

**PJSC "Higher Education Institution" INTERREGIONAL ACADEMY OF  
PERSONNEL MANAGEMENT"**

**Danube branch**



**SYLLABUS**

*of the academic discipline (selective)*

***CONFLICT MANAGEMENT IN THE ORGANIZATION***

Specialty                      **D3 Management**

Educational level:        **First (bachelor's) level**

Educational program:    **Management**

## General information about the academic discipline

Name of the discipline	<b>Conflict management in an organization</b>
Code and name of specialty	<b>D3 Management</b>
Level of higher education	First (bachelor's) level
Discipline status	Selective
Number of credits and hours	<b>3 credits / 90 hours.</b> Lectures: 20 Seminars/practical classes: 14 Students' independent work : 56
Terms of study of the discipline	5 semester
Language of instruction	Ukrainian
Type of final control	<b>D3 Management</b>

## General information about the teacher. Contact information.

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Academic degree	Doctor of Pedagogical Sciences
Position	Director of the Danube Branch of PJSC "HIGHER EDUCATION INSTITUTION IAPM"
Areas of scientific research	Theoretical and methodological foundations of modern management; management psychology and conflictology in organizations; development of leadership potential and communicative competence of the manager; Technologies of Self-Management and Personal Effectiveness in the Context of Transformational Changes
Links to the registers of identifiers for scientists	Google Scholar <a href="https://scholar.google.com.ua/citations?user=yUSPlwEAAA&amp;hl=uk">https://scholar.google.com.ua/citations?user=yUSPlwEAAA&amp;hl=uk</a> ORCID: <a href="https://orcid.org/0000-0002-6223-7711">https://orcid.org/0000-0002-6223-7711</a> SCOPUS: <a href="https://www.scopus.com/authid/detail.uri?authorId=57209848474">https://www.scopus.com/authid/detail.uri?authorId=57209848474</a>
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E-mail:	Gumennikova100@gmail.com
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Instructor's portfolio on the website	<a href="https://izmail.maup.com.ua/assets/files/gumennikova-portfolio-a.pdf">https://izmail.maup.com.ua/assets/files/gumennikova-portfolio-a.pdf</a>

### **Discipline's description.**

The discipline "Conflict Management in the Organization" is aimed at studying the nature, causes and mechanisms of the development of contradictions in the professional environment. The course covers methods for diagnosing conflict situations, strategies of behavior of the parties, mediation technologies and negotiations to achieve consensus. Particular attention is paid to the formation of skills for constructive resolution of labor disputes, management of the emotional state of personnel and the creation of a prevention system destructive conflicts to maintain organizational stability

**The subject of the discipline** is the regularities of the occurrence, course and regulation of conflicts that arise in the process of interaction of subjects of organizational activity.

**The aim of the discipline** is to form in future managers a holistic system of theoretical knowledge and practical skills for effective management of conflict processes, which will minimize the negative consequences of contradictions and use them as a tool for organizational development.

**The objectives of the discipline** include the disclosure of psychological and organizational factors of conflict in the team, the study of the typology of conflicts and methods of their mapping for accurate diagnosis. The course provides for mastering the techniques of effective communication and assertive behavior, the formation of skills for choosing an adequate strategy for overcoming conflict situations (from competition to cooperation), as well as training in the methods of group facilitation and mediation in professional disputes.

As a result of studying the selective educational component "Conflict management in an organization", applicants must:

**Know:**

- theoretical approaches to determining the nature and structure of organizational conflict;
- classification of conflicts (intrapersonal, interpersonal, intergroup) and stages of their dynamics;
- the main strategies of behavior in a conflict according to the Thomas-Kilmann grid;
- methods of negotiation and the essence of mediation as an alternative way of resolving disputes;

**Be able to:**

- to identify signs of hidden and open conflicts in the labor collective;
- analyze the conflict situation using mapping methods;
- apply techniques of active listening and neutralization of aggression during communication;
- choose and implement a strategy of cooperation or compromise depending on the context of the dilemma;
- to play the role of an intermediary (mediator) in resolving contradictions between subordinates.

**Prerequisites for the discipline.** The study of the discipline "Conflict Management in the Organization" in the fifth semester is based on a solid base of compulsory disciplines of previous periods of study. The main prerequisites are Psychology, which gives an understanding of personal characteristics and emotional reactions of a person, Fundamentals of Management in terms of studying leadership styles and communication processes, as well as Business Ethics, which lays down the norms of professional behavior and interaction.

**Post-requisites for the discipline.** The acquired knowledge is directly continued in the post-requisites of the course, where knowledge of conflictology is critical for mastering such disciplines as Leadership and Communications, Human Resources Management,

Motivational Management, as well as during internship and diploma design in the specialty of Management.

### Content of the academic discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	Object, subject and tasks of conflictology in management	<b>Teaching methods:</b> - The educational process involves a combination of lectures (review, problem, visualization lectures) and seminars using discussions, analysis of psychological situations, elements of training work, reflective exercises and case method.  <b>Assessment methods</b> Assessment is carried out according to the cumulative system and includes: - current control: oral questioning, express testing, solving situational problems and defense of individual tasks; - modular control: written modular control work (MCR) after the completion of content blocks; - Final control: test (written work with theoretical and practical tasks).
Topic 2	Nature and structure of organizational conflict	
Topic 3	Conflict dynamics and its stages	
Topic 4	Psychology of personality in conflict	
Topic 5	Typology of organizational conflicts	
Topic 6	Strategies of behavior of subjects in conflict situations	
Topic 7	Negotiations as a method of conflict resolution	
Topic 8	Mediation and facilitation in management	
Topic 9	Stress management and conflict prevention	
Topic 10	Evaluation of the effectiveness of conflict management	
<b>Module Assessment Task</b>		
Final assessment: pass/fail (credit)		

### Technical Equipment and Software.

Material and technical support of the educational process involves the use of specialized classrooms and library funds. Multimedia equipment (projector, computer) is used to visualize the educational material during lectures and seminars. Practical tasks and in-depth study of individual topics are provided by access to the Internet through free Wi-Fi coverage.

### Forms and methods of assessment.

The system of assessment of applicants' knowledge includes current and final (semester) control.

*Current assessment* is carried out systematically during practical and seminar classes in order to check the level of assimilation of theoretical foundations, the formation of diagnostic and forecasting skills, as well as the ability to use specialized software for modeling and data analysis.

*Forms of student participation in the educational process that are subject to ongoing control.*

Students' participation in the educational process is realized through oral presentations, presentations of analytical research, reports on the results of case studies, as well as active involvement in professional discussions and brainstorming. The written component of the work includes the performance of control and test tasks, the preparation

of analytical notes, abstracts and notes based on the materials of lectures and independent study.

**Methods of ongoing assessment include:** The methodological tools of control combine oral forms (surveys, interviews) and written types of work (reports, calculation tasks, building models). The assessment is also based on observing the activity of applicants in solving problem situations, checking the results of the presentation of individual projects, and conducting testing with open and closed types of tasks.

Grading system and requirements.  
Table of distribution of points received by students\*

Topics	Ongoing knowledge assessment						Final control		Total points
	Seminar 1 (Topic 1,2)	Seminar 2 (Topic 3,4)	Seminar 3 (Topic 5)	Seminar 4 (Topic 6,7)	Seminar 5 (Topic 8,9)	Seminar 6 (Topic 10)	Module assessment task	Pass /Fail	
Work in a seminar class	6	6	6	6	6	6	20	20*	100
Independent work	4	4	4	4	4	4			

\*The table contains information about the maximum points for each type of academic work of a higher education applicant.

### Assessment Criteria and Procedure

Assessment of students' educational achievements is carried out in accordance with the current Regulations on Assessment in a Higher Education Institution.

**Modular Assessment.** Modular Assessment (MA) is carried out at the final lesson of each content block in the form of written testing.

When evaluating the unit test, the volume and correctness of the tasks are taken into account:

- grade "excellent" (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- grade "good" (B) is given for completing 80% of all tasks;
- grade "good" (C) is given for completing 70% of all tasks;
- the grade "satisfactory" (D) is given for the correct completion of 60% of the proposed tasks;
- the grade "satisfactory" (E) is given if more than 50% of the proposed tasks are correctly completed;
- An "unsatisfactory" (FX) rating is given if less than 50% of the tasks are completed.
- Failure to appear for the unit test - 0 points.

The above scores are converted into rating points as follows:

"A" - 18-20 points;

"B" - 16-17 points;

"C" - 14-15 points;

"D" - 12-13 points.

"E" - 10-11 points;  
 "FX" - less than 10 points.

The final semester assessment in the discipline "Conflict Management in the Organization" is a mandatory form of assessment of students' learning outcomes. It is carried out within the terms determined by the curriculum and covers the amount of material determined by the course program.

The final assessment is carried out in the form of a test. A student who has completed all the necessary work is admitted to the semester assessment.

The final grade is given based on the student's learning outcomes during the semester. The student's assessment consists of points accumulated from the results of the current assessment and incentive points.

Students who have completed all the required tasks and received a score of 60 points or higher receive a grade corresponding to the grade received, without additional testing.

For students who have completed all the necessary tasks, but received a score below 60 points, as well as for those who want to improve their score (result), the teacher conducts the final work in the form of a test during the last scheduled lesson in the discipline in the academic semester.

#### *Evaluation of Additional (Individual) Educational Activities*

Additional (individual) types of educational activities include the participation of applicants in the work of scientific conferences, scientific circles of applicants and problem groups, preparation of publications, participation in All-Ukrainian Olympiads and competitions and International competitions, etc., in excess of the scope of tasks that are established by the relevant work program of the academic discipline.

By the decision of the department, students who participated in research work and performed certain types of additional (individual) types of educational activities can be awarded incentive (bonus) points for a certain educational component.

#### **Assessment of independent work (Maximum — 4 points)**

The total number of points received by a student for independent work is one of the components of academic success in the discipline. Independent work on each topic, according to the course program, is evaluated in the range from 0 to 4 points using standardized and generalized criteria for assessing knowledge.

#### Scale for evaluating the performance of independent work (individual tasks)

Maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
4	4	3	2	0-1

Forms of assessment include: current assessment of practical work; current assessment of knowledge acquisition based on oral answers, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects that require the development of practical skills and competencies (optional format); solving situational problems; preparation of resumes on independently studied topics; testing or written exams; preparation of draft articles, conference abstracts and other publications; other forms that ensure a comprehensive assimilation of the curriculum and contribute to

the gradual development of skills for effective independent professional (practical, scientific and theoretical) activities at a high level.

To assess the learning outcomes of a higher education applicant during the semester, a 100-point, national and ECTS assessment scale is used

#### Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment	
		for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactorily	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of reassembly	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail with mandatory re-study of the discipline

#### Discipline's Policy

Successful mastering of the educational component "Conflict Management in the Organization" requires high self-discipline and a responsible attitude to the educational process from students. Prerequisites are regular attendance of lectures and practical classes, active participation in classroom work, as well as timely and high-quality performance of all types of independent and control tasks provided for by the program. In case of missing classes or obtaining unsatisfactory results, the student is obliged to liquidate academic debt by working out the relevant topics.

An integral part of education is strict adherence to the norms of academic ethics and culture of behavior. The educational process is based on the principles of academic integrity, which involves the exclusive independent performance of all written works, reports and presentations. Any borrowings of thoughts or texts of other authors should be accompanied by correct references to primary sources. Within the course of the course, any manifestations of academic dishonesty are unacceptable, including plagiarism, self-plagiarism, fabrication and falsification of data, cheating, deception, bribery or biased evaluation.

#### Recommended sources of information

##### Basic literature:

1. Gerasina L. M., Trebin M. P., Sakhan O. M., Vodnik V. D. Conflictology: General and Legal: Textbook. Kharkiv: Pravo, 2021. 224 p. URL: [https://pravo-izdat.com.ua/index.php?route=product/product/download&product\\_id=4403&download\\_id=1423](https://pravo-izdat.com.ua/index.php?route=product/product/download&product_id=4403&download_id=1423)
2. Dolynska L. V., Matyash-Zayats L. P. Psychology of conflict. Manual. Kyiv, 2023. 304 p.
3. Zarytska V. V. Psychology of conflict. Odesa: Helvetica, 2019. 380 p.
4. Kavylina G. K. Conflictology: a textbook for applicants for higher education special. 012 "Preschool education". Odesa: Leradruk, 2021. 153 p. URL: [http://dspace.pdpu.edu.ua/bitstream/123456789/12440/1/Конфліктологія\\_Кавиліної.pdf](http://dspace.pdpu.edu.ua/bitstream/123456789/12440/1/Конфліктологія_Кавиліної.pdf)

5. Partyko N. V. Psychology of Conflicts: Study. Manual. Lviv: Lviv Publishing House. Polytechnics, 2019. 132 p.
6. Petrovska T. V., Kurdybakha O. M. Konfliktologiya : nauch. manual / za zag. ed. T. V. Petrovska. Kyiv: Izdavets Pozdnyshch, 2024. 193 p. URL: <https://reposit.uni-sport.edu.ua/handle/123456789/6074>
7. Petrisko V. S. Conflictology: Course of Lectures, Encyclopedia, Program, Tables: Textbook. Uzhhorod: Hoverla, 2020. 360 p. URL: <https://vstup.htek.com.ua/wp-content/uploads/2024/10/8.2-Petrisko.pdf>

#### **Additional literature:**

1. Achkasova L. M., Vodolazhskaya T. O., Beketov Y. O. Conflict management at the enterprise. Economics of the transport complex. 2022. Vol. 40. URL: <https://doi.org/10.30977/ETK.2225-2304.2022.40.22>
2. Gorodnyak I. V. Methodological Principles of Conflict Management Research in the Organization. Problems of Modern Transformations. Series: Economics and Management. 2022. № 6. URL: <https://doi.org/10.54929/2786-5738-2022-6-04-01>
3. Grabovska S. L., Grebin N. V. Methodical materials for the academic discipline "Psychology of conflict". Lviv, 2021. 39 p. URL: [https://filos.lnu.edu.ua/wp-content/uploads/2014/12/Psykholohiia-konfliktu\\_metodychni\\_rekomendatsii\\_-\\_2021\\_OPP\\_2019.pdf](https://filos.lnu.edu.ua/wp-content/uploads/2014/12/Psykholohiia-konfliktu_metodychni_rekomendatsii_-_2021_OPP_2019.pdf)
4. Lissenya E., Lisenaya A. Features of conflicts at the enterprise and means of their resolution. Economy and society. 2022. № 35. URL: <https://doi.org/10.32782/2524-0072/2022-35-5>
5. Soroka O., Blyzniuk O. Management of conflict situations in modern organizations. Economy and society. 2023. № 56. URL: <https://doi.org/10.32782/2524-0072/2023-56-139>
6. Terentieva N. V., Neshche V. V. Strategic aspects of conflict management at the enterprise. Actual problems of economics. 2024. № 9 (279). URL: [https://eco-science.net/wp-content/uploads/2024/09/9.24.\\_topic\\_Natalia-V.-Terenteva-Vyacheslav-V.-Neshta-194-203.pdf](https://eco-science.net/wp-content/uploads/2024/09/9.24._topic_Natalia-V.-Terenteva-Vyacheslav-V.-Neshta-194-203.pdf)
7. Shaulska L. V., Grinkevich R. I. Management of conflicts of competence and socio-psychological nature in innovative-active organization. Bulletin of Economic Science of Ukraine. 2022. № 2 (43). Pp. 132–139. URL: [https://doi.org/10.37405/1729-7206.2022.2\(43\).132-139](https://doi.org/10.37405/1729-7206.2022.2(43).132-139)
8. Bedianashvili G., Zhosan H., Lavrenko S. Modern digitalization trends of Georgia and Ukraine. Series Management, Economic Engineering in Agriculture and rural development. 2022. Vol. 22. Issue 3. P. 57–74.
9. Fatma Sonmez Cakir, Zafer Adiguzel. Analysis of Leader Effectiveness in Organization and Knowledge Sharing Behavior on Employees and Organization. Sage Open. 2020. Vol. 10 (1). URL: <https://doi.org/10.1177/2158244020914634>
10. Keijser Ch., Belderbos R., Goedhuys M. Governance and learning in global, regional, and local value chains. World Development. 2021. Vol. 141. URL: <https://doi.org/10.1016/j.worlddev.2021.105398>

#### **Information resources:**

1. National Association of Mediators of Ukraine (NAMU) URL: <https://namu.com.ua/>
2. Harvard Program on Negotiation (PON) URL: <https://www.pon.harvard.edu/>
3. Association for Conflict Resolution (ACR): URL: <https://acrnet.org/>