**Conflict management**

The Theory and Technologies in Management Department

**Lecturer:** Stanislav A. Trufanov, PhD, trust@spark-mail.ru

**Semester when the course unit is delivered:** 7

**Level of course unit:** Bachelor level

**Admission requirements**

Knowledge:

—perspective of personnel management, basis of motivation and coordination in labor collectives;

— theoretical aspects of collective interaction;

— principles and planning methods, goal setting and tasks, control;

— technique of integration of the worker into labor collective, adaptations of the worker in workplace;

— management terminology in foreign language;

— theoretical bases of business communication and negotiation;

— types, methods of creation of scripts and models of communicative and negotiation processes;

Abilities:

— to distribute duties among subordinated;

— to organize, coordinate and motivate work of employees at basic level;

— to interact with collective; to perform planning, goal setting and tasks, control and the analysis of results of work of team; to integrate workers into labor collective;

— to develop, make, analyze and optimize scripts and models of communicative and negotiation processes.

Skills:

— implementation of effective business communication, speaking foreign language;

— application of algorithms, scripts and models of communicative and negotiation processes; decision making on the developed algorithms, scripts and models; optimization of information exchange, feedback between employees;

— team management in the organization; goal setting and tasks, control and analysis of results of work of team.

**Course objectives (aims)**

**Aim:**

to create theoretical ideas of conflict management, schemes and models the conflict management, and also to promote mastering practice of the activity in conflict conditions allowing to achieve the most profitable result for all parties of the conflict for students.

**Objectives:**

— to characterize the basic concepts, the purposes, tasks, the principles of conflict management;

— to create idea of the main sources, the reasons, effects, types of the conflicts;

— to create understanding of methods, directions and results of conflict management, and also fundamentals of games theory at students;

— to develop capabilities of students to planning and implementation of the scenario of management of the conflict;

— to develop at students of capability to solve the conflicts in own favor and for benefit of other parties, using games theory;

— to promote mastering students techniques of the managed conflicts and frictionless criticism of subordinated.

**Course contents**

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| **No.by order** | Module of discipline/subject |
| **1** | Module 1. Conflict management bases |
| 1.1 | Concepts, purposes, tasks, sources, reasons, effects and types of the conflicts |
| 1.2 | Algorithms and scripts of the solution of conflict situations |
| **2** | Module 2. Initiation and avoiding of the conflicts |
| 2.1 | Planning and implementation of algorithms of initiation of the conflict |
| 2.2 | The managed conflicts and frictionless criticism |

**Learning outcomes**

As a result of development of discipline the student will:

**Know:** the categorial device, the principles and methods of subject matter "Conflict management", theoretical aspects of team interaction, methods of implementation of communication with people in different situations, types, sources, process and results of conflict interaction; types, methods of creation of algorithms, scripts and management models conflict process and finding solutions in conflicting terms; games theory; premises of development of contradictions in different organizational structures; theoretical aspects of conflict interaction in team and during negotiation; the principles and planning methods of strategy and tactics of behavior in the conflict, the analysis of the reasons and effects of conflict situation; methods of forecasting of results of the conflicts.

**Be able:** to use the categorial device, the principles and methods of subject matter "Conflict management", to interact with team and to perform communication with people by different methods in the differentiated conditions; to interact with people for achievement of the different purposes; to find the solution in contradictory situations; to develop, make, analyze and optimize algorithms, scripts and management models conflict process; to look for ways of decisions in conflicting terms, according to games theory; to project and develop organizational structures and the strategy of management taking into account potential extent of development of contradictions in labor collective; to develop and analyze the scenario of conflict interaction in team and during negotiation; to plan strategy and tactics of behavior in the conflict, to analyze the reasons and effects of conflict situation; to predict results of conflict opposition.

**Possess:** use of the categorial device, the principles and methods of subject matter "Conflict management", team building, communication with people in team by different methods; identification of the purposes of interlocutors on behavior; negotiating in the conditions of the conflict; application of algorithms, scripts and management models conflict process; adoption of management decisions with use of games theory in the conditions of limitation of resources and aggravation of contradictions; interactions in team in the conditions of the aggravated contradictions; negotiation in the conditions of the conflict; application of the developed strategy and tactics of behavior in the conflict, the analysis of the reasons and effects of conflict situation; preimage of effects of the conflicts; the direction of the conflict in vector of the solution of tasks and own interests.

**Planned learning activities and teaching methods**

1. Business game
2. Training
3. Oral survey
4. Discussion

**Assessment methods and criteria**

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| **Types of control actions** | **Current control** |
| **Module 1. Conflict management bases** | **50** |
| Oral survey | 10 |
| Discussion | 10 |
| Business game | 15 |
| Training | 15 |
| **Module 2. Initiation and avoiding of the conflicts** | **50** |
| Oral survey | 10 |
| Business game | 20 |
| Training | 20 |
| **In total**  | **100** |

**Course literature**

Required (Core):

* 1. Reshetnikova K. V. Conflicts in the control system: a tutorial. – M: YUNITI-DANA, 2013. - 175 p. - ISBN: 978-5-238-02393-9; same [Electronic resource]. - URL: <http://biblioclub.ru/index.php?page=book_view_red&book_id=448158>
	2. Psychology of conflict : From theory to practice: textbook / V. L. Flowers. – M: Yuniti-Dana, 2015. - 183 p. - ISBN: 978-5-238-02360-1; same [Electronic resource]. - URL: <http://biblioclub.ru/index.php?page=book_view_red&book_id=118984>

Recommended (Additional):

1. Ivanov L. V. Management of conflict. – M.: Laboratory Book, 2012. - 102 p. - ISBN: 978-5-504-00932-2; same [Electronic resource]. - URL: <http://biblioclub.ru/index.php?page=book_view_red&book_id=142696>
2. Management: cases, trainings, business games: Practical work / V. A. Alyoshin, T. Yu. Anopchenko, A. O. Blinov, etc. – M.: Publishing and trade corporation "Dashkov and To", 2012. – 282 pages.
3. Regner, E. Organizational conflicts. Forms, functions and ways of overcoming it. – Kharkov: Humanitarian centre, 2014. - 408 p.; the same [Electronic resource]. - URL: <https://www.twirpx.com/file/2227534/>
4. Rusakov S. A. speed is of the essence or the causes of the fatality of conflicts / S. A. Rusakov // Academy and hares. Management education: effective technologies of business management, people, themselves. - 22.08.2014. - URL: <http://www.akademrus.com/?p=2191>
5. Modern methods of management: textbook / group of authors; under the editorship of T. Yu. Anopchenko. – M.: KNORUS, 2016 – 320 p.
6. Tarasov, V. K. the Art of management struggle. Technology of interception and retention management. – M : Dobraya Kniga, 2016. - 432 p.
7. Trufanov, S. A. Competence "conflict management" as tool crisis management of modern entrepreneurial structure / S. A. Trufanov//http://portal-u.ru: Magazine "U". Economy. Management. Finance. – 2016. – No. 5. – Page 95-115. – URL: <http://portal-u.ru/index.php?option=com_k2&view=item&id=2115:kompetentsiya-upravleniekonfliktami>
8. Trufanov S.A. Forming and retention of core competencies of the organization in system of rival management / S. A. Trufanov. – Rostov-on-don: Professional press, 2014. – Page 187. – URL: <https://port-u.ru/item/2140-trufanov-s-a-formirovanie-i-uderzhanie-klyuchevykh-kompetentsij-organizatsii-v-sisteme-konkurent-menedzhmenta>
9. Tutorial in the direction of Conflictology / Under the scientific. Ed. Phys.N. Professor V. N. Konovalov and K. f.N. Assoc. S. A. Martirosyan. - Rostov-on-don: southern Federal University publishing House, 2011. - 312 p. - ISBN: 978-5-9275-0830-3; same [Electronic resource]. - URL: <http://biblioclub.ru/index.php?page=book_view_red&book_id=241092>
10. Chernyshov A. V. Role of conflict in the socio-economic development of the organization. - M: Laboratory books, 2012. - 156 p. - ISBN: 978-5-504-00582-9; the same [Electronic resource]. - URL: <http://biblioclub.ru/index.php?page=book_view_red&book_id=142378>
11. Atteya, N. Conflict Management. – Germany: LAP Lambert Academic Publishing, 2012. – 56 p.
12. Bredereck, R. Multivariate Complexity Analysis of Team Management Problems. – Universitätsverlag der TU Berlin, 2015. – 230 p.
13. Farooqi, M. T. K. Conflict Management Styles and Organizational Environment. – Germany: LAP Lambert Academic Publishing, 2013. – 164 p.
14. Musonye, H. Conflict Management and Project Team Productivity. – LAP Lambert Academic Publishing, 2014. – 76 p.