МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ

ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

"ЗАТВЕРДЖУЮ"
Заступник керівника
(проректор з науково-педагогічної роботи)

М. В. Афанасьєв

КОНФЛІКТОЛОГІЯ

робоча програма навчальної дисципліни

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

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

Завідувач кафедри менеджменту та бізнесу   Т. І. Лепейко

Харків
ХНЕУ ім. С. Кузнеця
2018

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

"APPROVED"
Head deputy
(vice-rector of scientific and pedagogical work)

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M.V. Afanasyev

_____<u>**CONFLICTOLOGY**</u>_____

syllabus of the educational discipline

Branch of knowledge   **All**
Specialty   **all**
Educational level   **First (Bachelors)**
Educational program   **all**

Type of discipline   **selective**
Language of teaching, learning and evaluating   **english**

Head of the Department of Management and Business   T. I. Lepeyko

Kharkiv
S. Kuznets KhNUE
2018

APPROVED
at the meeting of the Department of Management and Business
Protocol №1 dated August 27, 2018

Developer (s):
Mazorenko Oksana Volodymyrivna, PhD in Economics, Assoc. Prof. of
Management and Business Department

**Letter of renewal and re-approval
working program of academic discipline**

Academic year	The date of the meeting of the development department RPND	Protocol number	The signature of the head of the department

1. Introduction

Annotation of the discipline:

The emergence and overcoming of conflicts of various levels is an objectively inevitable phenomenon of social life. Conflict is caused by the increasing complexity and diversity of social processes and phenomena, the creation of conditions for environmental constraints; differences in thinking and understanding between people; collision of interests, etc. In principle, it is impossible to avoid conflicts and their consequences, so it is necessary to familiarize themselves with the experience of their solution, learn to adhere to certain existing rules aimed at resolving conflicts.

The purpose of the discipline: formation of students of the system of fundamental knowledge on conflictology, mastery of practical skills of conflict resolution at different levels and combating the effects of stress as a negative consequence of conflict situations.

Course	**2**	
Semester	**3**	
Amount of credits ECTS	**5**	
Audit lessons	**lectures**	**20**
	seminars, practical ones	**20**
Independent work		**110**
Form of final control	**Credit**	

Structural-logical scheme of studying the discipline:

Previous disciplines	The following disciplines
Sociology	Business Planning
	Social responsibility
	Anti-crisis management

2. Competence and results of studying a discipline:

Competence	Learning outcomes
1	2
be able to prevent stress, use socially acceptable ways to remove it	methods of collecting social information (observation, analysis of documentation, survey, testing, sociometry, etc.) and methods of quantitative and qualitative data processing (mathematical, statistical, etc.).
use the positive components of corporate culture to overcome the conflict of interest	the effectiveness of using existing forms and systems of wages, material incentives, and preparing proposals for their improvement
be able to develop and use indicators of behavioral activity	psychological and pedagogical characteristic of personality; quantitative correlation between employees with regard to their psychological compatibility for regulating group relationships in a team

1	2
be able to diagnose and analyze conflict situations, prevent them from being transformed into conflict, timely neutralize conflict situations, use appropriate structural and personal conflict management methods	the ratio of wages of different groups and categories of employees, based on their role in the production process, qualification and professional experience, the complexity of their work and functions of the level of responsibility and creative activity, and assessment of personal contribution to the final results of the enterprise
be able to form personal business behavior of personnel at an industrial enterprise	analysis of informal relationships in a team, ability to cooperate with informal leaders, eliminate destructive leadership
plan their own career, professional and professional growth, self-development and self-improvement	the choice of remuneration systems that have a mutual influence on the promotion of labor among workers of different groups and categories
to synchronize efforts, to distribute activity in time and space, to ensure the ordering of the organizational system, to maintain it in a state of dynamic development and adaptation	the ability to build a communications network for the exchange of information and feedback
be able to regulate the internal-corporate relations, neutralization of conflict situations, connected with contradictions of interests of shareholders of joint-stock company officials	principles of feedback, control of the effectiveness of the actions of managers of management decisions
apply different means of guidance: informing, individual conversation, discussion, recognition, critique, condemnation	the ability to harmoniously combine individual, group and mass forms of educational work, apply methods of teaching, creating orientational conditions and personal example

2. Syllabus of the educational discipline

Content module 1. Features of conflicts in different spheres

Theme 1. Subject, content, structure and tasks of the discipline

Conflictology as a science. Prerequisites for the emergence and the main stages of the development of conflictology. Place of conflictology in the system of sciences. The structure of modern conflictology as a scientific discipline: the general theory of conflicts, the private sphere of conflictology and applied conflictology.

Methods of conflictology. Concepts of conflictology and their definition.

Subject and tasks of conflictology as a branch of scientific knowledge and practical activity. Conflictology as an educational discipline.

Theme 2. Conflict and its nature

Concept of conflict and its main structural characteristics. Necessary and sufficient conditions for the emergence of the conflict. Causes of conflicts: the notion of subjective

and objective reasons. Value of causes and other factors of conflict: consequences, conditions, conflict.

Functionality of the conflict: the appointment of a conflict, the relationship between conflict and other aspects of individual and social life. The concept of constructive and destructive functions of the conflict.

Classification of conflicts. Criteria for the allocation of conflicts: a) by sphere of action; b) by the nature of subjectivity; c) the degree of tension; d) by the way of behavior or the nature of leakage; e) in the form of manifestation; h) by way of permission and consequences. The typology of conflicts with socio-political, socio-economic, moral and psychological characteristics.

The dynamics of the conflict. The concept of the stages of the conflict.

Theme 3. Conflict situation and incident

Potential conflict or conflict situation. Conflict signals.

Incident, types of incidents. Relationship between the conflict situation and the incident. Types of conflict situations and the incident by the nature of their occurrence.

The concept of mental and social tension. Mechanisms of conflict. The concept of conflict genes, their typology. Blocking of config-lithogens.

Theme 4. Personality as a subject of conflict

Specificity of the person's behavior in the conflict. The concept of conflict behavior. A model of double interest as a theory of the style of conflict behavior by K. Thomas and R. Kilmenna. The situation and factors in choosing a style of behavior in a particular situation. Specificity and limits of the use of existing styles of conflict behavior.

The typology of conflict personalities by D. Scott, E. Bern and the ways of communicating with them in conflict.

Conflict and manipulation. Methodology of conflict management of emotional level.

Theme 5. Conflict as a form of communication. Barriers to misunderstanding and ways to overcome them

Conflict as a kind of communicative process. Communication as the main element in conflict interaction. Communicative, interactive and perceptual aspects of communication and their functions in conflict.

Causes of misunderstandings. Ways to overcome barriers to misunderstanding. Achievement of mutual understanding, constructive interaction and empathy in communication.

Concept of technologies of rational behavior in conflict. Rules and Codes of Conduct in Conflict Interaction.

Theme 6. The nature of conflicts that arise as a result of working together. Objective reasons for the emergence of business conflicts

Conflict typologies in the organization. Functions of conflicts in the organization. Prerequisites and sources of conflicts in the organization. Inner organization conflicts and conflicts with the organization's external environment.

Labor conflicts in the organization as a kind of social conflict. Labor relations as an object of labor conflicts in the organization. Features of labor conflicts in modern organizations. Individual and collective labor conflicts. Forms of organized struggle of workers to protect their rights and interests.

The main ways to manage conflicts in an organization.

Content module 2. Conflict resolution technologies

Theme 7. Conflict in the "Team - Leader" system and ways of managing it

Personality of the head. Ten types of "hard leaders" and characteristics of their behavior.

Conflict between leader and subordinates and its causes. Ways to prevent and resolve conflicts in the "Team Leader" system. Tools to overcome misunderstandings, differences and objective causes of conflicts between manager and subordinates. Management of socio-psychological climate in a team.

Innovative conflicts and their specifics. Social base of innovation processes. Forms of conflicting interests caused by the introduction of innovations in the organization. The main causes causing innovation conflicts. The task of the team leader to innovate.

Theme 8. Personnel management as a source of conflicts

The role of optimizing the management structure and scientific organization of labor in the prevention of managerial conflicts. Selection and placement of personnel as a means of preventing and resolving conflicts in management.

New requirements for personnel and criteria for evaluating specialists as factors of business conflicts. Helping the leader in subordinate self-determination and professional adaptation.

Labor discipline. Punishment and encouragement. The liberation ethics.

Theme 9. Potential conflicts in the non-productive sphere

Features of business communication in non-production sphere. Factors influencing trade and service communication. The phenomenon of trust.

Typology of conflict situations in the non-productive sphere (objections, complaints, emotional surge). Methods of work with objections.

Significance of negotiations in the settlement of conflicts in the non-productive sphere.

Theme 10. The range of possible outcomes from the conflict. Consequences of conflicts

Completion of the conflict as the final stage of management. Solution as a form of complete conflict. Prerequisites for resolving the conflict. Possible forms of conflict

completion.

Conditions and factors of constructive conflict resolution. Compromise and consensus. Factors for choosing a "win-win" strategy. Ending the conflict with a third party.

The role of the leader in the conflict management process. Methods used by the manager in managing and completing the conflict.

Possible consequences of the conflict. Stress as a consequence of the conflict. Methods of managing emotions.

Legal methods for resolving conflicts.

4. Procedure for assessment of learning outcomes

The system of evaluation of the developed competencies of students takes into account the types of classes, which according to the curriculum include lectures, seminars, practical classes, as well as independent work. Assessment of the developed competencies among students is based on a 100-point accumulation system. In accordance with the Provisional Regulations "The Procedure for Assessing the Results of Students' Learning Based on the Accumulated Point-Rating System" Simon Kuznets KhNUE, control measures include:

current control carried out during the semester during lectures, practical, seminars, and is estimated by the sum of the points scored (maximum amount - 100 points);

final / semester control, conducted in the form of final control work as a discount on the teacher's initiative, taking into account the current control over the corresponding content module, and aims at an integrated assessment of the student's learning outcomes after studying the material from the logically completed part of the discipline content module (the maximum amount is 20 points).

The procedure for carrying out the current assessment of students' knowledge. Assessment of student's knowledge during seminars, practical exercises and occupations and performance of individual tasks is carried out according to the following criteria:

understanding, degree of assimilation of the theory and methodology of the problems under consideration; the degree of assimilation of the actual material of the discipline; acquaintance with the recommended literature, as well as contemporary literature on the issues under consideration; the ability to combine theory with practice when considering production situations, solving tasks, performing calculations in the process of performing individual tasks and tasks submitted for consideration in an audience; logic, structure, style of presentation of the material in written works and speeches in the audience, ability to substantiate their position, to generalize information and to draw conclusions; structural and logical correctness of individual and final control work; ability to conduct critical and independent evaluation of certain problem issues; the ability to explain alternative views and the presence of their own point of view, position on a particular problem issue; application of analytical approaches; quality and clarity of reasoning; logic, structuring and substantiation of conclusions about a specific problem; independence of performance; literacy of presentation of the material; use of comparison methods, generalization of concepts and phenomena; job design.

The general criteria for evaluating the non-audited independent work of students are: the depth and strength of knowledge, the level of thinking, the ability to systematize knowledge on specific topics, the ability to make informed conclusions, the possession of categorical apparatus, skills and techniques for performing practical tasks, the ability to find the necessary information, carry out its systematization and processing, self-realization on practical.

A student should be considered certified if the sum of the points obtained from the results of the current and final control over the semester is equal or exceeds 60.

The final score in the discipline is calculated on the basis of scores obtained during the scoring, and scores obtained during the current control over the accumulation system. The total score in the points for the semester is: "60 and more points are counted", "59 and less points are not counted", and entered in the "Record of success" of the academic discipline. The system of evaluation of the developed competencies of students takes into account the types of occupations, which according to the curriculum include lectures, seminars, practical classes, as well as independent work. Assessment of the developed competencies among students is based on a 100-point accumulation system. In accordance with the Provisional Regulations "On the Procedure for Assessing the Results of Students' Learning Based on the Accumulated Point-Rating System" S. Kuznets KhNUE, control measures include:

Розподіл балів за тижнями
(вказати засоби оцінювання згідно з технологічною картою)

Themes of the content module			Lecture classes	Practical training	Tasks by themes	Individual task	Presentation	Express-poll	Written control work	Total
Content module 1.	Theme 1	1 week	1	1						2
		2 week	1	1						2
	Theme 2	3 week	1	1						2
	Theme 3	4 week	1	1						2
	Theme 4	5 week	1	1			10			12
	Theme 5	6 week	1	1						2
	Theme 6	7 week	1	1				5		7
		8 week	1	1						2
Content module 2.	Theme 7	9 week	1	1	4					6
		10 week	1	1						2
	Theme 8	11 week	1	1			10			12
		12 week	1	1						2
	Theme 9	13 week	1	1	4					6
		14 week	1	1				5		7
	Theme 10	15 week	1	1						2
		16 week	1	1		10			20	32
Total			16	16	8	10	20	10	20	100

Scale of assessment: national and ECTS

The amount of points for all types of educational activities	ECTS Rating	Score on a national scale	
		for exam, course project (work), practice	For credit
90 – 100	A	perfectly	credited
82 – 89	B	good	credited
74 – 81	C	good	credited
64 – 73	D	enough	credited
60 – 63	E	enough	credited
35 – 59	FX	unsatisfactedly	not credited
1 – 34	F	unsatisfactedly	not credited

3. Recomended literature

Main

1. Лепейко Т. І. Організаційна поведінка : навч. посібник / Т. І. Лепейко, С. В Лукашев, О. М. Миронова. – Х.: Вид. ХНЕУ, 2013. – 156 с.

2. Миронова О. М. Конфліктологія : навч. посібник / О. М. Миронова, О. В. Мазоренко. – Х. : Вид. ХНЕУ, 2011. – 168 с.

3. Скібіцька Л.І. Конфліктологія: навч. посіб. для студ. вищ. навч. закладів / Л.І. Скібіцька. – К.: ЦУЛ, 2007. – 383 с.

Additional

4. Джелалі О.В. Психологія вирішення конфліктів: Навч. посіб. / О.В. Джелалі, А.В. Кудін. – К.; Х.: б.в., 2006. – 318 с.

5. Кіржнер Л.О. Конфліктологія: навч. посіб. / Л.О. Кіржнер, М.В. Мартиненко, О.В. Мангольд. – Х.: ХНЕУ, 2007. – 142 с.

6. Конфликтология: Хрестоматия. Учеб.-метод. пособ. / Н.И. Леонов. – Воронеж: МОДЭК, 2002. – 303 с.

Information resources on the Internet

7. Internet portal for managers [Electronic resource]. - Access mode: http://www.management.com.ua.

8. Site of the magazine of the intellectual elite "Personnel" [Electronic resource]. - Access mode: http://www.personal.in.ua.