict to obtain a clear picture of the conflict situation as well as to identify the conflict and social structures.*

4.1

1. Mark the axioms of communication according to Paul Watzlawick.

*X One cannot not communicate.*

* In silence lies the power of communication.
* Only those who speak loudly, speak clearly and understandably.

*X Every communication has a content and relationship aspect.*

* Women communicate differently than men.

*X Communication is always cause and effect.*

* Verbal communication is a means of manipulation.

X *Human communication uses analog and digital modalities.*

*X Communication is symmetrical or complementary.*

* Human communication is always susceptible to interference.
* Human communication is analog.

4.2

1. How do you define nonverbal communication?

*Nonverbal communication is any communication that is not verbal, i.e., does not occur using spoken, signed, or written language.*

4.3

2 What does metacommunication mean?

*Metacommunication is communication about communication or the “discussion about discussions”.*

4.4

1. Explain the 4 sides communication square**.**

*The communication square is Schulz von Thun’s communication model. It asserts that every message has four sides (aspects): factual content, self-revelation, relationship, and appeal. Each message contains information from all four message aspects.*

4.5

1. What ego states does transactional analysis distinguish?

*Transactional analysis distinguishes three ego states: the parent ego, the adult ego, and the childhood ego.*

1. Explain the difference between complementary and crossover transactions.

*Transactions in the sense of transactional analysis are communication messages exchanged between a sender and a receiver.*

*If these messages run in parallel lines in the transaction schema, then the transaction is called complementary, i.e., the exchanged messages complement each other. It does not matter from which ego state to which ego state the lines run. It is important that they always run parallel.*

*In non-complementary transactions, the transaction lines cross in the transaction schema. In other words, they do not run parallel. For this reason, crossover transactions are also referred to here.*

4.6

1. What does the term “violence” mean in the context of nonviolent communication?

*The term “violence” in the context of nonviolent communication means fulfilling one’s own needs at the expense of others. “Violence” in communication primarily manifests itself in judging others, particularly stereotyping and condemning people.*

1. What is the nonviolent communication attitude?

*Rosenberg places mutual respect at the center of interpersonal communication in nonviolent communication. It should enable an empathetic attitude towards one’s own needs and those of the conversation and negotiation partners. Compassionate togetherness and honest connections are essential needs of people that can be fulfilled with nonviolent communication.*

3. Name the individual components of nonviolent communication.

1. *Component: Observe.*
2. *Component: Feelings.*
3. *Component: Needs.*
4. *Component: Requests.*

5.1

1. What does the term “conversation disruptor” refer to?

*Conversation disruptors are habits, attitudes, and techniques that disrupt a conversation and prevent successful communication.*

2. Explain paraphrasing.

*Paraphrasing means repeating what has been said in one’s own words and is an active listening technique.*

5.2

1. List the goals of conversation moderation.

*The goal of conversation moderation is to ensure that the course of the conversation proceeds in a consensus and goal-oriented manner.*

6.1

1. What is mediation?

*Mediation is a voluntary and confidential process in which the parties, with the help of a mediator, seek an amicable settlement of their conflict on their own responsibility.*

1. What out-of-court conflict resolution processes are available?

Out-of-court conflict resolution processes include ...

* ... business coaching.

*X ... mediation.*

* ... organizational development.

X ... *conflict moderation.*

*X ... conciliation.*

*X ... arbitration processes.*

1. What is the Harvard Concept?

*The Harvard Concept is the theoretical basis of mediation. The Harvard Concept is a method of resolving conflicts on the basis of negotiation. The Harvard Concept is also referred to as the method of fact-based negotiation since it strictly distinguishes between the facts or the subject matter of negotiation and the persons or the negotiating partners.*

6.2

1. Why is mediation an attractive instrument for handling conflicts?

*Because the principle of lastingness is inherent in mediation and it contributes to the improvement of future relationships.*

2. What are the application areas of business mediation?

The areas of application of business mediation include ...

* ... economic policy conflicts, such as trade wars.

*X ... internal company conflicts, such as between employees.*

* ... military conflicts over economic resources, such as oil deposits.

*X... external company conflicts, such as conflicts between companies.*

* ... tavern brawls.

6.3

1. Who is also referred to as the “overseer of the process” in mediation?

The “overseer(s) of the process” is/are ...

* *... the mediator.*
* ... the mediants.
* ... the judge.
* ... the arbitrator.

1. To which aspects does the principle of personal responsibility refer in mediation?

*The principle of personal responsibility refers to ...*

* *... taking responsibility for one’s own conflict contribution.*
* *... taking responsibility for the result.*
* *... taking responsibility for finding solutions.*

6.4

1. Why is the process of mediation structured in stages?

*A structured process of mediation with clearly delineated stages and steps ensures a result-oriented and problem-related discussion.*

1. Name the 5 stages in which mediation occurs.

*Stage 1: Preparation and mediation contract*

*Stage 2: Collection of topics and information*

*Stage 3: Clarification of interests*

*Stage 4: Creative search for possible solutions   
Stage 5: Selection of a solution and reaching an agreement*

1. What does the 3rd stage of mediation involve?

*The third stage of mediation serves to clarify the interests and needs of the mediants. The question is: What exactly are the mediants concerned with? What are the interests and needs behind the respective positions?*