МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ ІМЕНІ СЕМЕНА КУЗНЕЦЯ

ЗАТВЕРДЖЕНО
на засіданні кафедри
менеджменту та бізнесу
Протокол № 1 від 25.08.2023 р.

ПОГОДЖЕНО
Проректор з навчально-методичної роботи

Каріна НЕМАШКАЛО

КОНФЛІКТОЛОГІЯ
робоча програма навчальної дисципліни (РПНД)

Галузь знань	**всі**
Спеціальність	**всі**
Освітній рівень	**перший (бакалаврський)**
Освітня програма	**всі**

Статус дисципліни	**вибіркова**
Мова викладання, навчання та оцінювання	**англійська**

Розробники:

д.е.н., доцент _____ Нікіта НАЗАРОВ

Завідувач кафедри менеджменту
та бізнесу _____ Тетяна ЛЕПЕЙКО

Харків
2023

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

APPROVED
at the meeting of the department
management and business
Protocol № 1 of 25.08.2023

AGREED
Vice-rector for educational and methodical work

Karina NEMASHKALO

CONFLICTOLOGY
Program of the course

Field of knowledge	**all**
Specialty	**all**
Study cycle	**First (bachelor)**
Study programme	**all**

Course status	elective
Language	English

Developers:

Doctor of Economics,
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Head of Management and
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Kharkiv
2023

INTRODUCTION

"Conflictology" is an elective course of the first (bachelor's) level for all specialties.

"Conflictology" is a complex course. It is designed to form students' competences such as the ability to determine the causes of conflicts, diagnosis and resolution of conflicts, the ability to manage conflicts and prevent them.

The purpose of the course "Conflictology" is to provide future specialists with the knowledge of the necessary theoretical foundations about the nature of conflicts, methodological recommendations, practical skills in solving them, developing the skills to control conflict situations, effectively manage conflicts in organizations and use them pragmatically to achieve one's own goals.

The tasks of the course are:

determine a person's suitability for managerial activity;

to study the causes and consequences of the conflict;

reveal the content of the conflict functions;

determine the nature of relationships and communication between people when performing joint tasks;

management of social relations during conflict situations;

to study methods of forecasting, diagnosing and preventing conflicts;

generate and search for new ideas on conflict management;

creating a management system and determining the effectiveness of conflict management in the organization;

assessment of effectiveness and efficiency of conflict management.

The subject of the course is laws, regularities, mechanisms of flow and processes of conflict management.

The object of the course is the process of conflict management as a socio-psychological phenomenon.

The learning outcomes and competences formed by the course are given in table 1.

Table 1

Learning outcomes and competences formed by the course

Learning outcomes	Competences
Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership	Ability to learn and master modern knowledge
	The ability to determine the prospects of the organization's development
	The ability to manage the organization and its divisions through the implementation of management functions
	Ability to plan the activities of the organization and manage time
	Ability to develop and demonstrate leadership qualities and behavioral skills
Describe the content of the functional areas of the organization	Ability to identify and describe organizational characteristics

Demonstrate the skills of searching, collecting and analyzing information, calculating indicators to substantiate management decisions	The ability to analyze the results of the organization's activities, to compare them with the factors of influence of the external and internal environment
	The ability to analyze and structure the problems of the organization, to form reasonable solutions
Demonstrate the skills of interaction, leadership, teamwork	Ability to work in a team and establish interpersonal interaction when solving professional tasks
	The ability to form effective procedures and communication mechanisms of interpersonal interaction in the business environment, including for adaptation to new situations
Demonstrate skills in situation analysis and communication in various areas of the organization	Ability to adapt and act in a new situation
	Ability to create and organize effective communications in the management process
	The ability to form effective procedures and communication mechanisms of interpersonal interaction in the business environment, including for adaptation to new situations
Conduct research individually and/or in a group under the guidance of a leader	. Ability to work in a team and establish interpersonal interaction when solving professional tasks
	Ability to develop and demonstrate leadership qualities and behavioral skills
Demonstrate communication, research, technological and cross-cultural skills necessary to analyze business situations, prepare, justify and present management decisions	The ability to apply theoretical-methodical and organizational-economic approaches to the process of development, adoption and implementation of management decisions in conditions of uncertainty and to form a complex of the most influential risks
	The ability to form effective procedures and communication mechanisms of interpersonal interaction in the business environment, including for adaptation to new situations

Course content

Content module 1. General theory of conflict.

Topic 1. Development of conflict science as an educational discipline.

1.1. The science of conflict (conflictology) in the system of scientific knowledge. Conflictology as a science. The role of conflict studies . Research directions of conflictology (philosophical-social, organizational-sociological, individual-psychological). Negative functions of conflict. Positive functions of conflict. Existence of functional management bodies (board of directors, board, directorate), creation of special commissions to resolve conflict issues. The connection of modern conflictology as a field of knowledge with the function of such sciences as

philosophy, psychology (general and social), sociology, management and others. The theoretical foundation of the science " Conflictology ". The purpose and main tasks of studying the discipline " Conflictology ".

1.2. Object, subject and research methods of conflict science. The concept of conflictology as a science. Object of conflictology . The subject of conflict studies . Directions of conflictology as a science. The specifics of the science and research methods of conflictology depending on the nature of conflicts.

1.3. The history of the development of conflict science. Evolution of conflictual views. Modern development of conflict studies . Formation of conflictology as a science in Ukraine and its development at the current stage. Identification of the main problems in the field of conflict studies in Ukraine. The contribution of Ukrainian scientists to the development of conflictology as a science.

Topic 2. The essence of the conflict and its structure.

2.1. Conflict as a complex social phenomenon. Scheme of transformation of a disputed situation into a conflict. Concept: conflict situation, incident. Characteristics of the participants in the conflict - subjects and objects of the conflict. Signs of conflict. Definition of the problem of contradiction, that is, the subject of the conflict. The general formula of the conflict. Dependence of the occurrence of the conflict on its components.

2.2. Structural model of conflict. Positions of conflicting parties. Directions and methods of activity of opponents. Characteristics of the conflict as an open social system. Scheme of the structural model of the conflict. Determination of the main structural elements of the conflict. Conditions of conflict.

2.3. Conflict functions. Characteristics of the "human relations" school. Elton Mayo and Mary Parker Follett are representatives of the "human relations" school. A modern point of view on the conflict. Characteristics of functional and dysfunctional conflict. Research in the field of functionality of Lewis conflicts Kozer and Ralph Dahrendorf . Positive and negative functions of conflicts, their characteristics. The influence of society's culture on the development of conflicts.

Topic 3. Types of conflicts and their causes.

3.1. Classification of conflicts. Intrapersonal conflicts ("plus-plus", "plus-minus", "minus-minus", role) and their features. The Hawthorne experiment (USA) is an example of intergroup conflict in an organization. Interpersonal conflicts and their properties. Scheme of intra-personal conflict. Conflicts are group and between an individual and a group, their causes. The peculiarity of this type of conflicts. The nature of conflicts. The level of expressiveness of the conflict confrontation. Open and closed conflicts, their characteristics. Cognitive conflict and conflicts of interest. Vertical and horizontal conflicts. Object-less conflicts.

3.2. Borders of conflict. Three aspects of determining the boundaries of the conflict: 1) spatial; 2) temporal; 3) busy. their characteristics. Determination of the beginning of the conflict. Necessary conditions for determining the conflict. The end of the conflict.

3.3. Causes of conflicts. Common causes of conflicts. Partial causes of conflicts. Objective and subjective causes of conflicts, their characteristics, examples.

Topic 4. Dynamics of the conflict and the mechanism of its occurrence.

4.1. Conflict dynamics. Stages and phases of the conflict. A model of the conflict process according to its dynamics. Cyclicality of conflict phases. The ratio of phases and stages of the conflict depending on the possibility of its resolution.

4.2. Theories of conflict mechanisms. Three formulas of conflicts depending on the nature of their occurrence (conflicts "A", "B", "B"), the practical meaning of the formulas of conflicts. Conflictogens and their classification.

4.3. Transactional analysis of conflicts. Basic provisions of the theory of transactional analysis. The developer is the American psychologist Erich Bern, 60 years of the 20th century. ("Human games"). The concept of " transact analysis" and the central category of this theory - "transaction". Three main positions of conflict interactions (transactions) - "Father", "Adult", "Child", their characteristics. Scheme of the transaction analysis algorithm. Examples.

Content module 2. Regulation of conflict interaction.

Topic 5. Conflict management process.

5.1. The essence of conflict management and its diagnosis. The concept of "conflict management". Internal and external aspects of conflict management, their characteristics. The conflict diagnosis process. The main goal of conflict management. Conflict diagnosis scheme. Cartographic analysis of the conflict, its stages.

5.2. Content of the conflict management process. The process of conflict management (prediction, prevention and stimulation, regulation, resolution), their characteristics. Content of conflict management and its dynamics. Conflict regulation technologies (informational, communicative, socio-psychological, organizational).

5.3. Managerial decisions in conflict situations . Model of making a scientifically based decision on conflict management. Conflict management algorithm.

Topic 6. Methods and forms of conflict management.

6.1. Principles and methods of conflict management. Laws and principles of conflict management. Characteristics of the main methods of conflict management.

6.2. Structural methods of conflict management. Forms of conflict management by structural methods. Coordinating and integrating mechanisms. Means of integration. Determination of the overall organizational comprehensive goal. The structure of the reward system as a method of conflict management.

6.3. Interpersonal methods (styles) of conflict management. Characteristics of interpersonal methods, conflict resolution styles (avoidance, concession, coercion, compromise, cooperation). The Thomas-Kilman model of personality behavior strategy in conflict. Types of personality behavior (effective, authoritarian, compliant).

6.4. Intrapersonal and personal conflict management methods. Characteristics of intrapersonal conflict resolution methods. Forms of manifestation of intrapersonal conflicts. Ways to resolve intrapersonal conflicts. Characteristics of personal conflict management methods.

6.5. Negotiations as a universal method of conflict resolution. Stages of negotiations. Characteristics of the main (four) stages of negotiations. Models of behavior in the negotiation process.

Topic 7. Prevention of conflicts in the organization.
7.1. Conflict prevention: essence, approaches and directions. Conflict prevention and its directions. Involvement of middle managers in joint decision-making. Changes in organizational management structures. Improvement of organizational management structures as a direction of conflict prevention. Principles of creating a network of small enterprises (MP network).

7.2. Prevention of conflicts according to the personnel management strategy. Personnel management strategy (PMS). Personnel policy of the organization. A model of personnel management strategy in the organization. Personnel work. Selection of personnel.

7.3. Management of employee competence as a direction of conflict prevention. Constituent components of personal competence. Stages of the competence life cycle. Competence management at the organization level. Competence management at the individual level.

7.4. Management of individual behavior in order to prevent conflict. The process of aligning expectations in the organization. Personnel management strategy. Directions of managing individual behavior in order to prevent conflicts. Characteristics of general rules without conflict behavior in the organization.

The list of practical (seminar) studies in the course is given in table 2.

Table 2

The list of practical (seminar) studies

Name of the topic and / or task	Content
Topic 1 Task 1	Working with the conceptual and categorical apparatus: visualization of the main concepts
Topic 2 Task 2	Discussion "Practical significance of conflictology "
Topic 3 Task 3	Work in groups "Essence of the conflict and its causes". Business game "Complaint"
Topic 4 Task 4	Practical task "Investigation of socio-psychological characteristics of the individual and their influence on behavior in conflict"
Topic 4 Task 5	Practical task "Formula of conflicts". Solving situational problems
Topic 5 Task 6	Practical task "Types of conflicts and their recognition"
Topic 6 Task 7	Seminar class on the topic: "Dynamics of conflict and mechanisms of its occurrence"
Topic 7 Task 8	Practical task. "Dynamics of conflict and mechanisms of its occurrence". Construction of a schedule of the conflict process by phases.

The list of self-studies in the course is given in table 3.

Table 3

List of self-studies

Name of the topic and / or task	Content
Topic 1-7	Search, selection and review of literary sources on a given topic
Topic 1-7	Preparation for the Colloquium
Topic 1-7	Preparation for practical (seminar) classes
Topic 1-7	Performance of an individual task (presentation)

The number of hours of lectures, practical (seminar) studies and hours of self-study is given in the technological card of the course.

TEACHING METHODS

In the process of teaching the course, in order to acquire certain learning outcomes, to activate the educational process, it is envisaged to use such teaching methods as:

Verbal (lecture-discussion (Topics 1 – 7), work in small groups (Topics 2 – 6).

In person (demonstration (Topics 1 – 7)).

Practical (practical work (Topics 1 - 7), group work (Topics 2, 4, 6, 7), presentation (Topics 2, 6)

FORMS AND METHODS OF ASSESSMENT

The University uses a 100-point cumulative system for assessing the learning outcomes of students.

Current control is carried out during lectures, practical and seminar classes and is aimed at checking the level of readiness of the student to perform a specific job and is evaluated by the amount of points scored:

− for courses with a form of semester control as grading: maximum amount is 100 points; minimum amount required is 60 points.

The final control includes current control and assessment of the student.

Semester control is carried out in the form of grading.

The final grade in the course is determined:

− for disciplines with a form of grading, the final grade is the amount of all points received during the current control.

During the teaching of the course, the following control measures are used:

Current control: colloquia (maximum score – 14 points (two colloquia during the semester, total maximum number of points – 28)); competence-oriented task by topic (maximum score – 8 points (five competence-oriented tasks during the semester, total maximum number of points – 40)); presentations (maximum score – 5 points (two presentations during the semester, total maximum number of points – 10)); business games (maximum score – 6 points (two business games during the semester, total maximum number of points – 12), essay (maximum score – 5 points (two essays during the semester, total maximum number of points – 10)).

Semester control: Grading.

More detailed information on the assessment system is provided in technological card of the course.

RECOMMENDED LITERATURE

Main

1. Організаційна поведінка : навчальний посібник / Т. І. Лепейко, С. В. Лукашев, О. М. Миронова. – Х. : Вид. ХНЕУ, 2013. – 156 с. (Укр. мов.) – Режим доступу: http://www.repository.hneu.edu.ua/handle/123456789/14218.

2. Миронова О.М., Мазоренко О.В. Конфліктологія: навч. посібн. – Харків : Вид. ХНЕУ, 2011. – 168 с. – Режим доступу: http://www.repository.hneu.edu.ua/handle/123456789/7479.

3. Нагаєв В.М. Управління конфліктами та комунікаціями : навч.-метод. посібн. – Харків : КП «Міська друкарня», 2022. – 64 с.

4. Петрінко В.С. Конфліктологія: курс лекцій, енциклопедія, програма, таблиці. – Ужгород: Видавництво УжНУ «Говерла», 2020. – 360 с.

Additional

5. Дученко М. М., Шевчук О. А. Конфліктологія: Практикум : навч. посіб. – Київ : КПІ ім. Ігоря Сікорського, 2020. – 88 с.

6. Назаров Н. К. Управління конфліктами в організації / Н. К. Назаров // Менеджмент персоналу: підручник. / за заг. ред. д. е. н., проф. В. Брича. – Тернопіль : ЗУНУ, 2023. - Розділ 17. - С. 489 – 518. – Режи доступу: http://www.repository.hneu.edu.ua/handle/123456789/30462.

7. Назаров Н. К. Застосування соціальних технологій управління конфліктами у соціально-трудовій сфері / Н. К. Назаров, В. М. Лугова // Ukrainian Journal of Applied Economics and Technology. - 2023. - Vol. 8. - № 2. - С. 287-295. – Режи доступу: http://www.repository.hneu.edu.ua/handle/123456789/30631.

8. Myronova O. M. Improving the level of organizational culture in companies due to the conflict reduction / O. M. Myronova // Економіка та суспільство. – 2021. – № 25. – Access mode: http://www.repository.hneu.edu.ua/handle/123456789/25952.

9. Nazarov N. K. Social and labor conflict management: Ukrainian and foreign experience / N. K. Nazarov // Innovative technologies and scientific solutions for industries. - 2021. - No. 1 (15) – P. 91-98. – Access mode: http://www.repository.hneu.edu.ua/handle/123456789/25957.

10. Nazarov N. Resolution of Social and Labor Conflicts in the Conditions of Social Intensity of the Society / N. Nazarov, S. Honcharova, V. Minenko and other // Financial and Credit Activity Problems of Theory and Practice. – 5(46). – P. 349–360. – Access mode: http://www.repository.hneu.edu.ua/handle/123456789/28322.

11. Semenchenko A. Diagnostics and making decision in conflict management at the enterprise / A. Semenchenko, G. Nazarova, A. Semenchenko, N. Nazarov, R. Urdukhanov // Management Theory and Studies for Rural Business and Infrastructure Development – 2021. – №43(2). – P. 259-268. – Access mode:

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Information resources

12. Electronic catalog of the National Library of Ukraine named after V. I. Vernadskyi. – Access mode: www.nbuv.gov.ua.

13. Electronic catalog of the Kharkiv State Scientific Library named after V. G. Korolenko. – Access mode: http://korolenko.kharkov.com .

14 . Economic and legal library. – Access mode: http://www.vuzlib.net.