



CONFLICT MANAGEMENT

TEXBOOK



Scientific Center of Innovative Research

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The textbook is the result of many years of experience in teaching the discipline "Conflict Management". The authors presented the basics of conflictology as a science, the theoretical foundations of the study of conflictology, types of conflicts and their causes, dynamics and mechanisms of conflict, the process of conflict management, methods and forms of conflict management, conflict prevention and regulation, conflict resolution strategies. Tasks for students' independent work and a terminological dictionary are presented separately. The publication is intended for scientists, civil servants, teachers and students of higher education institutions, practitioners, and a wide range of readers who are interested in the problems of conflict management.

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Content

	Preface	5
Unit 1.	Conflictology as a science	7
	1 Essence and problems of the subject “Conflict management”	7
	2 Methods of conflictology	9
	3 The history of the development of conflictology	13
Unit 2.	Theoretical foundations for the study of conflicts	18
	1 Conflict and its structure	18
	2 Conflict functions	19
	3 Classification of conflicts	22
Unit 3.	Types of conflicts and the reason for their occurrence	26
	1 Conflict as a subject of research	26
	2 Main signs of conflict	28
	3 Structure and participants of the conflict	34
	4 Types of conflict behavior of accented personalities	45
	5 Manners of behavior	53
Unit 4.	Dynamics and mechanisms of conflict	66
	1 Models and causes of conflicts	66
	2 Theories of conflict mechanisms emergence	69
	3 Conflict dynamics: stages and phases of conflict	71
Unit 5.	Conflict management process	73
	1 Essence of conflict management and its diagnosis	73
	2 Content of the conflict management process	86
	3 Management decision in conflict situations	88
Unit 6.	Methods and forms of conflict management	95
	1 Structural methods of conflict management	95
	2 Styles of conflict behavior	96
	3 Intrapersonal conflict management methods	103

Unit 7. Conflict prevention and regulation	106
1 Prediction and prevention of conflicts in the organization: essence, approaches and directions	106
2 Cooperation support. Social partnership	115
3 Social and labor conflicts: forms and methods of overcoming	120
Unit 8. Conflict resolution strategies	128
1 A rational-intuitive model of mastering a conflict situation	128
2 Negotiations as a universal method of conflict resolution	131
3 Technologies of strategies and tactics in the negotiation process	138
4 Mediation in the negotiation process	145
Independent work of applicants preparing for classes in the discipline	154
A topic for further study: The role of the leader in conflict management	166
1 The leader is the subject of the conflict	166
2 The leader is a mediator in the conflict	173
3 A personal example of a leader in overcoming conflicts and stress	179
Questions and tasks for independent control	184
Practical tasks	199
Practical tasks and case studies	214
Terminological dictionary	237
References	275
About authors	283

INTRODUCTION

Conflict management is the process of identifying, resolving, and managing conflicts in an organizational environment. Conflict resolution is a key part of human resources management and requires managers to have negotiation skills, the ability to distinguish the causes of conflicts and use strategies to reach constructive solutions. The main principles and strategies of conflict management include:

Proactive detection of conflicts: Anticipating possible conflicts and identifying them early is important to prevent situations from escalating.

Identifying the causes of conflicts: Understanding the root causes of conflicts helps to intervene and resolve the problem more effectively. These may include differences in values, work styles, misunderstandings, or resource constraints.

Creating a safe environment for expressing opinions: Providing an open space for the expression of views and opinions helps to avoid tensions from building up.

Active listening: Listening to the views and opinions of all parties to a conflict helps to understand the problem from different perspectives and provides the basis for an effective solution.

Use of conflict resolution strategies: Using different strategies, such as compromise, collective decision-making, or whenever possible, finding a win-win that satisfies both parties.

Training and development of conflict resolution skills: Providing staff with conflict resolution training helps equip employees with the tools to communicate and manage conflict effectively.

Use of a mediator: In complex cases, a mediator or third party can be used to facilitate dialogue and reach mutually beneficial solutions.

Joint efforts to solve the problem: Involving all parties to the conflict in finding and implementing a solution creates a sense of community and ownership of the process.

Evaluate and improve processes: After the conflict is resolved, it is important to assess the situation and identify possible ways to prevent similar problems in the future.

Supporting organizational culture: Ensuring and maintaining a positive organizational culture that recognizes diversity and fosters an environment of mutual understanding.

Conflict management is an integral part of effective HR management, which helps to maintain a positive work environment and contributes to the success of the organization.

The textbook is presented in English and contains 9 main topics on conflict management, practical material, case studies and recommendations, test tasks, and a list of references.

We hope that the material presented in the textbook will be useful for students of economic specialties, in particular managers, and students of psychology, as well as for practitioners at all levels of management, HR, and security departments.

We are sincerely grateful to the reviewers of our textbook.

Unit 1.

CONFLICTOLOGY AS A SCIENCE

1. Essence and problems of the subject “Conflict management”.
2. Methods of conflictology.
3. The history of the development of conflictology.

References: [1; 25-28; 31; 34; 40-41; 48; 50; 60].

1. Essence and problems of the subject “Conflict Management”

The social sciences always reflect (adequately or not completely) the state of society, its needs. The conflict nature of modern society and the related desire of people to cooperate, the need for civilized forms of resolving emerging contradictions and tensions gave birth such a new field of knowledge as conflictology.

There is no generally accepted definition of conflictology. Some scientists consider it to be a relatively independent branch of scientific knowledge that arose on the basis of philosophy, sociology and psychology. While others consider it to be a complex scientific discipline, uniting conflict studies that are independently conducted within certain sciences (history, sociology, jurisprudence, political science, pedagogy, etc.) into a single system.

Conflictology is a system of knowledge about patterns and mechanisms of the occurrence and development of conflicts, as well as the principles and technologies of their management. The value of conflictology as an independent field of knowledge, oriented towards practice, is constantly growing, because it helps to predict and prevent acute social contradictions between people. Some specialists believe that in the future conflictology can develop as a practically oriented integrative sphere of human activity.

By the subject of any science, we understand the ideal, theoretical model of that object, part or sphere of reality to which its main interest is directed (Fig. 1.1).

Conflictology is a system of knowledge about patterns and mechanisms of the occurrence and development of conflicts, as well as principles and technologies of their management.



The subject of general conflictology is an ideal model of conflict interaction, its theory, the basis of which is a conceptual apparatus with its central link - the category of conflict.

The subject and the object of science are closely related, but not identical concepts.

The object of conflictology is social life, all the endless abundance of real conflicts from everyday quarrels to global wars, which fill the social life of the past and the present.

Figure 1.1. Subject area of conflictology

Currently, both general conflictology and its branch (or special) areas are being developed (for example, pedagogy studies pedagogical conflict, engineering psychology studies the phenomenon of conflict in the “man- machine” system, etc.).

The subject of the “Conflict Management” course is not only the conflicts themselves, but also the conflict interaction of the participants, as well as the causes and methods of resolving various conflicts.

The main tasks of the “Conflict Management” course as a science are:

- definition of the subject and content of the very concept of conflict;
- analysis of the causes, sources and conditions of conflicts, their impact on the level of organization of interdependent relations.
- study of the main applied aspects of conflicts of various kinds, which make up the subject of special conflictology;
- development of systems for monitoring and diagnosing the development of conflicts and options for their resolution.

The tasks that conflictology sets itself as a science can be divided into general and individual.

The predominantly empirical perception of conflicts lasted a long time. Indeed, a scientific approach to them appeared only from the second quarter of the 19th century.

2. Methods of conflictology

The methodology of the science of conflict contains a whole range of specifically scientific methods of research, which in turn are refracted into many special procedures – methods of obtaining scientific data. This methodology has different levels – philosophical, general scientific, proper scientific and represents a complete system of methods and techniques.

- *A method* is a way of achieving a goal, solving a specific task, a set of techniques for practical or theoretical knowledge of reality.

- *A methodology* is a system of methods and procedures used in a certain activity, a specific model of research determined by the nature of the object of study, goals and objectives, external circumstances, etc.

In conflict theory, there are many methods by which various types of conflicts are studied. Antsupov A.Ya. and Malyshev A.A. distinguish several approaches that allow determining the most appropriate psychological methods, which include ¹:

Experimental construction of a conflict situation that takes place, in most cases, in laboratory conditions. However, this approach is associated with certain difficulties of an organizational nature, because in laboratory conditions it is very difficult to simulate the motivation that is characteristic of a real interpersonal conflict.

Determining with the help of *tests*, various *personal questionnaires* and *the sociometric method* of a person's tendency to aggressive or conflict behavior, increasing the level of tension in the group, the presence of microgroups with a negative orientation, etc. The disadvantage of this approach is related to the subjectivity of the obtained results, because each person tries to show his best forms of behavior (and not those that exist in reality).

A retrospective description of conflict situations that took place in the past, which allows to reproduce the socio-psychological picture of the conflict, the cause of the conflict, its participants, etc. It is very important in this approach to take into account

Antsupov A.Ya., Malyshev A.A. Vvedeniye v konfliktologiyu [Introduction to conflictology]. Ucheb. posobiye. K. : MAUP, 1996. S. 28– 29.

the source that gives a description of the conflict, its personal positions and attitudes towards the conflict situation.

The *main methods of conflictology* that provide the most complete database include (Fig.1.2):

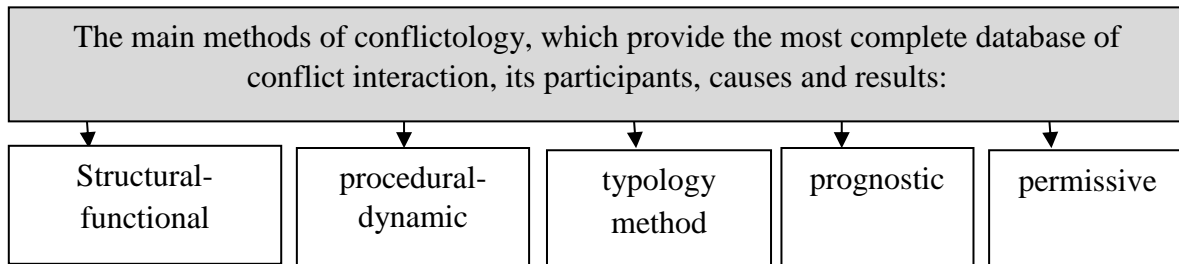


Figure 1.2. Basic methods of conflictology

Each of these methods has its own characteristics:

The structural-functional method helps to identify the main elements of conflict interaction and determine the role of each of them. The structural approach is characterized by considering the phenomenon statically, that is, in a state of rest. The advantage of this method is that it helps to find some stable components even in such a moving phenomenon as social conflict. A set of such components as the object of the conflict, the composition of its participants, the level of intensity of the conflict interaction, etc. and form the structure of the conflict, and the role performed by these elements is their function in the conflict. Identification of structural elements and their functions in the conflict is the most important prerequisite for its successful regulation. The weak point of this method is the static consideration of social phenomena.

The processual-dynamic method of conflict research, taking into account the dynamic, fluid nature of this social phenomenon, allows to deepen the conflict research. The most important tool of procedural analysis is the determination of the main stages of conflict development. The dynamics of the conflict can be expressed both in the form of its escalation, and in the direction of reduction, de-escalation of tensions.

Typology is an effective method of socio-psychological analysis. Based on the philosophical categories of general, special and individual, this method ensures

grouping and classification of both types of conflict personalities and forms of conflict interaction. Typology contributes not only to the determination of the nature of different types of conflicts, but also to a more in-depth elucidation of their stable, essential features, which are manifested in the variety of forms of social confrontation.

The typology method serves as a connecting link between the empirical, concrete-sociological and theoretical levels of research, which ensures the search for the common in the special and the individual.

The prognostic method makes it possible to predict, predict the possible future of this or that phenomenon. Forecasting differs from utopian fantasies in that it relies on the results of a preliminary deep structural, genetic, and typological analysis. Scientific forecasting is based on the recognition of the probable nature of social development and the need, in this connection, to account for a number of possible alternatives in the development of the conflict. Describing the possible options for the development of conflict interaction, the prognostic method simultaneously determines the optimal ways and means of conflict resolution. Forecasts can be divided into short-, medium- and long-term. Forecasting can use methods of expert assessments, mathematical modeling, and others.

The permissive method (method of conflict regulation) includes a set of methods and means of conflict resolution. Within the framework of this method, the main strategies and tactics of conflict resolution are considered. These strategies include avoidance of conflict, its violent suppression, as well as the strategy of compromise and mutual concessions, which are most often used in democratic countries.

With the help of the first three methods, conflictology solves *explanatory tasks*, the prognostic method ensures *the prediction of* the possible development and results of the conflict, the permissive method is aimed at practical tasks – *conflict management*.

The entire set of the mentioned main methods of conflictology constitutes its *methodological strategy*, the implementation of which involves the use of a whole arsenal of specific methods and procedures that constitute *tactics* conflict research. In connection with the socio-psychological nature of the conflict, this toolkit of conflict

studies largely coincides with the research procedures applied by sociology and psychology. Observation and self-observation, oral and written survey, testing, natural and laboratory experiment, mathematical and logical modelling, etc. are among the socio-psychological methods actively used by conflictology.

In order to identify quantitative and qualitative trends in research on the problem of social conflict in various fields of knowledge, a team of scientists (Antsupov A.Ya., Malyshev A.A.) conducted a bibliographic search and analysis of publications on this issue in 9 scientific disciplines: biology, art, mathematics, pedagogy, political sciences, law, psychology, sociology and philosophy. A total of 1,206 sources were found in which the conflict problem was studied ².

Data analysis shows that the largest number of publications belongs to psychology (30% of the total number of books, dissertations, brochures, articles), sociology (15%), and political sciences (14%).

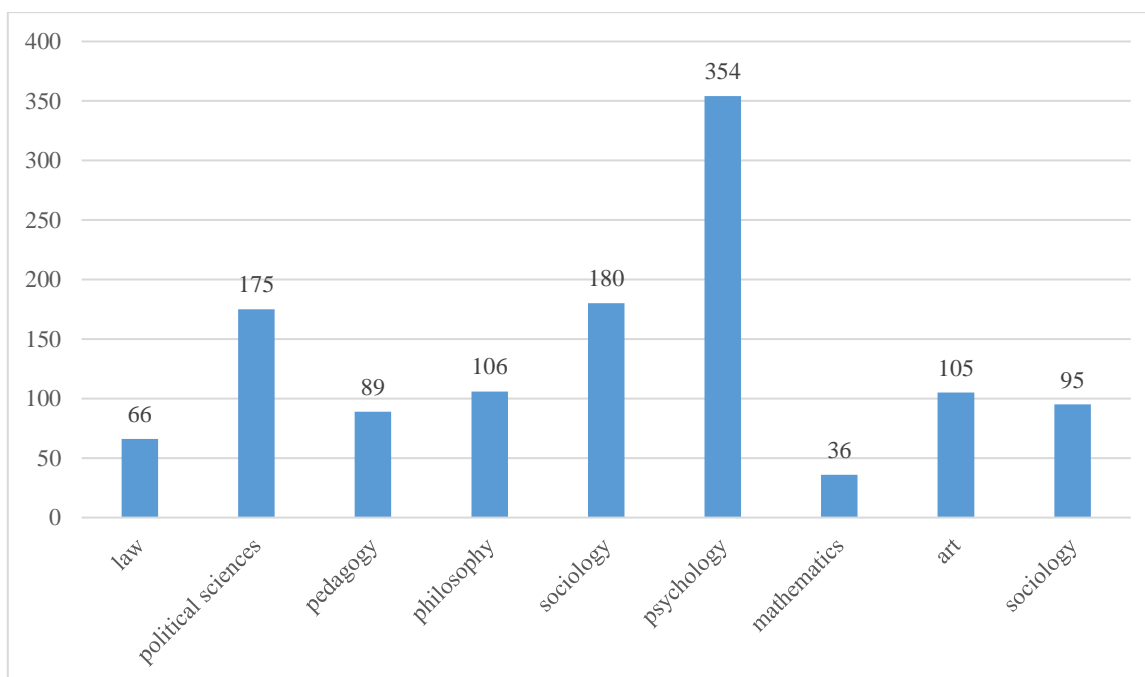


Figure 1.3. The number of publications on the topic of conflict management

² Antsupov A.Ya., Malishev A.A. Vvedeniye v konfliktologiyu [Introduction to conflictology]. Ucheb. posobiye. – K. : MAUP, 1996. [in Russian].

3. The history of the development of conflictology

Conflictology is a young science that appeared in its completed form in the middle of the 20th century.

The foundations of conflictology as an independent science were laid by the American sociologist *Lewis Coser* and the German scientist *Ralf Dahrendorf*³.

They were preceded by the structural-functional model of society, substantiated by the American sociologist *Talcott Parsons*. According to this theory, any social system is a relatively stable, well-integrated structure in which each element of the system has a specific function, thereby contributing to its stability. At the same time, the internal contradiction of the social system was recognized and, therefore, the reality of the occurrence of conflicts. But in general Parsons advocated the support of a “harmonious”, i.e., conflict-free relationship between the elements of the system. The conflict appeared to him as a social anomaly that must be overcome.

Later, scientists noticed that no matter how well and impeccably the organization functioned and was managed, conflicts invariably arose in it. This forced us to question the possibility of a conflict-free model of the social system and to take into account the inevitable and ordinary nature of social contradictions. As a result, since the beginning of the 1950s, modern concepts of conflict developed and became widespread⁴.

L. Coser in the work “The Functions of Social Conflict” (1956), which is a classic of modern conflict studies, emphasized the generality and universality of conflicts in society and gave a deep justification of the positive role of conflict, therefore his concept is called positive-functional. He argued that there are no social groups without conflict relations and that conflicts have a positive meaning for the functioning of social systems. In his opinion, the stability of society directly depends on the number of conflicting relations existing in it.

³ Petrinko V.S. *Konfliktolohiya: kurs lektsiy, entsyklopediya, prohrama, tablytsi* [*Conflictology: course of lectures, encyclopedia, program, tables*]. Navchal'nyy posibnyk. Uzhhorod: Vydavnytstvo UzhNU «Hoverla», 2020. 360 s. [in Ukrainian].

⁴ Verbets' V.V., Subot O.A., Khrystyuk T.A. *Sotsiolohiya* [*Sociology*]: Navchal'nyy posibnyk . K.: KONDOR, 2009. 550 s [in Ukrainian].

L. Cozer proposed to understand the conflict as a “struggle for values and claims” and saw in it a certain social tension between what is and what should be, according to the feelings, views, and interests of social groups and individuals ⁵.

The positive potential of conflicts consisted in the fact that they contribute to the socialization of individuals and the formation of social groups, the establishment and maintenance of a stable structure of intragroup and intergroup relations, the creation and preservation of a balance of forces, signaling about certain social problems and shortcomings. The value of conflicts lies in the fact that they prevent the ossification of the system and open the way to innovation.

A constant source and cause of modern social conflicts is the lack of resources, not only material, but also political, resources of power, prestige, which exist in any society. Therefore, as long as society exists, there will be tension, there will be conflicts, and the struggle of people for power, for prestige and respect will play a special role. Although conflicts exist in any society, their role in non-democratic and democratic societies is different: in a totalitarian society, which is divided into warring camps, conflicts are destructive; in an open democratic society, there are more conflicts, because people are open, but conflicts do not lead to destruction, but to creation. Constructive and destructive results are fundamentally different. The goal of conflictology is to limit the negative consequences of conflict and achieve optimal, positive results. The main provisions of Lewis Coser's theory are given in the following theses:

- the greater the adversity groups experience, the higher the probability that these groups will become the initiators of the conflict;
- the more acute the conflict, the greater the probability that centralized decision-making structures will emerge in conflict groups and the higher the moral cohesion of their members;
- the less the participants in the conflict agree on its goals, the longer the conflict;

⁵ Petrinko V.S. Konfliktolohiya: kurs lektsiy, entsyklopediya, prohrama, tablytsi [*Conflictology: course of lectures, encyclopedia, program, tables*]. Navchal'nyy posibnyk. Uzhhorod: Vydavnytstvo UzhNU «Hoverla», 2020. 360 s. [in Ukrainian].

- the better the leaders of the conflicting groups can understand that the full achievement of the goals is more expensive than the victory, the shorter the conflict will be.

Even a simple enumeration of the main tenets of L. Coser's theory shows that even at this time most of them have not lost their relevance and are of considerable interest ⁶. These theses confirm that the basis of any conflict is the individual's own interests.

Ralph Dahrendorf in his works "Class Structure and Class Conflict" (1965) and "Social Conflict in Modernity" (1988) considers conflict as the main category of sociology. He proposed a conflict model of society, believing that the presence of conflicts is the natural state of society, which is everywhere permeated by discord and conflict.

The cause of the conflict, along with social inequality (unequal access to resources), is the struggle for power, prestige and authority, an unequal position in management and organizational relations. At least three conditions are important for regulating and preventing conflicts:

- 1) the presence of values;
- 2) the level of organization of the parties - the higher it is, the easier it is to reach agreement and implement agreements;
- 3) the mutual acceptance of certain rules that support the relations of the parties involved in the conflict.

Conflicts are not always a threat to society, on the contrary, they can be used as a source of positive changes, so society has developed methods of rational conflict regulation. In this connection, Dahrendorf's concept is also called dialectical.

A significant contribution to the completion of the formation of conflictology was made by the modern American sociologist Kenneth Boulding, who wrote "Conflict and Defense. General theory" in 1963. His concept is called the general theory of conflict. He proceeds from the assumption that conflicts exist everywhere, and the desire for enmity with one's own kind lies in the very nature of man. At the same time,

⁶ Materials of the site <https://anthologyforthelazy.webnode.com.ua/1/lyujis-kozer-funktsiji-sotsialnogo-konfliktu/>

it is argued that conflicts arise and develop according to general patterns, are revealed through common elements, they cannot be separated from social conditions, they can be prevented and overcome. To do this, it is necessary to understand the causes of the conflicts that arise, a reasonable choice of coordinated ways to eliminate them, and the ethical improvement of people.

K. Boulding gave a description of two *main conflict models*:

- 1) static model: conflict is a specific system, the first element of which is the parties (people, animals, objects), the second element is the relationship between the parties. Conflict is a competitive situation in which the parties seek to take a position incompatible with the wishes of the other party;
- 2) dynamic model: it is built on the well-known modern concept of behavioral psychology (behaviorism) – a person behaves according to the principle “stimulus → reaction”. The dynamics of the conflict is a manifestation of the general behavioral reactions of a person in the conditions of confrontation.

Today it is impossible to talk about a universally recognized theory of conflicts, there are significant differences in methodological approaches to characterizing the role and meaning of conflicts. It is necessary to take into account the presence of concepts and provisions that differ in content, with the need to independently choose one's position.

The first publications on the problems of conflict studies in Ukraine appeared in the 1980s. (F.M. Borodkin, N.M. Koryak, L.A. Nechyporenko, etc.)⁷. During the same period, conflictological centers were established in the USA and other countries of the world. In 1986, an international conflict resolution center was established in Australia at the initiative of the United Nations. In Ukraine, the first conflict resolution center was established in Kyiv in the 1990s.

⁷ Navchal'no-metodychnyy posibnyk dlya samostiynoyi roboty ta seminars'kykh zanyat' z navchal'noyi dystsypliny “Konfliktolohiya” [*Conflictology*] (haluzi znan': 0304 “Pravo”, 0302 “Mizhnarodni vidnosyny”; osvith'o-kvalifikatsiynny riven' “Bakalavr”; napryamy pidhotovky: 6.030401 “Pravoznavstvo”, 6.030202 “Mizhnarodne pravo”) dlya studentiv III kursu dennoyi formy navchannya / uklad.: M. P. Trebin, O. M. Sakhan', L. M. Herasina ta in. KH. : Nats. un-t “Yuryd. akad. Ukrayiny im. Yaroslava Mudroho”, 2013. 61 s. [in Ukrainian].

Self-test questions:

1. What is meant by the terms “conflict management” and “conflictology”?
2. What role do conflicts play in the development of society?
3. What is the subject and object of research in the discipline “Conflict Management”?
4. What are the main tasks of the “Conflict Management” course?
5. What methods are used in solving course problems?
6. What is the place of the course “Conflict Management” in the general system of sciences?
7. What are the main stages in the formation of conflictology as a science?
8. Define the subject and object of conflictology. Explain the difference between them.
9. What constitutes the methodology of conflict science?
10. In what forms have early ideas about the conflict survived (before the 16th century)? Give examples.
11. Describe in writing the nature of the conflict in the Middle Ages.
12. Identify two approaches to understanding the nature of social conflict in the 17th–19th centuries.
13. Describe in writing the concept of social conflict by K. Marx.
14. Describe in writing the features of H. Simmel's concept.
15. What is the essence of L. Coser's concept of positive-functional conflict?
16. Define the principles that are the basis of R. Dahrendorf's concept of the conflict model of society?
17. Describe in writing the stages of formation of domestic conflictology?

Unit 2

THEORETICAL FOUNDATIONS FOR THE STUDY OF CONFLICTS

1. Conflict and its structure.
2. Conflict functions.
3. Classification of conflicts.

References: [27; 29; 30; 48; 54; 87].

1. The conflict and its structure

Conflict by its very nature is a state of human relations.

Conflict is different types of opposition, confrontation of individuals and groups regarding various goals, interests, values, attitudes, and also conscious practical activity to overcome these contradictions that are significant for them.

The structure of the conflict is a combination of the following parts (Fig. 1):

Conflict structure
<ul style="list-style-type: none">- parties to the conflict are subjects of social interaction that are in a state of conflict or explicitly or implicitly support those in conflict;- the subject of the conflict is what causes the conflict, that is, an objectively existing or imaginary problem that causes contention between the parties;- the object of the conflict is a specific material or spiritual value, the possession of which is sought by all parties to the conflict interaction;- the image of a conflict situation is a reflection of the subject of the conflict in the minds of the subjects of conflict interaction.- the motives of the conflict are internal motivating forces that push the subjects of social interaction to the conflict (motives appear in the form of needs, interests, goals, ideals, and beliefs).- the positions of the conflicting parties are what they declare to each other during the conflict or in the negotiation process.

Figure 2.1. The structure of the conflict

To clarify the nature of the conflict more precisely, it is necessary to determine its boundaries in space and time.

Spatial boundaries of the conflict are determined by the territory where the conflict takes place.

Time limits – this is the duration of the conflict, its beginning and end.

The boundaries of the conflict depend on how wide the circle of participants involved in it is.

2. Conflict functions

The resolution of contradictions is an objective function of the conflict, but this does not mean that it coincides with the goal of the participants, therefore the functions of conflicts from the positions of its participants are more diverse.

Research in the field of functional consequences of the conflict was first carried out by L. Kozler and R. Dahrendorf. They summarized the positive and negative functions of conflict (Table 2.1).

Table 2.1. Differences Between Functional and Dysfunctional Conflict

Dysfunctional conflict	Functional conflict
Diverts energy away from the real task	Improves the quality of problem solving
Destroys morality, reduces discipline	Helps to view the problem in a juxtaposition manner
Polarizes individuals and groups	Increases involvement (attraction)
Makes collaboration difficult	Helps increase productivity
Causes irresponsible behavior	Removes the "submission syndrome" in subordinates
Creates suspicion and distrust	Source of innovation, stimulation for change and development
Deepens differences and contradictions	Contributes to the identification of management problems in the organization

Source⁸

⁸ Konfliktolohiya [*Conflictology*]: [Tekst]: Pidruch. dlya studentiv vyshchykh navch. zakl. yurydych.spets. / Herasina L. M., Panov M. I., N.P.Osipova N. P. ta in.; [Za red. profesoriv L.M. Herasinoiy ta M.I. Panova]. – Kharkiv: Pravo, 2002. 256 s. [in Ukrainian].

Functional Consequences of Conflict (positive functions):

- **Innovative function.** Conflicts contribute to the development and change in the organization, as they reveal shortcomings in the organization, reveal contradictions. They help reduce resistance to change.
- **Signaling function.** The conflict reveals the problems and contradictions of the expanding system, rather than going deeper, where they are even more intensified and have a destructive effect on the organization.
- **Integration function.** Conflicts contribute to the formation of group solidarity, which makes it possible to eradicate the causes of internal disunity and restore unity. However, it should be noted that such an effect is exerted by conflicts that affect only such goals, values, and interests that do not contradict the foundations of intra-group relations. These conflicts tend to change intra-group norms and attitudes according to the urgent needs of particular individuals or subgroups. Conflict unites the staff of the organization in the fight against external difficulties. As a result of the conflict, the parties will be more inclined to cooperate rather than antagonize in future situations that may be capable of causing a conflict.
- **Differentiating function.** The conflict structures the company, divides the social whole into interconnected elements. Conflict contributes to the structuring of the organization by determining the position of the various subgroups within the system, their functions and the distribution of positions of power among them.
- **Tension reduction function.** Conflict interaction, as a rule, is accompanied by violent reactions, which relieve the participants of emotional stress, leading to a decrease in the intensity of negative experiences.
- **Normative function** The conflict causes the improvement of the regulatory framework, the emergence of new rules and procedures, as well as the creation of new social institutions.
- **Diagnostic function.** The conflict helps to identify managerial problems in the organization, to find out the capabilities of opponents, the likelihood of retaliatory actions of the other side in future conflicts.

- **Preventive function.** Conflicts can also reduce the chances of groupthink and submissiveness syndrome, where subordinates do not express ideas that they believe are contrary to those of leaders. This can improve the quality of the decision-making process, as additional insights and “diagnosis” of the situation lead to a better understanding of it; symptoms are separated from causes and additional alternatives and criteria for their evaluation are developed. Because of the conflict, team members can work through potential performance issues before the solution is even implemented.

Dysfunctional Consequences of Conflicts (negative functions):

- increase in emotional and psychological tension in the team;
- dissatisfaction, poor morale and, as a result, increased staff turnover and decreased productivity;
- less cooperation in the future;
- an obstacle to the implementation of changes and the introduction of new ones;
- high loyalty to one's group and more unproductive competition with other groups in the organization;
- the perception of the other party as an “enemy”, the perception of one's goals as positive, and the goals of the other party as negative;
- curtailment of interaction and communication between conflicting parties;
- increase in the degree of hostility between conflicting parties, decrease in interaction and communication;
- conflict often changes priorities so much that it jeopardizes the true interests of the parties.

-

3. Classification of conflicts

The type of conflict is a variant of conflict interaction, which is distinguished by a certain feature. Depending on the number of participants, conflicts are divided into intrapersonal, interpersonal, group, and conflicts between an individual and a group.

Intrapersonal conflicts represent a clash of equally powerful but oppositely directed motives, needs, and interests within an individual. A feature of this type of conflict is the choice between desires and opportunities, between the need to perform and compliance with the necessary requirements. Examples are “plus – plus”, “plus – minus”, “minus – minus” conflicts.

“Plus – plus” conflicts involve choosing one of two favorable options, for example: where to go on vacation or what to buy (what brand of car)? At the same time, although the choice is made from the desired alternatives, the conflict can be accompanied by stressful situations, since the choice itself is often difficult and painful.

“Plus – minus” conflicts are conflicts in which a decision is made when each of the options contains both positive and negative consequences, and one must be chosen taking into account the solution of the overall task. For example, dismissal of a subordinate is an alternative for the manager: a) positive aspect – dismissal of an unwilling employee; b) negative aspect – the need to find a new employee. In this case, it is necessary to calculate a number of options, the necessary emotional and material costs for the implementation of the task.

“Minus – minus” conflicts are conflicts in which one person needs to make a decision, all options of which have negative consequences. For example, two candidates who do not fully meet the qualification requirements apply for a vacant position. The manager must make a choice, because in this situation he/she is limited in time.

Interpersonal conflicts are clashes between individuals based on oppositely directed motives. These conflicts are the most common, because they cover almost all areas of human relations. Any conflict can be reduced to interpersonal. Even in interstate conflicts, clashes occur between leaders or representatives of states. This type

of conflict is quite common in production teams, family, and social environment. It can manifest itself in different ways in the organization.

Interpersonal conflict can also be manifested in the direct confrontation of persons. People with different character traits, views and values are sometimes simply unable to get along with each other. As a rule, the views and goals of such people are fundamentally different (Fig. 2.2).

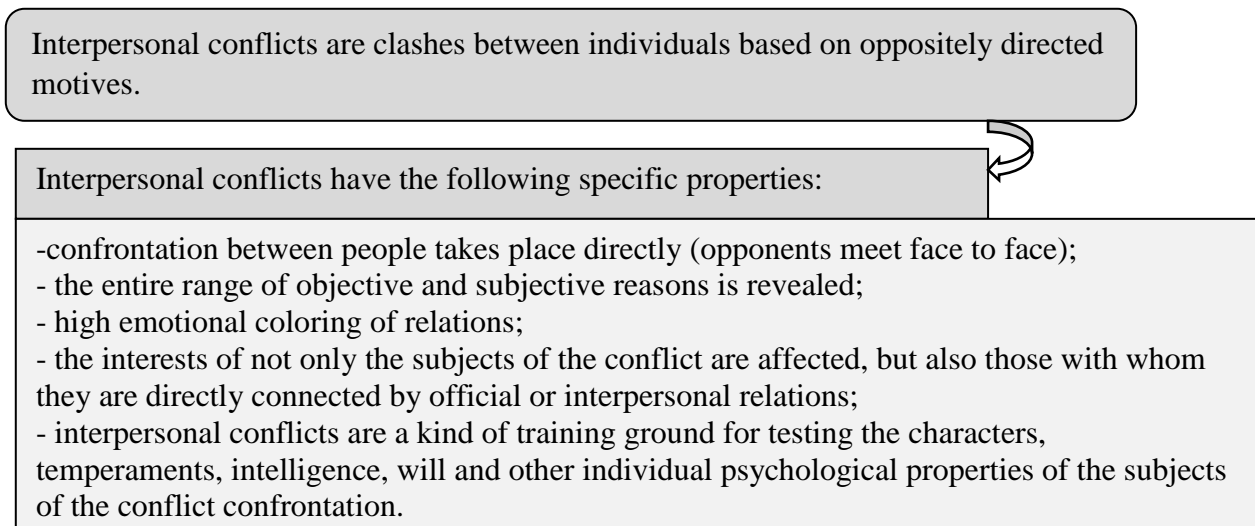


Figure 2.2. Properties of interpersonal conflicts

In **an intergroup conflict**, opposing parties are groups (small, medium, or microgroups). At the heart of such antagonism is the clash of oppositely directed group motives (interests, values, goals). This is one of the features of these conflicts. In recent years, intergroup conflicts have become an everyday phenomenon of social life due to the intensification of intergroup conflict in organizations that consist of many groups, both formal and informal. Often, functional groups in the middle of the organization begin to conflict with each other due to differences in goals. Conflicts can also arise as a result of the dependence of individual functional units on each other.

Conflict between the individual and the group. A conflict may arise between an individual and a group if a person takes a position different from that of the group. Such a conflict occurs in several variants:

- manager – team;
- ordinary member of the team – team;
- leader – group.

The causes of conflicts that arise between an individual and a group are related to the violation of role expectations; the inadequacy of the internal setting of the person's status; violation of group norms.

An important feature of this type of conflict is that the conflict interaction is based on the clash of both personal and group motives, and images of the conflict situation are presented by the first subject in individual views and assessments, and by the second – in group ones.

According to *the spheres of manifestation*, the following are distinguished: political, economic, social, family-domestic, administrative, legal, ideological, religious, etc. conflicts.

By *forms and degrees* conflicting opposition *highlight*:

- a) hidden and open conflicts;
- b) spontaneous, initiative and provoked;
- c) inevitable, forced and deprived expediency (Fig. 2.3).

By *methods of settlement* **antagonistic conflicts** are distinguished, accompanied by intransigence and irreconcilability of the parties, and **compromising ones**, which suggest the possibility of overcoming differences, and rapprochement of views, interests, and goals.

According to *functional consequences*, constructive and destructive conflicts are distinguished.

Self-test questions:

1. What is conflict as a phenomenon?
2. What are the main signs of conflict?
3. Name the negative sides of the conflict.
4. Identify the positive sides of the conflict.
5. Give the classification of conflicts.
6. How can the functions of conflict be characterized?
7. What determines causal and motivational relationships in conflicts?
8. Name the features of the conflict.
9. What are the characteristics of intrapersonal and group conflicts?

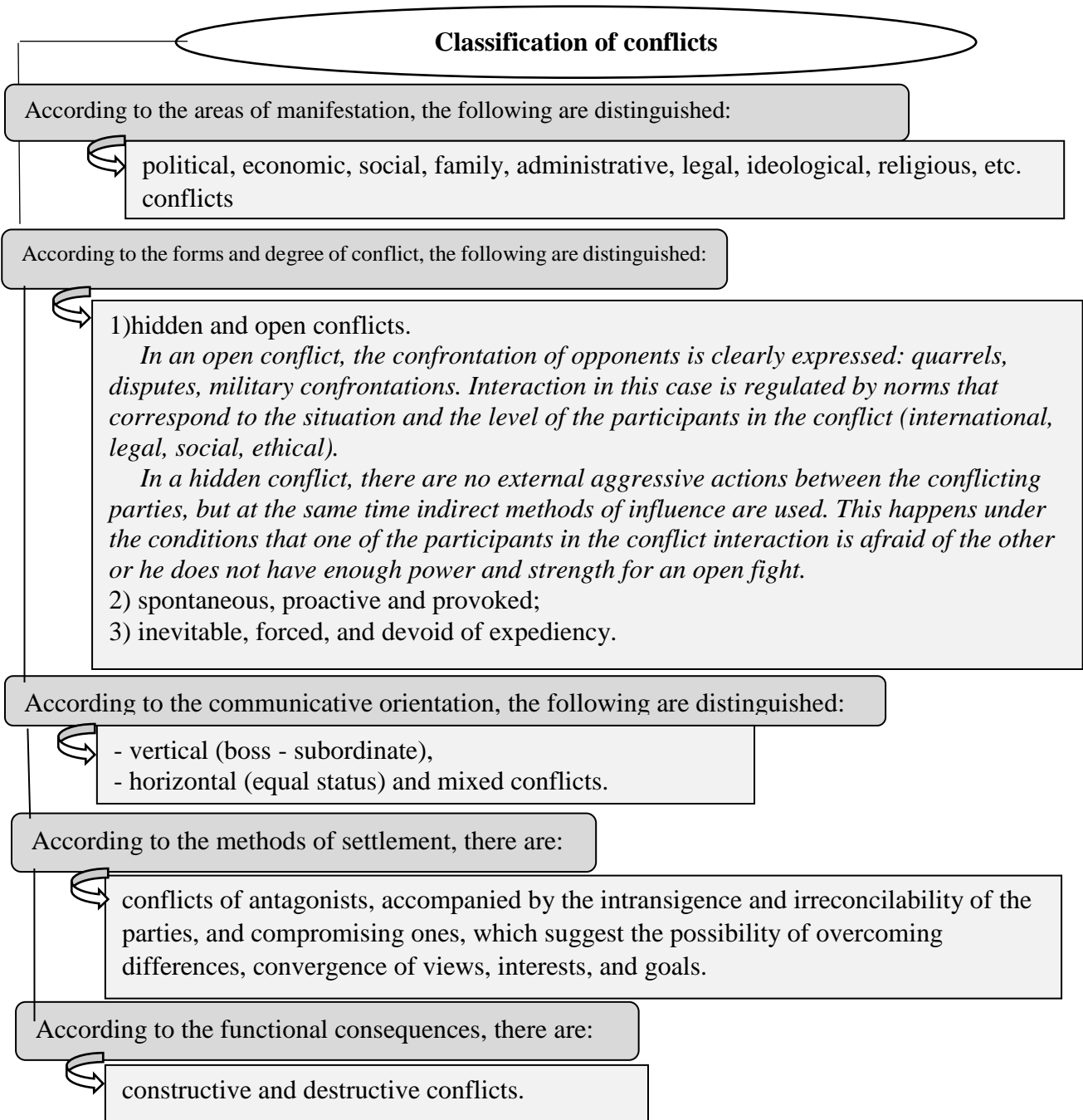


Figure 2.3. Classification of conflicts

Unit 3

TYPES OF CONFLICTS AND THE REASON FOR THEIR OCCURRENCE

1. Conflict as a subject of research
2. Main signs of conflict
3. Structure and participants of the conflict
4. Types of conflict behavior of accented personalities
5. Manners of behavior

References: [5; 12; 23; 28; 29; 40; 53; 57; 73; 84].

1. Conflict as a subject of research

Despite the fruitfulness of the ideas about the nature of the conflict expressed by classical philosophy, in the search for the essence of the conflict until the end of the 19th century, significant shortcomings were admitted:

□ *conflicts were considered only in general* and were limited to the philosophical categories of contradictions and the struggle between good and evil, as general properties of not only social but also natural existence;

□ *the specifics of social conflicts as a whole were not investigated*, only certain types of social conflicts were considered: in the economy, politics, culture, and psyche;

□ *mainly only macro-level conflicts* were studied: between classes, nations, states, and conflicts in small groups, intrapersonal conflicts remained outside the attention of scientists;

□ *the general features of conflict as a phenomenon of social life were not subject to study*, in connection with which there was no independent theory of conflict, and, consequently, conflictology as a science.

At the same time, the peculiarities of social development required an analysis of

the present and forecasting of the future.

The source and cause of the development of all phenomena and things in the world are *contradictions*. Contradictions in nature, society, and consciousness are the source and cause of the development of the corresponding natural, and social phenomena. The law of unity and struggle of opposites – the most important law of dialectics – is formulated as a bifurcation *of the one* into opposites, and *the struggle* between them is the source of development of everything in the world. The presence of “struggle” in the formulation of contradictions gives reason to consider them in close connection with the problem of conflicts.

Contradictions are divided into natural, social, and spiritual. Analysis of contradictions is a condition for understanding social conflict and its role in society since social contradiction is the level of development of contradiction as such.

However, many researchers, when defining conflict, refuse to associate it with contradiction. Thus, the English sociologist A. Giddens writes: “By conflict, I mean a real struggle between real people or groups, regardless of the origins of this struggle, its methods, and means mobilized by each of the parties. Unlike conflict, the concept of contradiction refers to a certain structure. Both of these concepts are very close to each other, as the contradiction expresses a vulnerable place, a weak link in the construction of the social system”⁹.

Depending on the nature of opposites and the phenomena they form in their interaction, contradictions are natural, social, and spiritual. *Natural* contradictions arise between natural things: electron and positron, life and death, various emotions, etc. These contradictions are unconscious. *Social* contradictions arise between opposite social phenomena: productive forces and production relations, antagonistic classes, states, etc. These contradictions are conscious, since the subjects participating in them act consciously, setting certain goals for themselves.

⁹ Sociology of risk and security. URL : <http://elbib.in.ua/sotsiologiya-riziku-i-bezpeki-pidruchnik-online.html>

Spiritual contradictions arise between spiritual opposites:

Christian and pagan, Christian and Islamic, communist and religious ideologies. These contradictions also have a conscious-spiritual (theoretical) nature, appearing in the form of scientific-ideological polemics, disputes, discussions, etc.

In turn, social contradictions are divided into social and intra-personal ones.

Social contradictions arise between social entities (social communities, social institutions, social organizations) that have different or opposite interests.

Intrapersonal contradictions arise between opposing needs, interests, goals, ideas, and motives of an individual.

Social contradictions can be internal and external, major and minor, main and secondary, antagonistic and non-antagonistic.

Internal is the contradictions between opposite sides and trends in the development of *one* phenomenon; *external* is contradictions between opposite parties and trends in the development of *various* phenomena. Internal contradictions play a decisive role, and *external contradictions* play an accidental role in the development of all phenomena. As a rule, the latter appears due to internal contradictions, contributing to the progress or degradation of a living organism, country, culture, etc.

2. Main signs of conflict

The main contradictions determine the state and development of the essential properties of the phenomenon and persist throughout its existence; *non-essential* – determine the state and development of certain non-essential aspects of this phenomenon and act at a certain stage of its existence. For example, the main contradictions between assimilation and dissimilation in a living organism, the class struggle in an antagonistic society, the non-basic contradictions between proteins and carbohydrates in the process of digestion of a living organism, between non-basic classes of society, for example, between the population of a city and a village.

The main ones are the contradictions that determine the development of a given society or phenomenon at a certain stage of its existence. Concerning it, all other

contradictions – internal and external, basic and non-basic – are considered *non-principal*. For example, the main contradiction for Ukraine is the historically formed latent contradictions between the population of the East and West of Ukraine, as well as due to differences in issues of ethno-national identity, language, and religion, which politicians constantly use in the struggle for the electorate. All other contradictions in relation to this are not the main ones.

Antagonistic are the contradictions between social communities (classes, executions, nations), social institutions (families, educational systems, etc.), and social organizations (army, science, church, etc.), whose interests do not coincide. Non-antagonistic contradictions are between social communities, social institutions, and social organizations whose interests coincide.

Such are the contradictions between the state and crime, the population and the drug mafia, etc. Non-antagonistic are the contradictions between parents and children, teachers and students, and so on.

The parties to social contradictions are social subjects: social communities (miners, peasants, intelligentsia, etc.), social institutions (family, educational, industrial, etc.), social organizations (political parties, trade unions, state bodies, etc.), nations, society, and civilization. The social subject as a side of a certain contradiction is characterized primarily by certain interests and methods of activity. Social subjects with opposite interests mutually admit and mutually exclude each other. *Mutual assumption* means that society can exist only in *the unity* of social subjects with opposite interests.

If only the rich, law-abiding, intelligent, kind, and similar “good” people remain, or only the poor, hooligans, outcasts, evil and other “bad” people, then society will not be able to exist. Thus, every phenomenon of nature, society, and consciousness includes many contradictions.

At the same time, it is *the struggle* of subjects with opposing interests that is the source of the development of society and all its elements: social communities, institutions, and organizations. It is as a result of the collision, and struggle of these social opposites – their formation, deployment, and resolution – in science, technology,

production, economy, and politics, that society develops (both the destruction and death of certain communities, groups, individuals, and the emergence of new, more perfect ones), and the improvement of humanity in general.

It should be noted that the stage *of formation of* social contradiction includes the moment of the subject's awareness of his/her interests and actions that limit the interests of others. Sometimes the acting entity is aware that it is causing damage to other entities, and sometimes not. In the first case, the formation of social contradictions is conscious and includes the development of goals and programs aimed at realizing one's interests and limiting the interests of other subjects. Awareness is accompanied by feelings of hostility toward one's adversaries and solidarity with one's allies.

In the second case, the contradiction is spontaneous, and the subject simply acts following his/her interests, having a bad idea that he/she is causing damage to others. Subjects with opposite interests at different times and to different degrees realize the opposite of their interests.

The period of *the deployment of* contradictions in society is manifested through ideological, economic, political struggle, and military operations. The nature of this struggle depends on the type of contradiction (economic, political, etc.) and the subject (nations, states, social communities, etc.). The highest form of social confrontation is the class struggle, wars (especially world wars), and social revolutions accompanied by various forms of social violence on opposite sides.

Social conflict, being *the leading* side of social contradiction, acts as a real source of the development of a social phenomenon. Thus, A. Giddens believes that the transformation of contradictions into conflicts requires the awareness of opposing interests and the corresponding motivation of the behavior of the subjects. As long as the conflict of interests is not realized, the conflict, according to Giddens, does not occur¹⁰.

That is, a social contradiction in its development does not contain a subjective

¹⁰ Sociology of risk and security. URL : <http://elbib.in.ua/sotsiologiya-riziku-i-bezpeki-pidruchnik-online.html>

(interests, motivation, etc.) moment, but is an objective phenomenon. In this case, social contradiction can be considered the basis, prerequisite, and subject of social conflict.

However, since social conflict characterizes, first of all, the moments of deployment and resolution of social contradiction, it is quite often considered *a part* (and not a side) of social contradiction. For example, A.G. Spirkin considers conflict “an extreme case of contradiction”. However, the latent stage of social conflict is an important part of it, especially at the stage of forecasting and prevention. A social conflict can go through the whole cycle (formation, deployment, and completion), or it can end at the stage of formation, and this is also a social conflict, albeit an undeveloped one. Close to the definition of A.G. Spirkin is an interpretation of the social conflict by E.M. Babosova:

“Social conflict (from lat. *conflikus* – ultimate) is a case of *exacerbation* of social contradictions, expressed in the clash of various social communities – classes, nations, states, social groups, social institutions, etc., due to the opposition or significant difference between their interests, goals, and trends of development”.

Modern social conflictology does not provide an unambiguous definition of the categories “conflict” and “social conflict”. This is connected, in particular, with different views of scientists on the essence of the concept. In addition, the concepts of “conflict” and “social conflict” are often used interchangeably in the literature. Here are the most common definitions.

“Conflict is any relationship between elements that can be characterized through objective (latent) or subjective (explicit) opposites” (R. Dahrendorf, 1988).

“Conflict is a perceived contradiction between communicating persons, in the presence of attempts to resolve the contradiction against the background of emotional states” (K.K. Platonov, 1977).

“Conflict is the action of opposing tendencies, motives, interests, and types of behavior that are incompatible in a given situation” (A.A. Yershov, 1980).

“Conflict is a reaction of people to an obstacle to the achievement of various goals of joint activity, to the behavior of others that does not meet expectations, as well

as a reaction based on the incompatibility of characterological patterns of behavior, differences in cultural foundations and needs” (1977).

“Conflict is an extremely acute contradiction associated with acute emotional experiences” (P.I. Pidkasystyy, 1998).

“Conflict is the most important aspect of human interaction in society, a kind of cell of social existence. This is a form of relations between potential or actual subjects of social action, the motivation of which is determined by opposite values and norms, interests and needs” (A.H. Zdravomyslov, 1995).

“Conflict is the most acute way of solving significant contradictions that arise in the process of interaction, which consist in the opposition of the subjects of the conflict and is usually accompanied by negative emotions” (A.Ya. Antsupov, A.I. Shypilov, 1999).

“Conflict is a difficult-to-resolve contradiction associated with acute emotional experiences’ (Psychological Dictionary, 1983).

“Social conflict is a struggle over values or claims to status, power or limited resources, in which the goals of the conflicting parties are not only to achieve the desired but also to neutralize, inflict damage or eliminate the opponent” (L. Kozler, 1968).

“Social conflict is an extreme case of aggravation of social contradictions expressed in the clash of different social groups, social institutions, caused by the opposite or significant difference of their interests, goals, and development trends” (Sociological Dictionary, 1991).

“Social conflict is a type of confrontation in which the parties seek to seize territory or resources, threaten opposing individuals or groups, their property or culture in such a way that the struggle takes the form of attack or defense” (A.V. Dmytriev).

“Social conflict is an overt or covert state of conflict between objectively diverging interests, goals, and trends in the development of social objects, a direct and indirect clash of social forces based on opposition to the existing public order, a

special form of historical movement towards a new social unity” (Yu. H. Zaprudskyy)¹¹.

Thus, the conflict is most often defined as active mutually directed actions of opponents to realize their goals, colored by strong emotional experiences. Instead, social conflict is an open confrontation, a clash of two or more subjects and participants in social interaction, the causes of which are realized incompatible needs, interests, and values.

The scientists concluded about three regularities and, accordingly, three formulas of the conflict ¹². **Type A** conflict is associated with the pattern of escalation of conflictogens, which consists in the fact that subjects tend to respond to a conflictogen with a stronger conflictogen, often the strongest among all possible ones.

Type A Conflict Formula:

$$CFG1+CFG2+CFG3+CFGn = CF \quad (1),$$

where *CFG1, CFG2* – conflictogens, *CF* – conflict.

At the same time, the following condition is observed: $CFG1 < CFG2 < CFG3 < CFGn$. The conflict development mechanism according to the conflict type A formula is based on the negative perception and negative reaction of the person against whom the conflictogen is applied. In the absence of volitional regulation of such a reaction, it tends to develop by increasing. The manifestations of conflictogens include:

- direct negative attitude, order, threat; remark, criticism; accusation, ridicule; mockery, sarcasm;
- condescending attitude: humiliating consolation; derogatory praise; a joke, boasting, an enthusiastic story about one's real and imaginary successes;
- mentoring relationships: categorical evaluations, opinions, statements; imposing one's advice, one's point of view; a reminder of the unpleasant; moralizing and teaching, didactogeny;
- dishonesty and insincerity: concealment of information, deceit, or its attempt; manipulation of human consciousness;

¹¹ Conflictology. URL: <https://ibl.pp.ua/3/012258.html>

¹² General theory of conflict. URL : <https://moodle.znu.edu.ua/pluginfile.php>

□ violation of communication ethics: causing accidental inconvenience without apology; ignoring the partner; interrupting the interlocutor; transfer of responsibility to another;

□ regressive behavior: naive questions; referencing others when receiving fair comments; disputes, etc.

Type B conflict is associated with the regularity of the development of a conflict situation into a conflict based on an incident ¹³. The regularity of the incident lies in the fact that for the development of a conflict situation into an open conflict interaction, a necessary reason is mandatory. Type B Conflict Formula:

$$CS + I = CF \quad (2),$$

where *CS* is a conflict situation, *I* is an incident, *CF* is a conflict.

Type C conflict is associated with dependence on two or more conflict situations (regularity of combination). The regularity of the combination is that the sum of two or more conflict situations leads to a conflict. The formula for a conflict of this type:

$$CS1 + CS2 + .. CSn = CF \quad (3),$$

where *CS1*, *CS2*... - conflict situations, *CF* - conflict.

Based on the formula, conflict situations are independent and not related to each other. However, each conflict situation complements the other, that is, its manifestation plays the role of an incident. The resolution of this type of conflict boils down to the elimination of all, without exception, conflict situations.

3. Structure and participants of the conflict

The structure of the conflict is a set of stable elements of the conflict that ensure its integrity. It characterizes the static component of the conflict and includes two substructures: objective and subjective, each of which has its elements. *The objective* substructure of the conflict includes: *participants* (main, secondary, support groups),

¹³ General theory of conflict. URL : <https://moodle.znu.edu.ua/pluginfile.php> . pdf

the *interaction between them* (or the social field of the conflict); *the object of the conflict*; *its subject* (problem or disputed issue), about which it is composed; *the microenvironment* in which it develops;

macro environment affecting the course of the conflict and others. *The subjective* substructure of the conflict includes the following components: psychological models of the conflict situation from the point of view of all participants; motives of the parties' actions; the goals they pursue; actual mental states of the participants, etc. When investigating a conflict, it is important to determine the structure of the supersystem, of which it is an element.

In every conflict, there are *conflict parties* – at least two conflicting parties, which include individual individuals and/or groups. Conflicts can be multi-faceted when more than two parties participate in the interaction.

Conflicts are distinguished by several objective characteristics. First of all, by roles – a set of their rights and responsibilities in the conflict. According to the degree of inclusion in the conflict, the role can be direct and active (subject of the conflict), or indirect and auxiliary (indirect participant in the conflict).

The subject of the conflict is an active party capable of creating a conflict situation and influencing the course of the conflict depending on its interests. Subjects make up the main structural elements of any conflict, since, acting as its opposing parties, they generate the conflict itself by their actions, add content and intensity to it, and determine its course and dynamics.

Clear identification of the subjects of the conflict helps to clarify its subject, to predict possible solutions. According to K. Boulding, the subjects of the conflict can be either individuals or groups that make up communities.

The structure of the conflict is a complex of stable interrelationships of the constituent elements of the conflict, which emphasize its essence, ensure its integrity, distinguish it from other social phenomena, and provide properties by which it is realized as a process or a complete system (Fig. 3.1).

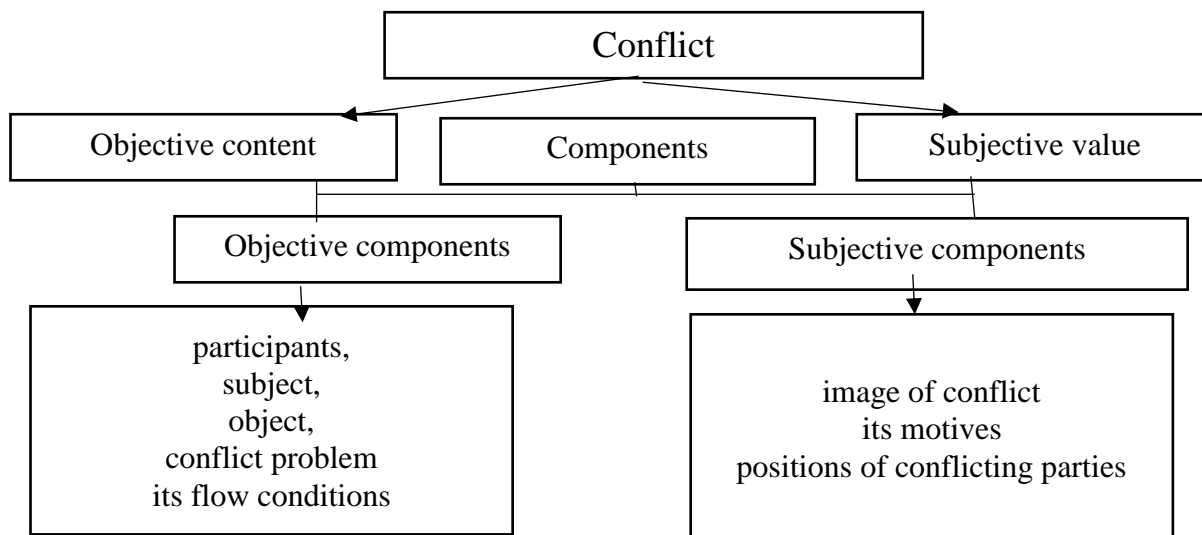


Figure 3.1. The structure of the conflict

Objective components of the conflict ¹⁴:

1. **Participants** (or parties to the conflict) –are individuals, groups of people, and even organizations that are connected by certain relationships, and each of them claims to manipulate the object individually. However, above all, these are people. They can act as private individuals (family conflict), officials (vertical conflict), or legal entities (representatives of institutions or organizations). They can form large social groups (states). The degree of participation in the conflict can be different. Therefore, *the main participants are identified; support groups; other participants.*

The main participants in the conflict ¹⁵. They are called sides or opposing forces. These are the subjects of the conflict that actively (offensively or defensively) act against each other. Sometimes the term “opponent” is used, which in translation from Latin means – an objector, an opponent in a dispute.

Opposing sides are the core of any conflict. When one of the sides withdraws from the conflict, it ends. If in an interpersonal conflict, one of the participants is replaced by another, then the conflicts change, and a new conflict begins.

¹⁴ Konfliktolohiya [*Conflictology*]: Konspekt lektsiy. Dlya pidhotovky mahistriv usikh form navchannya /V. Ya. Halahan, V. F. Orlov, O. M. Otych. K.: DETUT, 2008. S 18 (293 s.) [in Ukrainian].

¹⁵ Konfliktolohiya [*Conflictology*]: Konspekt lektsiy. Dlya pidhotovky mahistriv usikh form navchannya /V. YA. Halahan, V. F. Orlov, O. M. Otych. K.: DETUT, 2008. S 19 (293 s.) [in Ukrainian].

Support groups. Almost always in any conflict, there are forces behind the opponent, which can be represented by individual individuals, groups, etc. They can significantly influence the development of the conflict and its outcome by active actions or only by their presence or silent support. Even if individual incidents occur without witnesses, the outcome of the conflict is largely determined by their existence.

Other participants. This group includes subjects that sporadically affect the development of the conflict. These are instigators and organizers.

An instigator is a person, organization, or state that incites another participant to the conflict. The instigator himself may then not take part in this conflict.

An organizer is a person or group that plans the conflict and its development, foresees various ways of ensuring and protecting the participants, etc. Sometimes the participants include mediators (intermediaries, judges, etc.).

The third party in the conflict (the mediator) solves the task of ending the conflict, perhaps, therefore, it should not be considered as a participant.

1. **The object of the conflict** is a material (resources), social (power), or spiritual (idea, norm, principle) value that the parties of the conflict seek to possess or use. This is what each of the conflicting parties claims, and which causes contradictions between them or partially deprives the other party of the opportunity to achieve its goals (a kind of apple of discord).

The objects of conflict are divided into:

- material – resources, property rights, tickets to the sanatorium;
- social – power, social position, position, right to make decisions (production discipline; collegiality in work; employees' attitude towards each other);
- spiritual – ideas, norms, principles (the principle of accountability, justice, compliance with norms).

Sometimes objects are *hidden*. The presence of the object and participants of the conflict creates a conflict situation, that is, a situation of hidden or open confrontation between the participating parties that have their own goals, motives, means, or methods of solving a significant problem. However, a conflict situation does not always turn into a conflict. In other words, the conflict can remain at the potential level for a long

time, without moving into the real plane. For it to grow from potential to real, an incident is necessary, that is, actions on the part of the participants in the conflict, aimed at mastering the object, and interests that oppress the rights and interests of the other party.

2. **The subject of the conflict** is an objectively existing or imaginary problem that is the basis of the conflict. This is the reason that forces the parties to enter into conflict. For example ¹⁶:

1) 10 employees apply for 2 sanatorium-resort vouchers received by the organization (object) at once (the subject of the conflict: employees' exercise of the right to recovery);

2) employees violate discipline (object) by being late for work (subject: the attitude of late employees to production discipline and indirectly to the manager);

3) the colleague did not respond to your greeting (object) (subject: attitude of greeting colleagues to each other).

4. **The problem of conflict** is the contradiction that arises because of the object of the conflict and becomes the cause of confrontation between the parties (problem of power, relations, primacy, competition, psychological compatibility, etc.).

1) That is, the problem is not in the presence of 2 sanatorium-resort passes (objects), but in the fact that 8 out of 10 employees will remain without a pass, and therefore in the principles of their distribution among the 10 employees who applied for them.

2) The problem is not in the presence of discipline at work, but in its violation due to employees being late for work – these are real, objectively existing problems.

3) If a colleague at work did not respond to your greeting, then the problem is not in the response itself, but in the fact that you may not be treated the way you want it to be. Though, it might be an imaginary problem that you created for yourself because the colleague simply did not hear you because he/she was engrossed in his/her work.

5. **The conditions of the conflict** are the material, social, personal, and other

¹⁶. Konfliktohiya [*Conflictology*]: Konspekt lektsiy. Dlya pidhotovky mahistriv usikh form navchannya /V.Ya.Halahan, V.F.Orlov, O.M.Otych. K.: DETUT, 2008. S 20 (293 s.) [in Ukrainian].

circumstances in which the conflict arose and develops and which make up its macro- (general background) and micro-environment (specific social environment). Taking these conditions into account allows a deeper understanding of the substantive side of the conflict, the goals and motives of the parties, as well as their dependence on the conditions of the environment in which they are located.

Subjective components of the conflict¹⁷

1. The image of the conflict is a reflection of the object and essence of the conflict in the minds of its participants. Images of the conflict situation, i.e. a kind of ideal idea of the participants in the conflict about themselves, about the opposite side, about the environment and conditions in which the conflict takes place. The analysis of ideas and the experience of resolving conflict situations show that:

- firstly, it is the images, and not the reality of the conflict, that directly determines conflict behavior;

- secondly, the change of these images under external influence on the participants allows for effective resolution of conflict situations.

2. Motives of conflict – internal motivations that push subjects of social interaction to conflict, a set of external and internal conditions that caused conflict activity of subjects (manifested in the form of needs, interests, goals, beliefs, positions that they maintain in the conflict). In most cases, it is difficult to determine the true motives of the participants in the conflict, because the needs declared by them during the interaction are often seriously different from the deep, carefully hidden motivation of their actions.

The main motives for the conflict are needs, defined by a feeling of lack of something (resources, security, power, spiritual values, etc.). Perceived needs become the interests of conflicting parties. They provide a focus on the object of the conflict and contribute to the implementation of the opponent's conflict behavior. Among the main interests of the conflicting parties, there are most often: permanent work, a

¹⁷ Konfliktolohiya [*Conflictology*]: Konspekt lektsiy. Dlya pidhotovky mahistriv usikh form navchannya /V.Ya.Halahan, V.F.Orlov, O.M.Otych. K.: DETUT, 2008. S 21-22 (293 s.) [in Ukrainian].

convenient place of work, etc. An important motive for conflict behavior can be fears – negative opinions of conflict participants regarding the consequences of the opponent's actions or the conflict (demotion, loss of authority, etc.). An important motive for the conflict behavior of conflicting parties is the values they uphold. Values are divided into universal values (truth of judgment, justice of decision, etc.) and personal values (honor, sense of self-worth, etc.).

The behavior of the participants in the conflict is motivated by their goals – that is, by their ideas about the final result of the conflict interaction. The goals are strategic (mastering the object of the conflict) and tactical (temporary, compromise). In some cases, the strategic goal is distorted and deformed, being replaced by an emotional goal – inflicting maximum damage on the opponent, up to his destruction.

3. The positions of the conflicting parties are what they declare to each other during the conflict or in the negotiation process. Several groups of components are distinguished in the psychological structure of conflicts ¹⁸:

1. Cognitive – includes the mutual perception of the peculiarities of each of the conflicting parties; intellectual ability to process information and make decisions; the degree of involvement of the individual in the conflict situation at various stages of its development; level of self-control of conflict participants; experience of working with people and professional training; self-awareness, self-understanding and objectivity in assessing one's capabilities.

2. Emotional – the totality of experiences of its participants.

3. Voluntary – manifested as a set of efforts aimed at overcoming contradictions and other difficulties arising as a result of the confrontation between the parties, and at achieving the goals pursued by the participants in the conflict.

4. Motivational components of the conflict – form its core and characterize the essence of the diverging positions of the participants in the conflict.

Therefore, the following are distinguished *by subjects*:

conflicts between individuals are *interpersonal*;

¹⁸ Konfliktolohiya [*Conflictology*]: Konspekt lektsiy. Dlya pidhotovky mahistriv usikh form navchannya /V.Ya.Halahan, V.F.Orlov, O.M.Otych. K.: DETUT, 2008. S 23 (293 s.) [in Ukrainian].

conflicts between an individual and a group – *personal and group*;

conflicts between groups are *intergroup*.

From this point of view, an *intrapersonal conflict can also be considered a special* type of conflict, in which the individual seems to “split” into subjects and wages an internal struggle with himself/herself regarding what he/she should be like, how to act in this and that situation.

An *indirect participant* in the conflict is a passive party that provides some assistance to the subject of the conflict. Indirect participants in the conflict are also characterized by role behavior:

instigator, provocateur – provokes conflict to achieve one's interests;

a mediator, a judge – helps reduce the severity or completely stop the conflict;

assistant, ally, or support group – supports one side or the other or both sides at the same time;

the organizer of the conflict – plans the conflict and manages its progress.

Secondly, conflict parties differ in rank – the position that the parties take concerning the opposite party:

opponent of the 1st rank – a person acting on his/her behalf and pursuing his/her interests;

opponents of the 2nd rank – individuals pursuing group interests;

opponents of the 3rd rank – a structure consisting of groups directly interacting with each other;

opponent of the 4th rank – state structures acting on behalf of the law.

Thirdly, opponents are differentiated by *social status* – the general position of a person or group in society, associated with a certain set of rights and responsibilities.

Fourthly, the parties to the conflict differ *in their potential (power)* – the possibility and ability of the parties to the conflict to realize their goals despite the opposition of the opponent.

To investigate the essence of the subjects of the conflict, it is necessary to analyze their *quantitative* and *qualitative composition, the level of organization, the amount of resources*, and other variables related to them. Elucidation of *the quantitative*

composition in the individual aspect consists in determining how many persons participate in the conflict as *its independent subjects*. In the group context, it consists not only in determining the existing composition of the participants of the group involved in the conflict but also in the possible mobilization potential, i.e. in determining those who can realistically replenish their number.

The characteristics of the qualitative composition of conflicting subjects can be determined by finding out the typical forms of their behavior, features of their psychology, ethical and social norms that they adhere to.

In the case of group subjects, it is necessary to attribute the prevalence of these characteristics both among ordinary members of the conflicting group and among its leaders. K. Boulding distinguishes two types of groups based on this feature: homogeneous and heterogeneous. The importance of considering the homogeneity of certain social communities involved in the conflict is that it usually promotes communication and the growth of intragroup cohesion. Heterogeneity of the internal composition and properties of a group subject, as a rule, contributes to de-escalation, weakening of the intensity of the conflict in which he/she participates, or includes the possibility of such weakening.

The level of organization of conflicting subjects is an indicator of the systematic sequence of their actions in the process of deploying conflict confrontation. As for *the organization of the group subjects of the conflict*, in addition to the systematic and consistent nature of their actions, it also includes the degree of cohesion of their members. Conflictologists distinguish *two* types of groups with *higher* and *lower* levels of organization. More organized groups are characterized by the following features: a pronounced identity, commitment to common interests, and the presence of a certain group structure, the members of which perform different roles in the process of the organization's functioning.

This applies, in particular, to party organizations with a clearly defined ideology. An important role in such groups belongs to its leaders, who are authorized to determine the strategy and tactics for protecting group interests in conflict situations. Less organized groups are characterized by partial and often only temporary inclusion

of members in their structure, as well as a different level of commitment of these members to group interests. These include public organizations and interest groups.

The resource potential at the disposal of its subjects is an important indicator of the prospects and effectiveness of any social conflict. It largely determines the willingness of the opponents to participate in conflict confrontation and the nature of their demands for changing the situation in the direction they want, as well as the willingness to bear costs to achieve the set goal. There is a distinction between external and internal resource potential. The *external* includes law, the media, possible allies of conflictants, and others. *The internal comprises* – their opponents' social, material, physical, and intellectual capabilities and skills, as well as the time resources at their disposal.

Such an important indicator as *the strength of the conflicting parties is closely related to the problem of resources*. Modern conflict experts determine the strength of the parties involved in the conflict according to the following indicators:

- ability of each of them to cause damage to the opposite party;
- ability and willingness to direct their interests to cooperation;
- ability to use official authorities on one's side;
- possession of knowledge that contributes to solving the problem that caused the conflict.

After the subjects of the conflict, the most important components of the conflict are *the object* and *the subject matter of the conflict*, which characterize its substantive side. *The object* of the conflict is a specific reason, the main motive, the driving force of the conflict, something that both opponents strive to possess or use. *The condition* of the conflict is the insistence of one of the parties on the indivisibility of the object, its ownership. There are **3 types of conflict objects**: objects that cannot be divided into parts; objects that can be divided into parts in different proportions; objects that conflict participants can jointly own (situation of imaginary conflict).

The object of the conflict has certain characteristics. It has a sign of scarcity and the need for its use by both parties; it has a specific historical character; associated with different subjective assessments of its significance for different subjects; it can be

realistic or unrealistic. Practice shows that the main objects of conflicts arising between social subjects are *resources*, *status*, and *values*.

Resources as an object of conflict are considered in terms of their ownership or striving to obtain them by subjects to replenish their resource potential: consumer and living items (food, housing, etc.);

minerals (oil, gas, ore, etc.); production (means of production, workplaces, etc.); economic (money, shares, gold, currency, etc.); educational (schools, institutes, universities, etc.); scientific (scientists, research institutes, etc.);

information (knowledge, computers, libraries, etc.).

Being the object of the struggle between certain social subjects, *status* acts for them mainly not as *a means*, but as *a condition* for ensuring their successful life. As a result of the conflict, the development of some social subjects and the degradation and regression of others occur. This is expressed in social mobility, that is, a change in the status of social subjects.

Values can act neither *as a means* to ensure certain needs, interests, and aspirations of subjects, as is the case with resources, nor as a condition.

Spiritual values are moral, legal, religious, aesthetic, and other, based on people's beliefs and convictions about good and evil, justice and injustice, divine and satanic, and beautiful and ugly, which guide people in their behavior.

The subject matter of social conflict is that side of the object through which the interests of various subjects collide, a contradiction through which and for the sake of which the subjects engage in confrontation. Thus, *the subject matter of the conflict* is an objectively existing or imaginary problem that is the cause of disagreements between the parties.

An equally important element of the conflict is *the environment* – a set of objective conditions of the conflict that significantly affect the causes of its occurrence and dynamics. From the point of view of the levels of the social system, the following are distinguished:

microenvironment is the closest environment of the parties and *macroenvironment* – social groups whose representative is the party and the qualities

of which it has inherited.

By nature, *the physical* (geo, climatic, ecological, etc.) and *social* (social conditions in which the conflict develops, including its indirect participants) environment are distinguished. Therefore, we can say that each conflict has the following *conflict characteristics*:

- *spatial*: geographical boundaries, spheres of occurrence and the manifestation of conflict, conditions, and reasons for the occurrence, specific forms of manifestation, means and actions used by subjects, the result of the conflict;

- *temporal*: duration, frequency, repeatability, duration of participation of each subject, temporal characteristics of each of the stages;

- *socio-spatial*: the number of people involved in the conflict and their interests.

In addition to the micro and macro environment, social conflict is also influenced by *the external social environment* (*mass media, public opinion, involvement of a third party in the conflict process, etc.*). *This influence affects the formation of goals and strategies for conflict behavior, as well as the degree of institutionalization of social conflict.*

Thus, according to the structure, the conflict includes subjects, the object and subject matter of the conflict, conflict interaction, and the environment.

4. Types of conflict behavior of accented personalities

For the correct understanding and interpretation of conflicts, their essence, features, functions, and consequences, typology is important, that is, the identification of the main types of conflicts based on the identification of similarities and dissimilarities, the identification of conflicts by the commonality of essential features and differences. There are different classifications of conflicts and this is explained by the diverse content and nature of conflict collisions, in which subjects of different levels take part (states, nations, political parties, teachers and students, managers and workers, etc.). Summarizing the most common classifications of conflicts, it is possible to highlight the main features of the classification and typology of conflicts. Since a

conflict always involves the participation of parties, the most fundamental is the classification of conflicts by the number of parties taking part in it: Intrapersonal conflict is a clash within an individual of equal strength, but oppositely directed motives, needs, and interests. The bearer of intra-personal conflict is a separate individual. The content of this conflict is expressed in acute negative experiences of the individual, generated by his/her conflicting aspirations.

Conflict *is* a process of sharp collision, and aggravation of oppositely directed goals, interests, views, and positions of the subjects of interaction (or elements of the internal structure of the individual).

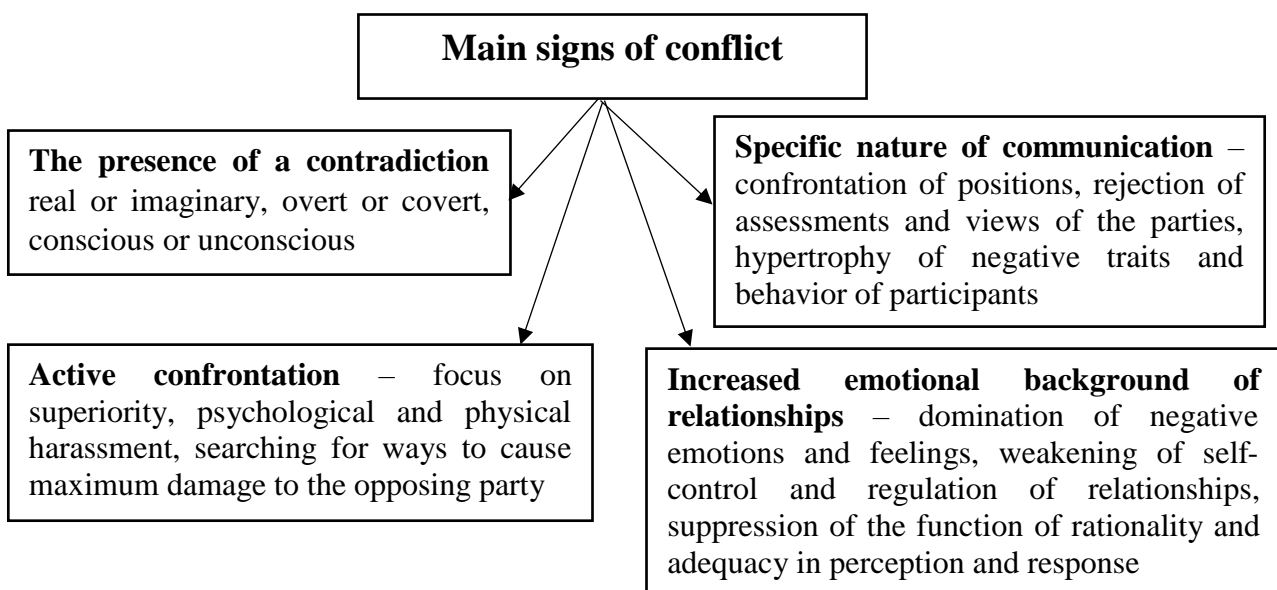


Figure 3.2. Main signs of conflict

Any conflict can be considered in *statics* (as a system of interrelated structural elements) and in *dynamics* (as a process).

Considering the conflict as a system of interrelated structural elements, it should be noted that the structure of the conflict is understood as a set of stable connections, a conflict that ensures its integrity, and difference from other phenomena of social life, without which it cannot exist as an interdependent integral system and process.

The main structural elements of conflict interaction include objective and subjective components.

The objective components of the conflict include:

The subject matter of the conflict is an objectively existing or imaginary problem that causes confrontation between the parties (the problem of power, relationships, compatibility, etc.). A problem in conflict is always an obstacle to achieving a goal. According to the definition by A.T. Ishmuratova, “the problem is the dissonance of the individual and his/her environment”. The following aspects are essential in the problem of conflicts:

- significance and relevance;
- solution possibility;
- understanding and mutual understanding in the perception of the problem by the subjects of the conflict;
- consideration of each other's interests when solving a problem;
- consistency and confirmation of agreements when solving a problem.

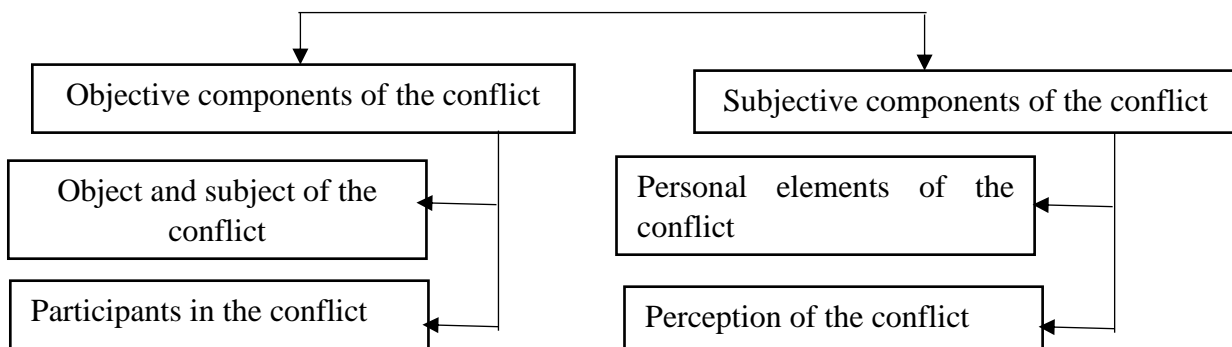


Figure 3.3. The structure of the conflict

The object of the conflict is what each of the parties to the conflict claims, causing contradictions between them (*resources, property rights, the right to make decisions, etc.*)¹⁹.

It is worth distinguishing the terms “object” and “subject matter” of the conflict. In a general sense, the object of the conflict can be called that part of reality that is involved in interaction with the subjects of the conflict. In contrast, the subject matter of the conflict is those contradictions that arise between the interacting parties and which they try to resolve through confrontation. Conflicts always arise over some

¹⁹ Ishmuratov A.T. Konflikt i zhoda [*Conflict and consent*]: osnovy kohnityvnoyi teorii konfliktiv. K.: Nauk. dumka, 1996. S. 85. [in Ukrainian].

object, but their essence is expressed in the subject matter of the conflict, so the resolution or settlement of the conflict is primarily related to the elimination of its subject matter, not its object.

It is also important to note that the object of the conflict can be both real and potential, utopian (for example, people sometimes defend illusory ideals and ideas), but the subject matter of the conflict is always real and relevant. In addition, the object of the conflict can be both explicit and latent (hidden), but the subject matter of the conflict – the contradiction between its opponents – is always clearly manifested.

Participants in the conflict are subjects of social interaction (individuals, social groups, organizations, and states), whose interests are directly violated, or subjects who explicitly (implicitly) support the conflict parties. *Participants in the conflict are divided into main and non-main.* Participants in the conflict (Fig. 3.4).

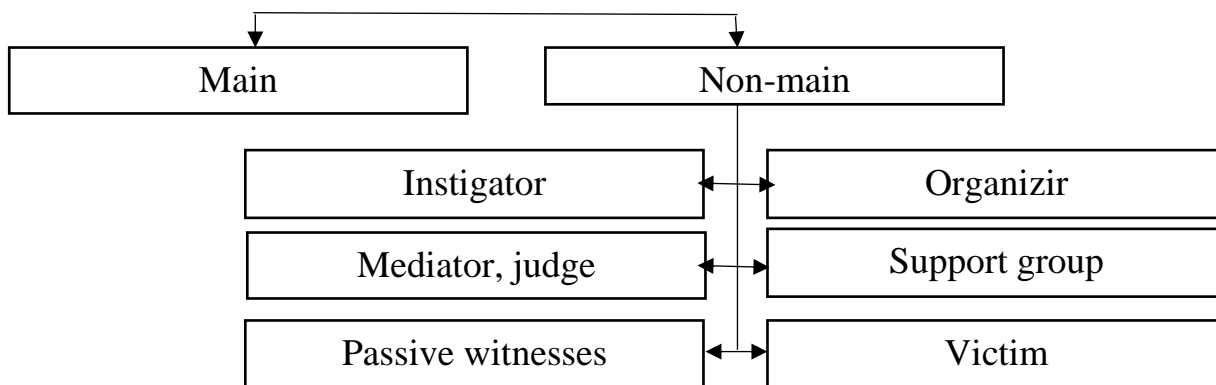


Figure 3.4. Types of participants in the conflict

The main (direct) participants in the conflict directly take active (offensive or defensive) actions against each other. They are the main actors of the conflict, and the contradictions of their interests are at the heart of the conflict. Therefore, the main participants are called *the subjects* of the conflict or *opponents* (from the Latin opponents – those who oppose).

In connection with the potential or power possessed by the parties participating in the conflict, *the rank* of the participant is allocated. The more the subject of the conflict has opportunities to influence the course of the confrontation, the higher his/her rank. At the same time, ranking can be done on various grounds: physical

strength, political or economic strength, resource, administrative or informational potential, etc. The rank of participants in the conflict is directly related to their *social status* – the position they occupy in society according to the profession, age, marital status, and social role of the participant in the conflict. In different conflict situations, different potentials of conflict participants are in demand (for example, if there is a physical struggle, the rank of the opponents will be determined by their muscular strength, in economic clashes it will depend on economic potential).

Among the main participants, *the initiator* (or insurgent) of the conflict can be singled out.

Non-main (indirect) *participants in the conflict* include categories that influence the course of events. They play a secondary role in the emergence and development of the conflict. Sometimes indirect participants in the conflict are also called *a third party*.

Non-main participants in the conflict can:

- provoke a conflict to achieve one's interests: *instigator, provocateur*;
- plan and manage the course of the conflict: *the organizer*;
- contribute to reducing the intensity or complete cessation of the conflict: *mediator or judge*;
- support one or another party influencing the development of the conflict by active actions or morally: *an assistant, ally, or support group*;
- not support any of the parties: *passive witnesses, eyewitnesses*;
- receive moral or material injury as a result of the conflict: *victim*.

In the real dynamics of the conflict, the line between the main and non-main participants is often fluid and relative. The dialectic is that in the process of development of the conflict, the parties to the conflict can change places.

The role of non-main participants in the conflict can be both *constructive* (positive) and *destructive* (negative) — they can contribute not only to the resolution or prevention of the conflict but also to its aggravation and further development.

In general, it should be borne in mind that *personality conflict* is determined by the complex action of psychological (temperament, level of aggressiveness, sociability,

etc.) and social (living conditions, level of culture, etc.) factors.

The socio-psychological environment of the conflict is the specific historical conditions in which the conflict arises and unfolds. This concept covers not only the closest but also the distant, wider environment of the conflicting parties, the large social groups to which they belong (national or class), as well as society as a whole. Taking these conditions into account allows a deeper understanding of the content side of the conflict and its psychological components.

Regarding the level of the social system, the micro- and macro-environment of the conflict are distinguished.

The micro-environment is a set of conditions of human interaction that directly affect interpersonal and intergroup conflict. The scale of the microenvironment is a small social group.

The macro-environment of the conflict includes those conditions that affect the development of conflicts between large social groups and states. Although indirectly, the macro-environment influences the development of conflicts at the level of individuals and small groups.

According to the nature of the constituent components, three types of social and psychological conflict environments can be distinguished (Fig. 3.5).

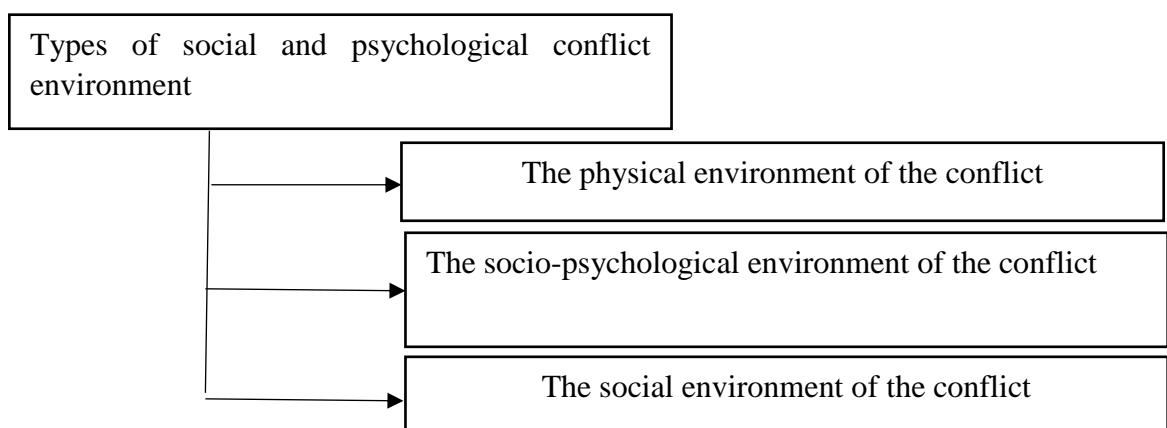


Figure 3.5. Types of social and psychological conflict environment

The physical environment of the conflict is a set of physical, geographical, climatic, and ecological conditions and factors in which the conflict is taking place. At

the micro level, these are conditions that affect a certain team, organization, and individual (for example, air cleanliness, the level of lighting and noise at the workplace, etc.), at the macro level, these are factors that affect society as a whole.

The socio-psychological environment of conflict is a set of moods, thoughts, feelings, and experiences in which conflict develops. At the micro level, it is the psychological climate of a certain team, its general mood, at the macro level, it is the moods and emotions that manifest themselves at the level of large social groups. Great importance in the formation of the social and psychological environment at different levels of the social system belongs to the mass media, which, with their information policy and technologies, can contribute both to the extinction of conflicts in society and to their spread.

The social environment of the conflict is a set of social conditions under which the opposition of the parties arises and develops (for example, socio-economic conditions of life, socio-political system of society, etc.). The social environment of the conflict affects its dynamics and methods of resolution (for example, all conflicts that arose in a society in a deep socio-economic and political crisis will be significantly influenced by this factor).

The subjective components of the conflict include:

Personal elements (personality traits, willpower, habits, feelings, interests, goals, values, motives, etc.) play a major role in the dynamics of any conflict. However, to the greatest extent, their influence is manifested in interpersonal conflicts.

Personal elements of the emergence and development of conflict can have a situational and a characterological basis:

- *situational* bases include: a feeling of uncertainty, insecurity, fatigue, increased excitement, lack of awareness, disorientation, etc.;
- *characterological* prerequisites include: lack of self-criticism, impulsiveness, aggressiveness, bad manners, selfishness, etc.
- Among the personal elements of the conflict, the following should be mentioned first of all:

- the main psychological dominants of behavior;
- characterological prerequisites of personality conflict;
- manners of behavior.

The most important role among the personal factors of the conflict is played by *the main psychological dominants of the individual's behavior*, which are internally interconnected and depend on each other:

- *value orientations* of people as subjects of the conflict are formed in the process of socialization of the individual and are expressed in those moral, ideological, political, and other principles based on which the subject of the conflict assesses the nature of the conflict and builds his/her behavior. Based on value orientations, the objects of the conflict are differentiated according to their significance, and the question of the expediency of participating in the conflict is resolved (for example, where one will try to avoid the conflict, guided by the commandment “do not kill”, the other may demonstrate aggressive behavior, guided by the principle “eye for an eye”);
- *goals* – an idea of the specific result of conflict interaction. Goals can be strategic (mastering the object of the conflict) and tactical (compromise);
- *needs* are defined by a feeling of lack of something. *A. Maslow* classifies needs according to the main types: physiological (food, rest, etc.), needs for security, social (communication, interaction), needs for achievements, recognition, and higher needs (for self-realization). He correlates each desire with a certain type of need, when the individual cannot achieve or realize the need, conflict situations arise;
- *fear* – the expectation of an obstacle on the way to the realization of the goal. *A.T. Ishmuratov* believed that fears are “negative” interests, they dominate over “positive” ones, causing negative emotions and thus distorting the perception of reality, and the conflict situation;
- *motives* – the urge to enter into conflict, related to the satisfaction of the opponent's needs, as a set of external and internal conditions that cause conflict activity of the subject;

- *interests* are perceived needs that provide focus on the object of the conflict and contribute to the implementation of the opponent's conflict behavior ²⁰.

The characteristic prerequisites of personality conflict *are* individual stable properties of a person, manifested in the peculiarities of temperament, character traits, self-esteem, ways of responding to people's words and actions, etc., which cause a negative attitude towards a person, are formed under the influence of the surrounding environment and are a consequence of negative upbringing.

The character of a personality is formed in the process of interaction of a person's temperament with the environment (Fig. 3.6), while some qualities given by nature are taken under the control of consciousness and softened, though some are strengthened and aggravated. *H. Eysenck*, relying on the typology of *I. Pavlov* and the personality scheme of *C. Jung* created a typology of individual human properties in the form of an orthogonal scheme: introversion – extroversion, instability – stability.

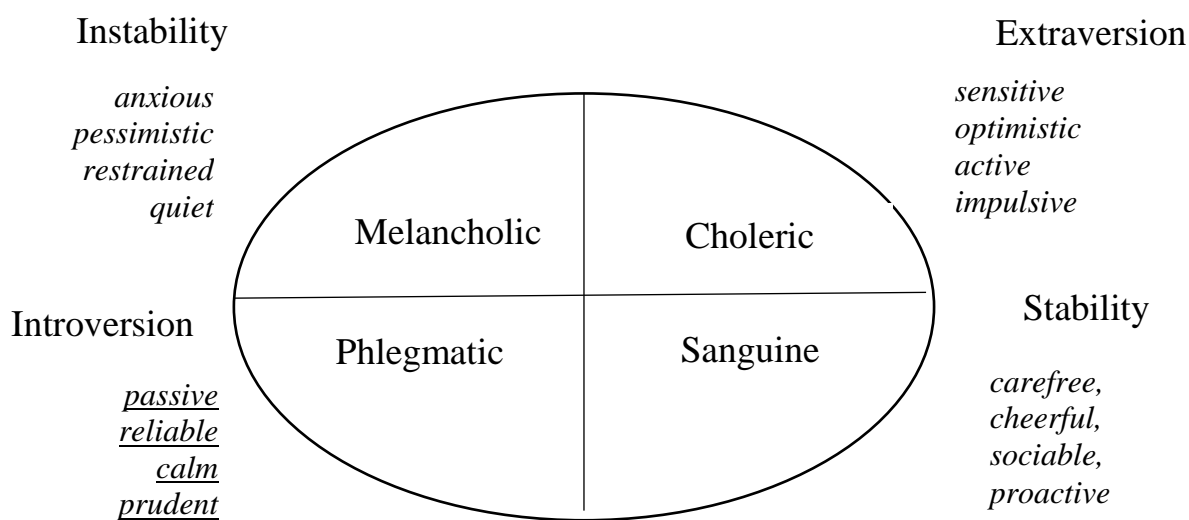


Figure 3.6. Individual-typological features according to H. Eysenck

5. Manners

If moral norms determine the content of actions, and the motives of behavior, then the culture of behavior reveals exactly how the requirements of morality are

²⁰. Yemel'yanenko L.M., Petyukh V.M., Torhova L.V., Hrynenko A.M. Konfliktolohiya [*Conflictology*]: Navch. posib. / Za zah. Red.. V.M. Pe-tyukha, L.V. Torhovoyi. K.: KNEU, 2003. S. 16. [in Ukrainian].

implemented in behavior, what is the "face" of human behavior, how organically, naturally, and casually such norms merged with his/her way of life, and became everyday rules of life.

In the broad plan of this concept, the culture of behavior unites all spheres of external and internal human culture: etiquette, rules of dealing with people and behavior in public places; household culture, which includes the nature of personal needs and interests, relationships of people outside work, organization of personal time, hygiene, aesthetic tastes in the choice of consumer goods (the ability to dress tastefully, decorate the home), the aesthetics of mimicry and pantomime characteristic of a person, facial expression and body movements (grace).

Language culture, the ability to express thoughts competently, clearly, and beautifully, without using vulgar expressions, etc. are separately highlighted. "Everything should be beautiful in a person: face, clothes, soul, and thoughts", wrote A.P. Chekhov, and these words best express the essence of the culture of behavior, which constitutes the harmony of the inner and outer principles of a person.²¹

Only under the condition of such a holistic approach to the understanding of the culture of behavior, only when analyzing the attitude to work, nature, and art, to the collective and individual people, and the basic concept of ethics "good" and the concept used to express an aesthetic assessment – "beauty" merge.

The moral and aesthetic facets of the culture of behavior exist in close unity and interaction. Unfortunately, both before and now you can meet people who oppose the aesthetic to the ethical, and vice versa. It happens that a sympathetic person shows his/her kindness awkwardly, and rudely, while the other, remaining selfish, callous, and soulless in his soul, behaves impeccably, but only to make a good impression on the environment.

The external culture of a person is obvious, it can be concluded at first glance, taking into account the way a person speaks, how he/she behaves with the environment, and how he/she dresses. This is how the first impression of a person is formed.

Then again the inner culture of the individual is revealed in the external culture. It

²¹ online resource. URL: <https://rozdil.lviv.ua/aphorisms/aph.php?id=3075>

is not the forms of communication and behavior as such that are important, but their motives and inner upbringing that direct human behavior. A well-mannered person is polite and restrained not because he/she wants to look good, but because respect for people, attention to them, and mental tact does not allow him/her to be different. Such behavior of a person reveals his/her inner essence, his/her inner culture. Thus, the task facing a person is the formation of internal and external culture, its moral and aesthetic development.

An important part of the culture of behavior is etiquette, which contains those requirements that take on the character of a strictly regulated ceremonial and in the observance of which a certain form of behavior is of particular importance. Etiquette is a set of rules of behavior related to the external manifestation of attitude towards people (behavior with the environment, form of address and greetings, behavior in public places, manners, and clothing).

Etiquette (fr. *etiquette* — label, ceremonial), that is, the procedure for conducting a certain ceremony. This term defined the strictly established order and form of behavior at the monarch's court. It was a court protocol, similar to diplomatic protocols, which are active and retain their meaning even today. The main purpose of etiquette was to organize the behavior of courtiers in such a way as to magnify the person of the monarch and establish the court hierarchy. The content of the actual etiquette norms was formed together with the emergence of the imperial monopoly, first in the East, and then in the West.

The word “etiquette” entered our language in the 18th century, when the court life of the absolute monarchy was formed.

In the 15th century etiquette meant only a collection of rules of behavior adopted at the courts of monarchs. However, life required a broader interpretation of this term as a set of rules of behavior in various spheres: human life, and not only at the ruler's court. Etiquette is the rules of behavior in a slave owner's house in ancient times and the Middle Ages – in a craftsman's and bourgeois's house, in a peasant's house; these are the rules of behavior at public and family holidays, at work, etc.

The etiquette has a specific historical character. Each society and each culture was

distinguished by its rules of conduct, a system of norms, and its ideas about the beautiful and the ugly. Thus, there were different rules of conduct in ancient Greece and in ancient Rome, the etiquette at the French court of Louis XIV differed from the etiquette at the court of Isabella and Ferdinand and so on.

Etiquette is socially determined. It arose as a purely class, caste phenomenon. It is enough to recall at least the medieval code of knightly honor or the requirements of court etiquette, which strictly regulated all court life.

Members of the monarch's family had to get up at a certain time. It was precisely specified who should be present when dressing the monarch, who should hold and give him/her clothes, it was determined in advance who accompanied him/her on walks, who was present at audiences, receptions, etc.

In old chronicles and memoirs of courtiers, one can find evidence of how quarrels broke out over trifles related to etiquette, complicating political relations between states. Quarrels arose, for example, because of what was offered to sit on during the audience – a chair with a handrail, a high back, or a stool, because of certain movements of the right or left hand, contrary to etiquette, because of the number of steps that must be taken while bowing to the monarch. Completely different norms and rules of relations existed in the folk environment.

Everything that characterized the etiquette of the ruling classes was unacceptable to the social lower classes. “Poverty frees one from etiquette”, noted the French writer George Sand. However, this did not mean that the common people did not have their ideas about behavior and relations with each other. Life, social and personal experience suggested that such forms are necessary, because they regulate everyday contact with colleagues at work, with neighbors, with family and friends, and help people understand each other, without which relations in the sphere of production and everyday life would be unthinkable.

These norms, which were born among the workers, were simple and clear, free from many conventions. But over time, many norms, rules, and requirements of etiquette became general rules that regulated specific forms of human communication. This happened as a result of the fact that the emergence of etiquette was a peculiar

achievement of human culture, one of the forms of “humanization” of a person, ennobling his/her instincts, passions, and affects.

At the level of state etiquette (positions), ancient traditional forms of communication and addressing people to each other were partially preserved. Thus, the ancient veneration of women, the cult of a woman – the foremother – is an almost universal phenomenon: she was given flowers, decorated with flowers, and identified with the primal foundation of all things – the earth. To remove one's hat in front of a woman, to stand up when talking to her, to give way to her, and to show her all kinds of signs of respect – these rules were the result not only of knightly bowing to the Fair Lady but also of the more ancient cult of women.

The emergence of etiquette was also connected with achievements in the field of material culture, with the appearance of special surplus means, accessories, and objects used to satisfy natural needs for food, clothing, and movement.

If, for example, a person satisfies hunger by using knives and forks while eating, if there are many of them and each pair has its purpose, then this indicates that new forms and methods of satisfying hunger are connected with the development not only of the spiritual culture of the person but also the material culture, culture of production in a certain area. The rules of etiquette are utilitarian, streamlining the use of public communications, and the service sector; etiquette helps to maintain health (for example, promotes better digestion of food), protects the nervous system, provides pleasure, etc.

In addition to the historical, social, and class nature, etiquette also has an ethno-national flavor, which took shape throughout the entire period of the formation of a particular nation. Such features of etiquette have developed among the Ukrainian people. Thus, in Ukraine, as well as in other regions of Eastern Europe, there has always been a special respect of the younger for the elders, which, for example, was manifested in greetings.

For example, when meeting a particularly respected elderly person, young people took the elder's hand with both hands, and then kissed it from above. Such a greeting was considered very respectful. Ukrainians have always been noted for their great

hospitality. Previously, when meeting guests, the hosts bowed their heads low, keeping their hands on their hearts (especially women). By bowing their heads, they seem to be “carrying” it out, “announcing” it to another, or trying to make themselves lower than the guest and thereby emphasizing their status. The hand on the heart meant special hospitality, greetings coming from the heart.

When meeting, men took off their hats, and this also showed respect for another person. In Ukraine, headdress generally played a big role. It was believed that an adult person was ashamed to leave the yard with an uncovered head.

A man's head without a hat could mean not only his social inferiority but also that he is a foreigner. There was also a ban on a woman appearing in public with her head uncovered in Ukraine. Thus, the inhabitants of Poltava province believed that the sun cries when a woman takes off her headscarf, and in Kharkiv province – if a married woman goes out into the hay without a headscarf, the housekeeper will drag her by the hair to the attic. It was forbidden for Ukrainians to slander at home.

This was motivated by the fact that “the oven is in the house”, and it was believed that the spirits of ancestors live in the oven and observe the behavior of family members. Since respect for elders was reduced to a cult, they tried not to quarrel or slander at home. Ukraine also developed its food consumption ritual. For example, the spoon was not placed so that one end rested on the bowl, and the handle on the table, because there was a belief that evil spirits could get into the plate through the spoon and harm a person. There were peculiarities in communication, behavior, everyday life, and work. Thus, etiquette has a national color, it depends on the way of life, beliefs, rituals, and traditions of a particular people.

In the process of historical development, eras changed, and new cultures were formed, but universal human values, produced by the practice of previous social development, remained, insignificant, trivial, temporary things were discarded. The norms dictated by the living conditions of a certain class and state have disappeared from etiquette, but universal, commonly used rules of politeness, tact, and correctness, which facilitated, ennobled, and beautified human behavior, remained.

Modern etiquette is based on the moral principles of humanism and democracy,

which contribute to mutual communication, mutual understanding of people. Relations based on humanism and democracy are relations of benevolence, respect, humanism, and not egoism, relations in which a person does not emphasize his/her “I”, does not think only about personal gain, but respects the opinion of another person, shows concern about the neighbor, helps him/her, etc. Etiquette based on these principles makes it possible to ensure that respect for human dignity and concern for the individual does not turn into encouragement of those who violate the norm.

After all, even now it is not uncommon for a violator of generally accepted norms of behavior to meet the sympathy of some “humanists” who forget about the harm that violators cause to the honor and dignity of other people. To feel sorry for a drunken or sober hooligan means not to feel sorry, not to truly love those to whom he/she poisons life.

The principles of humanism and democracy are embodied in some moral requirements that are directly reflected in the culture of relationships. Among them, first of all, one should name politeness, tact, modesty, and accuracy. Politeness is a form of relationships with others, both familiar and close, as well as strangers. The essence of politeness is kindness. When meeting a person, we say to him “good morning”, “good afternoon”, “good evening”. We say “goodbye” as if hoping to meet again. When addressing a person with a petty request, we use the expression “please”.

The concepts of kindness are organically included in many generally accepted formulas of politeness. Thus, there is a connection between genuine politeness and humanism in the social sense given to this concept. Naturally, situations arise in life when, for example, it is necessary to deal with a person who, for one reason or another, does not deserve respect, but this does not mean that one can humiliate his/her human dignity, and talk rudely with this person. Politeness is needed even when we say something unpleasant to a person if he/she deserves it.

Related to politeness is the concept of “correctness”, which has a special nuance, and consists in the ability to keep oneself within the generally accepted rules of decency in various situations. Of course, under any rules of etiquette, a person's behavior largely depends on the state of his/her nervous system, character, and temperament. Everyone

can sometimes find themselves in a certain conflict situation at work, in the family, and at home. Sometimes conflict arises due to different understandings of the same phenomena of moral life.

Moreover, not always do some people in conflict act for immoral reasons, while others act for moral ones. Such a view would be simplified. There are cases when both sides act according to the best and quite moral motives, but their different ideas, due to traditions and upbringing, can cause different assessments of the same events and actions. To reveal correctness means to preserve dignity, not to stoop to the level of a spoiled layman.

The requirements of correctness in relationships are in the interests of all. If these requirements are met in a dispute, you can quickly agree. In official relations, correctness helps to eliminate what harms the interests of the business; in personal relations, it contributes to mutual understanding of people.

Tact is a sense of proportion that must be maintained in conversation, in personal and official relationships, the ability to feel the limit, stepping over which, we can undeservedly offend a person. Tact requires a comprehensive consideration of all circumstances, including the psychological state of a person, taking into account his/her uniqueness as a person. Tact is the ability to not notice the omissions of another person. A tactful person will not turn to the interlocutor with a question that will put him/her in an uncomfortable position.

Obsession and importunity, even if they are caused by the best intentions (for example, to provide a service, or to help), cause a negative reaction. A sense of proportion that allows you to show respect for the dignity of another person and at the same time preserve your dignity – this is what tact comes down to.

Modesty is an integral feature of the culture of relationships. A modest person never considers himself/herself an outstanding, or extraordinary person. Modesty is not self-deprecation, rejection of pride, independence, and self-reliance in behavior. Modesty is manifested in the ability to be oneself and not to play some uncharacteristic role.

At the same time, true modesty should not lead to stiffness in behavior, but this

does not mean that it should be a source of looseness. It is organically combined with true modesty, a sense of self-worth, conversation ability, and manners to show that you will not allow anyone to put yourself morally lower than others.

Simplicity is associated with modesty - a quality that in no way means a rejection of the norms of etiquette accepted in society. Allowing yourself to be familiar with or only on your initiative to switch to a “short leg” with a person occupying a subordinate position does not at all mean showing simplicity in relationships. Sometimes you can come across such an understanding of simplicity when the spiritual world of a person is deliberately reduced to an extremely low level.

One of the most important requirements of a relationship culture is accuracy. Accuracy means the ability to respect one's word, not toss it to the wind. If a person always fulfills what he/she promises, if he/she comes at the time for which the meeting is scheduled, then such a person can be relied on. Fulfilling the requirements of accuracy in business, service relations, in public life, a person will not let the team down, will not disrupt the implementation of important tasks, and will not disrupt the rhythm of production activities. The exact expression of one's thoughts, the ability to formulate this or that position without superfluous words so that it is not ambiguous, and the requirement of a culture of relationships is also important.

Courtesy, modesty, simplicity, tact, etc. in modern etiquette of all countries of the world, are generally accepted norms of behavior. However, these norms can manifest themselves in different ways in people's behavior. Therefore, we can talk about a different style of behavior.

A style of behavior is a set of norms, and rules of behavior that are characteristic of an individual depending on his/her moral, aesthetic, political, and professional views, interests, guidelines, and his/her life positions. The material conditions of a person's life also influence the style of a person's behavior, so the social essence of a person is revealed in it. The style of behavior is developed throughout life and is manifested in the communication, language, and actions of a person. It allows us to conclude about the intellectual, moral, and aesthetic development of a person, about his/her social and professional affiliation.

The style of behavior is revealed in a person's manners. Manner (from the French – a way of acting, a method, a method of behavior) is translated almost the same as the word “style”, but refers to the characteristics of individual, single, separate features of the behavior of a specific personality. Manners to a certain extent indicate the character of a person and rule behind the outer shell of his/her inner nature. They show themselves in polite and amiable behavior, but the true and best politeness is that which is based on sincerity and is manifested in a readiness to contribute to the happiness of one's neighbor.

Good manners and behavior styles do not arise by themselves. The social microenvironment acquired in childhood is of great importance here, and in any case, it is possible to master good forms of communication, if a person is sincerely interested in it, is convinced of the need for it, if he/she educates himself/herself accordingly. If a person does not think about the form of his behavior, then no codes or rules will be heard in his/her soul, and will not cause an effective shift in his/her behavior. To be a cultured person, this should be sought and achieved.

There comes a time in every young person's life when it is important for them to know how they are perceived by others. He/she begins to pay attention to himself/herself. And this is the result of the fact that a person is forming or has already formed an idea of what he/she wants to be, and what goal he/she is pursuing. Based on his/her previous experience, he/she has certainly created some ideal image of a person for himself/herself, and with critical introspection, sooner or later he/she will realize that he/she also should improve his/her manners in communicating with people.

In their behavior, young people cannot be guided only by what is considered the norm in the youth environment, they should already learn the generally accepted norms of social behavior at a young age. Young years are a short time in life, but it is during this time that a person is formed for the rest of his/her life.

Interest in behavioral issues is determined by the level of spiritual development. This interest deepens when a person understands that compliance with the rules of behavior ensures the success of both an individual and the entire team, the whole society. In the conditions of modern dynamic development of society, changes in the

field of rules of conduct occur much faster. People are educated, cultured, more actively, and consciously master the new rules of social contacts and have much more opportunities to adhere to the new rules of behavior, the development of which is determined not only by a high level of international spiritual life but also by their deep universal meaning.

In the modern world, the following general rules of etiquette have developed, which are reflected in various spheres of people's lives and have, as a condition, purposeful, repeated relationships between them, as well as one-time, random relationships:

- be able to be attentive to a person in all situations that at least somehow unite him/her with you, to see and notice him/her, to show this attention to him/her with external signs, conveying them to the person;
- politely ask for any service and thank for such a service;
- sympathize with a person in his/her failures, share with him/her the joy of success, showing it in appropriate forms; offer him/her services and help in possible forms;
- protect other people's working and free time, do not waste it with slow, meaningless conversations, and in no case make a person wait for you;
- speak in a language understood by the majority of those present (everyone), avoid whispering in the presence of others or speaking in a language they do not understand;
- do not laugh for no reason in the presence of a person, do not give him/her a reason to think that you are laughing at him/her;
- try not to notice a person's physical defects, do not consider and do not ask about them;
- do not allow any threats against a person, especially physical actions;
- be patient with other opinions, and tastes, not to allow humiliation of the human dignity of those whose tastes do not correspond to yours;
- patiently listen to the speaker, do not interrupt him/her, and show interest in his/her opinion;
- do not impose on the interlocutor the topic of conversation about yourself as the most interesting, try to ask and listen more than to speak yourself;

- do not emphasize your nobility and sacrifice in the service you have done, no matter how significant it may be, show that you do it easily, with pleasure, without thinking about mutual gratitude;
- take care of your appearance, neatness, and cleanliness, remembering that sloppiness, carelessness, and inattention to yourself is a form of disrespect for other people and contempt for their opinion;
- not to draw attention to yourself with the extravagance of appearance.

These rules reflect a general form of respect for a person in general. However, they can be differentiated depending on the specific conditions, situations, and nature of those who communicate, acquiring a specific character.

All this concerns only the form. The content in all cases should be an expression of respect, friendliness, and attention to the person.

The most important indicator of a person's condition at work is his/her spiritual comfort, in the creation of which the culture of service relations occupies a prominent place because each employee spends a significant part of his/her life at work surrounded by people connected with him/her by a common cause. Therefore, the norms of official etiquette, designed to regulate relations between people united by joint activities, should play an outstanding role here.

If etiquette contains the rules of communication for all people and in various situations, then the rules of office etiquette operate in a narrower field – they determine the behavior of employees in the performance of their professional duties. Service etiquette dictates the style of communication, those norms of politeness that contribute to the creation of a healthy moral and psychological atmosphere in the team.

Self-test questions:

1. Define the subject and object of conflictology. Explain the difference between them.
2. What constitutes the methodology of conflict science?
3. In what forms have early ideas about the conflict survived (before the 15th century)? Give examples.

4. Describe in writing the nature of conflict in the Middle Ages.
5. Identify two approaches to understanding the nature of social conflict in the 17th – 19th centuries.
6. Describe in writing the concept of social conflict by K. Marx.
7. Describe in writing the features of G. Simmel's concept.
8. What is the essence of L. Kozler's concept of positive-functional conflict?
9. Define the principles that are the basis of R. Dahrendorf's concept of the conflict model of society?
10. Describe in writing the stages of the formation of domestic conflictology?

Unit 4.

DYNAMICS AND MECHANISMS OF CONFLICT

1. Models and causes of conflicts.
2. Theories of conflict mechanisms emergence.
3. Conflict dynamics: stages and phases of conflict.

References: [2; 27; 40-41; 26-28; 58].

1. Models and causes of conflicts

There are two models of conflict description – structural and procedural. **The structural model** focuses on the analysis of the conditions underlying the conflict and on the establishment of parameters that influence conflict behavior.

The procedural model focuses on:

- analysis of the causes of its occurrence,
- subsequent stages and phases,
- final result.

A combination of these models is often used, which allows for reflecting the peculiarities of the structure and dynamics of a specific conflict, to highlight its socio-psychological specificity.

Causes of the conflict – these are phenomena, events, facts, and situations that precede the conflict and, under certain conditions, cause it.

General reasons include:

- socio-political and economic (related to the socio-political situation in the country);
- socio-demographic (differences in attitudes and motives of people due to their gender, age, ethnicity, marital status, etc.);
- socio-psychological (group relations, leadership, group behavior, etc.);
- individual and psychological (personal qualities: abilities, temperament, character,

needs, etc.).

Partial causes are directly related to a specific type of conflict (labor, family, international, etc.).

Conflicts always arise as a result of a violation of the balance of interests of two or more parties. In this regard, **objective and subjective reasons** for conflicts are distinguished.

Objective reasons exist regardless of the will and desire of the participants:

- limited resources to be shared;
- task interdependence;
- differences in goals;
- differences in values;
- poor communication;
- job imbalance;
- insufficient motivation;
- differences in behavior, level of education, etc.

Let's consider the causes of conflicts in more detail.

Resource allocation. In any organization, resources are always limited. The need to share resources almost inevitably leads to all sorts of conflicts.

Task interdependence. The possibility of conflict exists wherever one person or group depends on another person or group for a task. The reason for the conflict, as a rule, is that neither the functions, nor the means, nor the duties, nor the power, nor the responsibility are clearly distributed among the units and workplaces.

Differences in perceptions and values. Differences in values are a very common cause of conflict. Instead of objectively assessing the situation, people focus their attention on those views, alternatives, and aspects of the situation that, in their opinion, are favorable to the group and personal needs.

Poor communication. Poor communication is both a cause and a consequence of conflict. This problem may arise or deepen due to the inability of managers to develop and convey to subordinates an accurate description of job duties.

Job imbalance is a frequent source of conflict in an organization. It takes place

when the official function is not fully supported by means and, accordingly, by rights and power.

Improper control. Control in management should not be dictated by suspicion. In such a situation, a person eventually loses self-control and, due to nervousness, really begins to work worse.

Lack of respect for management. If most employees feel that the style and methods of management do not meet practical needs, this can cause a conflict situation.

Insufficient motivation. If it is possible to match the needs of individuals with the needs of the organization, then the staff will go out of their way to meet these needs, which no coercion will ensure.

Differences in manner and life experience There is a barrier in communication.

All employees according to their propensity to conflict can be divided into three groups:

1. Conflict resistant.
2. Refraining from conflict.
3. Conflicting.

The number of the last group is somewhere around 6-7% of the entire staff. According to the English researcher Robert Bramson, to ensure a favorable psychological climate in the unit, it is necessary to make the main efforts only for a tenth of the staff – difficult subjects. The other 9/10 themselves strive for orderliness. Among the “difficult” ones, Bramson singles out five types of instigators of peace. Let us briefly describe them.

Aggressive. They are divided into three subtypes: tanks, snipers, and bombers.

- “*Tanks*” are sure that their advice is the most competent. The only thing they don't like is aggressive reactions from those with whom they communicate. To achieve any success in the dispute with the "tanks", you need to allow them to “let off steam”, and then they often become even tamer.
- “*Snipers*” shoot at people with different acuties and thus bring disorder to the collective actions of the staff. The most effective method of acting on them is to demand a detailed explanation of what he/she means by this or that sharpness. But at

the same time, the “sniper” must not lose his/her face, otherwise he/she “explodes” or hides “with a stone in his bosom”.

- “*Bombers*” are types who lash out at their opponents with insults, at the same time they are so artistically out of their minds that it seems as if they have been greatly offended. They need to let out their accumulated emotions.

Complainants. These types describe their “troubles” so colorfully that the listener often forms an opinion in their favor. The best thing to do in such cases is to paraphrase the complaints in their own words, making it clear that their feelings are noticed.

Indecisive This type of person takes so many trial steps before doing anything that irritates others. Indecisive people avoid those who put pressure on them. They carry out the orders imposed on them without enthusiasm.

Irresponsible. To some extent, these are anxious persons, however, anxiety does not cause them to withdraw from the conflict, but to aggression. If they feel a warm relationship towards them, their behavior will automatically come “within the frame”.

Know-it-alls They are, in fact, valuable employees, but they behave so defiantly that they cause others to feel inferior. It should be remembered that they rarely agree to admit their mistakes.

2. Theories of conflict mechanisms emergence

In the theory and practice of conflictology, there are three formulas for conflicts depending on the nature of their occurrence. Conventionally, they are designated as conflicts “A”, “B”, and “C”. The practical significance of conflict formulas is that they can be used to quickly analyze conflicts and find their solutions. However, they are not a universal assessment method and in many cases are only a guide in the complex process of conflict management.

The first conflict formula (“A”) reflects the dependence of the conflict (C) on the conflictogens (CG).

The mechanism of conflict development according to formula “A” is based on the

negative perception and negative reaction of the individual against whom the conflictogen is applied. Due to the lack of volitional regulation of such a reaction, the conflict situation tends to develop according to the law of escalation (growth).

The first formula for the conflict can be presented as follows:

$$C = CG_1 + CG_2 + CG_3 \dots + CG_n \quad (1)$$

where *C* – conflict; *CG 1* – the first conflictogen; *CG 2* – the second conflictogen (as a response to the first), *CG 3* – the third conflictogen (as a response to the second).

In the theory and practice of conflictology, there is a so-called *law of escalation of conflictogens*. According to it, each subsequent conflictogen is stronger than the previous one ($CG_3 > CG_2 > CG_1$, etc.). It is important to note that according to statistics, 80% of conflicts arise precisely according to the above formula.

In this regard, psychologists suggest applying two basic rules of conflict-free interaction.

Rule 1. Do not use conflictogens.

Rule 2. Do not respond with a conflictogen to a conflictogen.

The second conflict formula (“B”) reflects the dependence of the conflict (*C*) on the conflict situation (*CS*) and the incident (*I*):

$$C = CS + I \quad (1)$$

This formula indicates the following methods of conflict resolution:

Rule 1. Eliminate the conflict situation.

Rule 2. Eliminate the incident.

The third conflict formula (“C”) reflects the dependence of the conflict (*C*) on several conflict situations (*CS*):

$$C = CS_1 + CS_2 + \dots + CS_n, \text{ while } n > 2 \quad (2)$$

That is, the sum of two or more conflict situations leads to the emergence of a conflict. Solving these types of conflicts comes down to the elimination of all conflict situations.

3. Conflict dynamics: stages and phases of conflict

The dynamics of the conflict is the course of the development of the conflict according to its stages and phases.

The stages of the conflict reflect the essential points that characterize its development from emergence to resolution. This structural category primarily determines the methodology of the conflict management process and helps to find optimal solutions. The dynamics of conflict stages include:

1. *The emergence and development of a controversial situation.* It is created by subjects of social interaction and is a prerequisite for conflict.
2. *Perception of a controversial situation as a conflict by at least one of the parties and emotional experience of this fact.* The consequences and external manifestations of such a perception can be changes in mood, critical and unkind remarks towards the opponent, limitation of communicative contacts with him/her, etc.
3. *The beginning of open conflict interaction.* This stage is expressed in the active actions of one of the participants in the conflict, who realized the conflict situation for himself/herself. These actions (statements, warnings, critical statements, etc.) are directed against one's opponent. At the same time, the other participant realizes that the actions are directed against him/her and, in turn, takes adequate actions against the initiator of the conflict.
4. *Development of open conflict.* At this stage, the parties to the conflict openly declare their positions and put forward their demands. At the same time, they may not be aware of personal interests and may not understand the essence and subject of the conflict.
5. *Conflict resolution.* Depending on the nature and severity of the conflict, it can be resolved using two main methods:
 - 1) psychological (conversation, persuasion, explanation, request, etc.);
 - 2) administrative (decisions of executive bodies, orders, etc.).

At the same time, one should be guided by a situational approach and select means of influence depending on specific circumstances.

The phases of the conflict are directly related to its stages and reflect the dynamics of the conflict in terms of the real possibilities for its resolution since they depend on the stage of conflict confrontation (Table 4.1). Phases can be cyclically repeated²².

Table 4.1. The ratio of stages and phases of the conflict, depending on the possibility of its resolution

Conflict Phase	Conflict Stage	Solution Possibilities
Initial phase	1. The emergence and development of a conflict situation. 2. The awareness of a conflict situation	90%
Rise Phase	3. The beginning of open conflicting interaction	50%
Conflict Peak	4. The development of open conflict	5%
Decline phase	5. Conflict resolution	20%

Source²³

Self-test questions:

1. What are the main causes of conflict emergence?
2. Describe the possible causes of conflict emergence.
3. Name the main three formulas for the emergence of conflicts.
4. What are the dynamics of the conflict?
5. Name the main stages and phases of the conflict.

²²online resource: URL: <https://pedagogy.lnu.edu.ua/wp-content/uploads/2019/03/LEKTSIYA-4.pdf>

²³online resource: URL: <https://pedagogy.lnu.edu.ua/wp-content/uploads/2019/03/LEKTSIYA-4.pdf>

Unit 5

CONFLICT MANAGEMENT PROCESS

1. Essence of conflict management and its diagnosis.
2. Content of the conflict management process.
3. Management decision in conflict situations.

References: [21; 22; 40; 53; 57; 77; 78].

1. **Essence of conflict management and its diagnosis**

Conflict management can be considered in two aspects: *internal* and *external* (Fig.5.1).

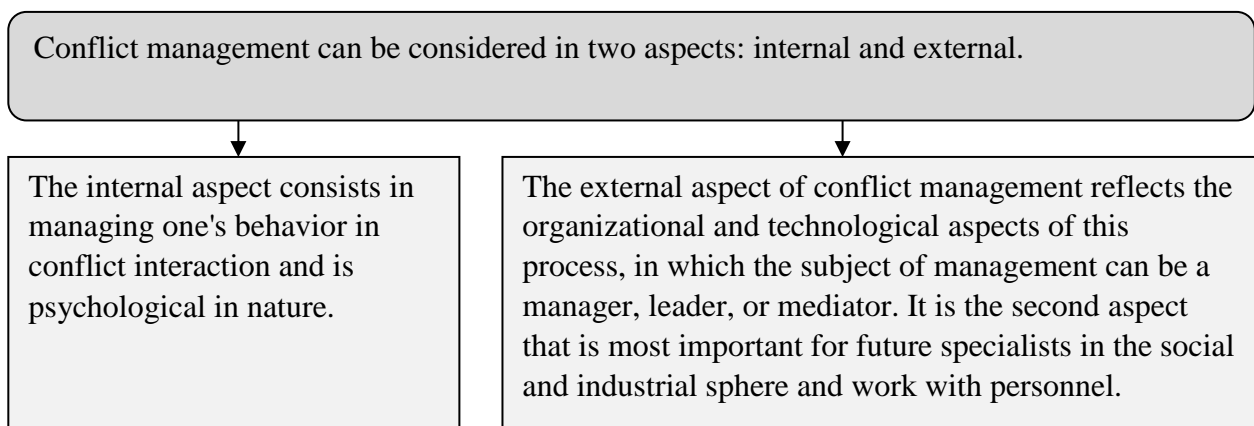


Figure 5.1. Key considerations for the conflict management process

Conflict management is a purposeful, determined by objective laws influence on the dynamics of the conflict in the interests of the development or destruction of the social system to which the conflict is related.

The main objective of conflict management consists in preventing the negative aspects of conflicts and adequately resolving the positive ones.

Conflict management should be preceded by **the stage of its diagnosis, helping** to determine (Fig. 5.2):

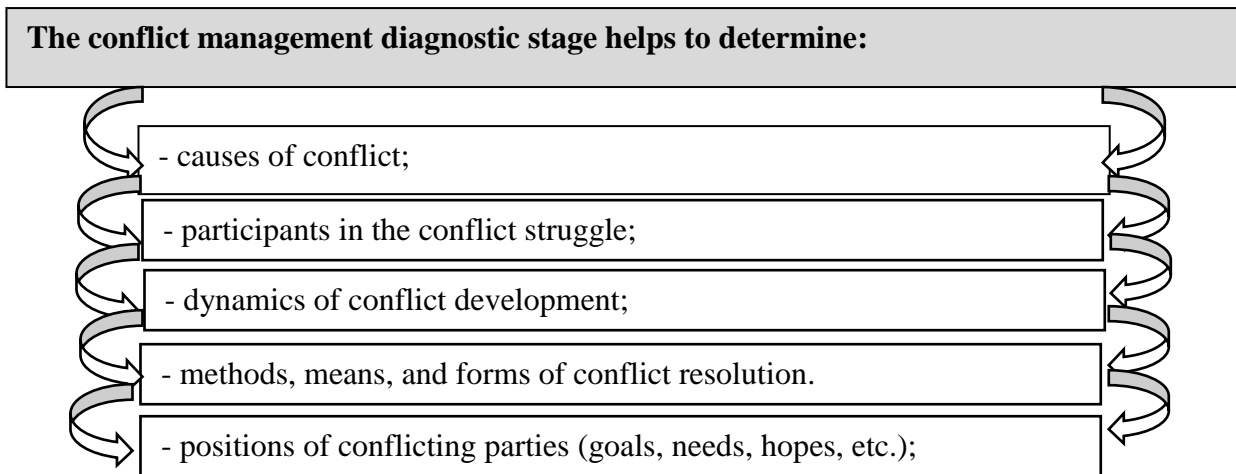


Figure 5.2. The role of the conflict management diagnosis stage

The conflict diagnosis algorithm **includes the following procedures** (Fig. 5.3)

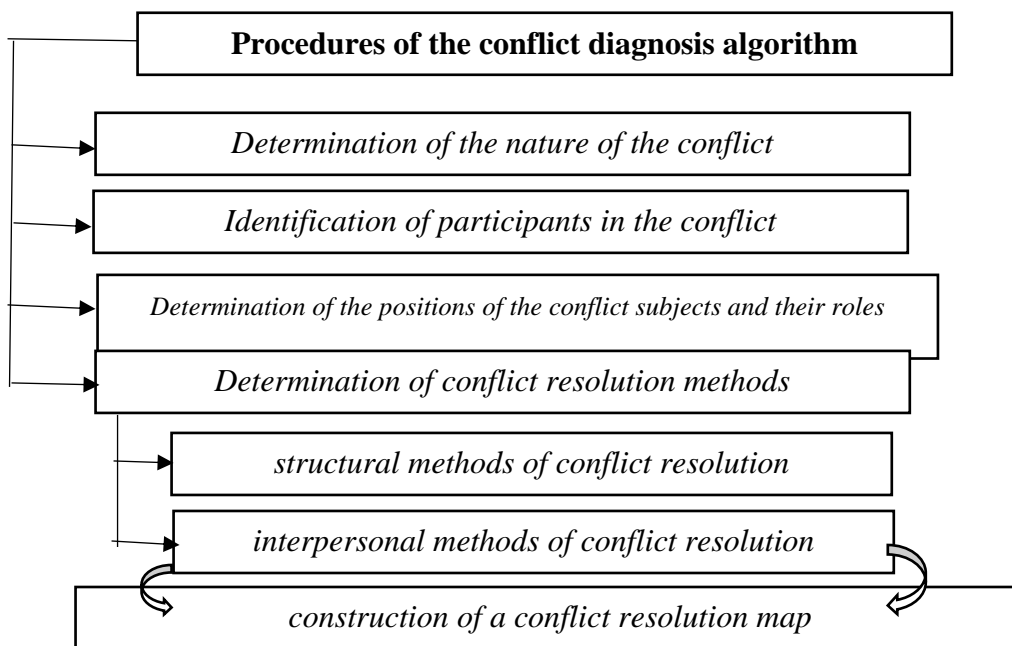


Figure 5.3. Conflict diagnosis algorithm procedures

Determination of the nature of the conflict. At this stage, the problem is described and the subject of the conflict is determined. *E.g.:* the conflict arose under conditions of lack of trust between the individual and the group, or between the manager and subordinates. This problem can be defined as “bad relationships”. Another *example:* in the department, the workload is unevenly distributed among employees or unfair benefits are given to some employees over others, which leads to inconsistency in their

work and a decrease in labor productivity. We will define this problem as a “low level of a labor organization”.

Identification of participants in the conflict. After clarifying the general problem, the participants in the conflict are determined. In this case, the list of participants can include individuals, groups, and organizations. It is desirable to group the participants of the conflict interaction according to their purpose and needs. *E.g.:* if a conflict arose between two employees of the organization (subjects of the conflict), then, in addition to these persons, the participants in the conflict may include the managers of these subordinates, specialists, and other employees who were indirectly related to this. It is important to determine which of the subjects of the conflict they support, and the immediate reason for such support. Based on this grouping, it is possible to analyze the role factors of conflict interaction.

Determination of the positions of the conflict subjects and their roles. At this stage, it is expected to find out the main needs, motives, and fears of the participants in the conflict interaction, which influence decision-making and determine people's actions.

Conflict research methods are techniques and means by which scientists obtain reliable data that they use to build scientific theories and make certain recommendations. The power of science largely depends on how valid and reliable these methods and research methods are, and how quickly and effectively they can perceive and use the new, advanced things that appear in the methods of other sciences (for example, computer technologies). Where this can be done, there is progress.

The methods used in conflictology and conflict psychology aim to reveal the patterns and mechanisms of the psyche of the individual, people, their behavior, and decisions. Each scientific method, as it is known from psychodiagnostics, has its positive and negative sides.

Determination of conflict resolution methods – the final stage of diagnosis, which should take into account the results of the preliminary analysis and be based on a systematic approach. Usually, one of the main methods of resolving conflicts,

determining the nature of the conflict, uses the method of cartography. The *method of cartographic analysis* consists in a graphic display of the components of the conflict, a consistent analysis of the behavior of the participants in the conflict interaction, the formulation of the main problem, needs and fears of the participants, and ways to eliminate the causes that led to the conflict (Fig. 5.4.).

Participant 1	Participant 2
<i>Needs:</i> respect, self-expression. <i>Desire:</i> to take the position of department head. <i>Concerns:</i> loss of personal relationships	<i>Needs:</i> respect, social interaction. <i>Desire:</i> maintain a good microclimate in the team. <i>Concerns:</i> loss of authority among colleagues.
Participant 4	Participant 3
<i>Needs:</i> power, respect. <i>Desire:</i> to maintain power, to maintain industrial discipline. <i>Concerns:</i> loss of career prospects	<i>Needs:</i> social interaction, respect. <i>Desire:</i> establish a personal relationship with an informal leader. <i>Concerns:</i> job loss in the event of an escalation of the conflict.

Figure 5.4. Cartographic analysis of the conflict

This work consists of several stages (Fig. 5.5).

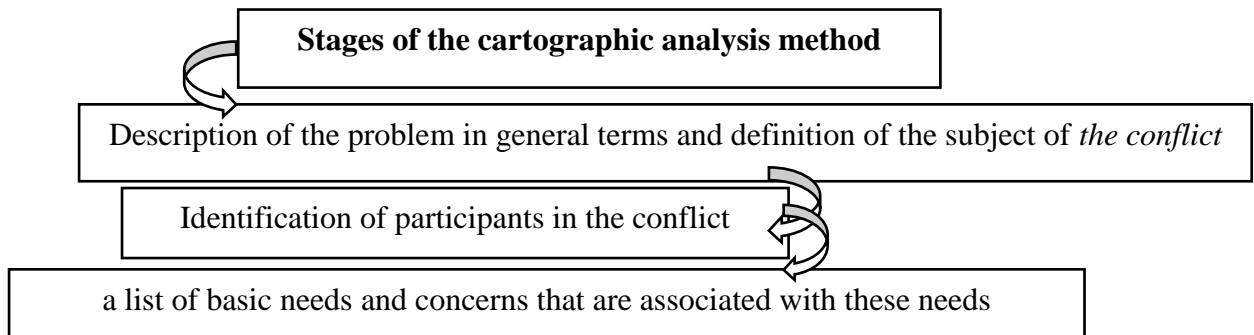


Figure 5.5. Stages of the cartographic analysis method

At the *first* stage, the problem is described in general terms and the subject of the conflict is determined. *For example:* the problem of “load distribution” will determine the incoherence of the actions of employees. If the conflict arose due to a lack of trust between the individual and the group, then the problem can be defined as “relationships”. At this stage, it is important to determine the very nature of the conflict.

At the *second* stage, the subjects of the conflict are established. This list includes both individuals and entire departments, or groups of the organization, but it is

important to divide them and combine them into separate groups depending on the general needs and personal relationship to the conflict. *For example*, if a map of the conflict between two employees of the organization is drawn up, then these employees can be included as the participants of the conflict, and other specialists can be combined into one group, or the head of this unit can be separated.

The third stage provides a list of basic needs and concerns that are associated with these needs. It is necessary to find out the motives for the behavior of each of the participants on this issue. People's actions are determined by their desires, needs, and motives, which also need to be determined.

The card can be made individually or collectively. Such cards are especially useful during (Fig. 5.6):

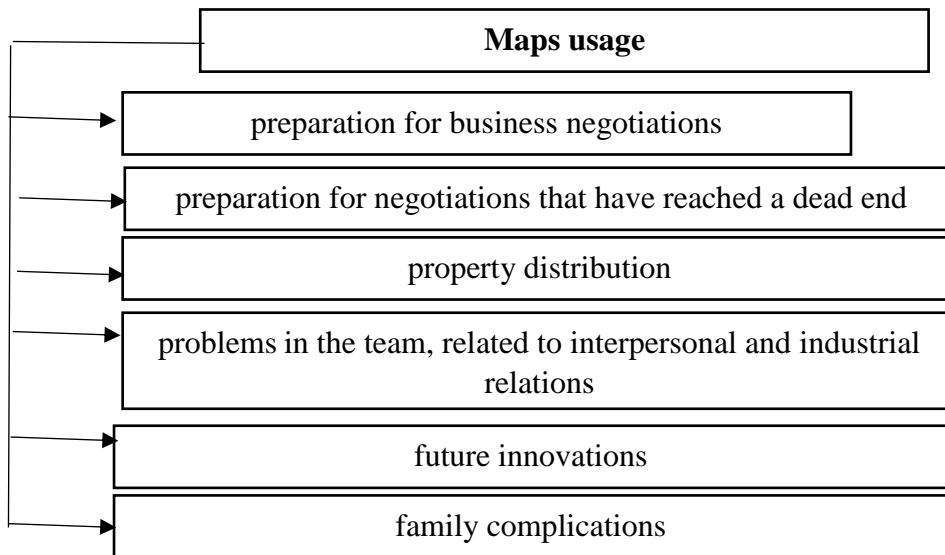


Figure 5.6. Maps usage

According to the method of cartographic analysis, it is possible (Fig. 5.7):

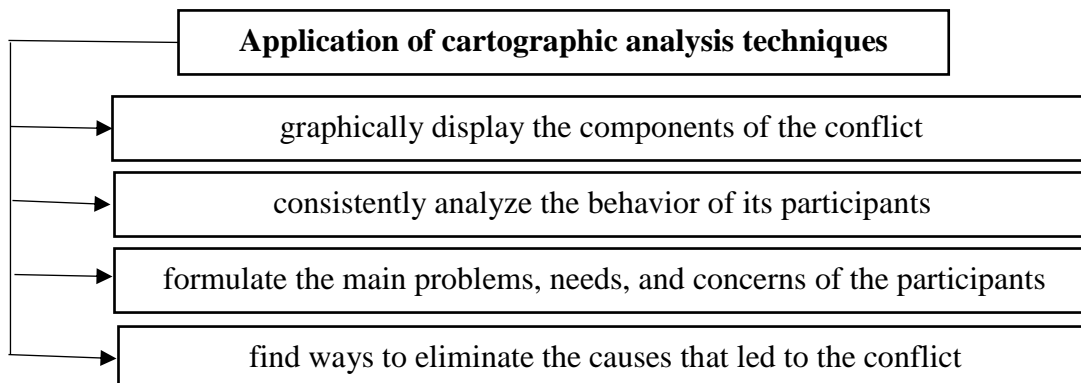


Figure 5.7. Application of cartographic analysis techniques

Needs. We use this term in its broadest sense – it can mean desires, values,

interests, and generally, everything that may seem important to a person. You can simply ask the participants in the conflict: “What are your main needs in the problem?”

Needs may include:

- permanent work that brings satisfaction;
- respect;
- recognition and understanding;
- tidy house/desk;
- permission to keep things in a mess;
- legality and respectability of the agreement.

Sometimes the same need applies to several or all groups. In such a case, it may be useful to highlight this need separately from all the rubrics to show the common interests of all participants.

Concerns. It can be about preoccupation, fears, and anxieties. There is no need to discuss how real they are. For example, you may have a fear of something that is unlikely, but you still fear it. Such anxieties are also important to have on the map. One of the important advantages of this process is the ability to express and map irrational fears.

Concerns may include the following categories:

- failure and humiliation;
- fear of not doing something;
- financial collapse, the possibility of being unloved;
- loss of control;
- solitude;
- to be criticized or condemned;
- job loss;
- low salary;
- uninteresting work;
- fears that you will be commanded;
- overpayment for the purchase;
- fear that everything will have to start over.

The category of concerns should be used to identify motivations that were not mentioned when listing needs. For example, it is easier for a person to admit that he/she does not tolerate disrespect than to admit that he/she needs respect. It is important to remember that you need to focus on the needs and concerns of all parties until the map is completely ready.

The advantages of the cartography method are as follows (Fig. 5.8):

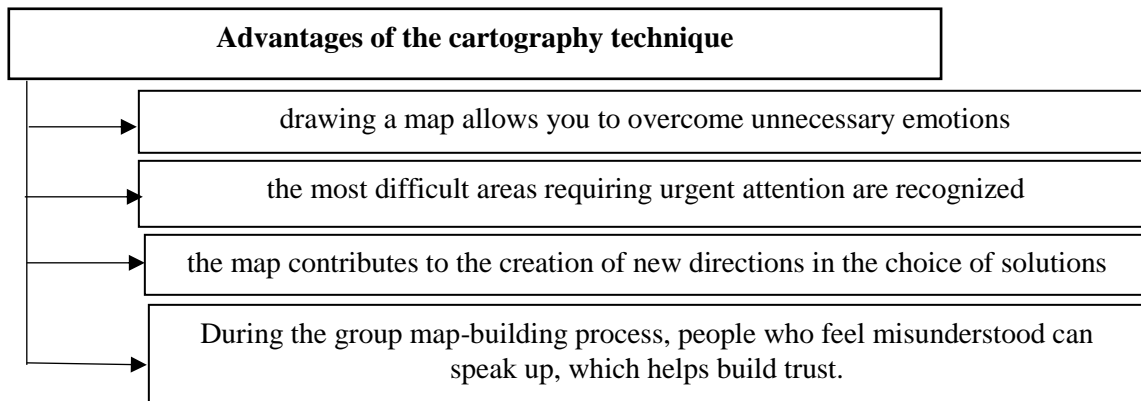


Figure 5.8. Advantages of using the cartography method

In the Ukrainian language, we have the verbs “meditate”, “idealize” or the following verbs: “exaggerate”, and “panic”. Interestingly, English and American psychologists and psychotherapists use the verb “catastrophize”, which means to perceive any difficulties and problems as a catastrophe. Some people act like this in their lives. English-speaking psychologists call them “catastrophizers”, something close to our alarmists. When faced with difficulties in life, one should not “catastrophize” and turn into “catastrophizers”. There are a lot of negative emotions, and the nervous costs are great, but the benefits are few. What is the point of “catastrophizing” on every occasion, imperceptibly becoming a professional “catastrophizer”?! It is better to use the cartography method and calmly understand the situation.

The cartography method is a method of conflict analysis, the essence of which is to consistently fill in the “map” of the conflict, divided into several sectors (depending on the number of participants in the conflict). The main problem is placed in the center, and the sections contain information about the participants in the conflict

and their purpose in it ²⁴.

EXAMPLES.

Map 1.

One woman was unhappy that her neighbor wanted to build a high stone fence between their yards. The fence plan was soon to be submitted to the city council for approval. This woman came to one of the conflict resolution courses feeling helpless and angry. After drawing up the conflict map (Fig. 5.9), she decided to invite her neighbor to a cup of tea to learn more about him, instead of getting into a conflict about the fence. She left the seminar no longer in such despair. The other participants who helped her map this conflict saw how useful the process of mapping needs is before they start looking for immediate solutions. At first, the workshop participants were inclined to side with the woman in her condemnation of the horrible neighbor, suggesting ways in which she could put all kinds of obstacles in his way.

SHE	
NEEDS	CONCERNS
<ul style="list-style-type: none"> - open space; - undamaged property; - preservation of the former value of real estate; - neighborly and friendly relations with her neighbor 	<ul style="list-style-type: none"> - the feeling of being limited by the fence; - ignoring her wishes by a neighbor; - appropriate measures in case of refusal of the city council; - insulation; - possible monetary costs; - loss of view due to stone fence
HE	
NEEDS	CONCERNS
<ul style="list-style-type: none"> - solitude; - the safety of his dogs in the closed yard; - cooperation and understanding from the neighbor 	<ul style="list-style-type: none"> - loss of dogs; - dogs disturb the neighbors; - robbery; - unwanted social contact with which he may have difficulty

Figure 5.9. Conflict map – example 1

After making the map, they became much more concerned about the sense of

²⁴ Online resource. URL : <https://www.google.com/> = UTF -8

isolation that the neighbor felt, redirecting their attention to how the woman could help him and herself at the same time.

Map 2²⁵. The financial and economic department (FED) of the limited liability company consists of 6 people. The head of FED is Hlova K.T. – a woman of pre-retirement age, who has been working in this organization for a long time and successfully copes with her duties.

A new employee came to the department six months ago. Lemekha V.A. – a young, energetic, and pretty woman. Her arrival was greeted quite kindly by all employees of the department and, first of all, by the chief, who has a daughter of the same age.

For some time, the head of the department Hlova K.T. “motherly” took care of a new co-worker, but then there was a turning point in their relationship, and for reasons that were incomprehensible to Lemekha V.A. relations deteriorated sharply. Hlova K.T. began to constantly cling to Lemekha V.A., trying to humiliate her as a person, did not allow her to work in peace. For Lemekha V.A. the question arose: what to do and whether or not to transfer to work in another department?

Other employees of the department did not outwardly react to the situation. According to her character, Hlova K.T. is a rather powerful person who has long been in a leadership position.

Let's make a map of this conflict (Fig. 5.10).

Participants in this conflict are Hlova K.T., Lemekha V.A., and department employees. The main problem lies in the relationship between the boss and the subordinate. The needs and concerns of each of the parties are presented in Fig. 5.10.

We draw a conclusion about the basis of the contradictions or the subject of the conflict.

²⁵Upravlinnya konfliktamy [*Conflict management*] [Elektronnyy resurs] : metodychni rekomendatsiyi do seminars'kykh i praktychnykh zavdan' dlya studentiv usikh spetsial'nostey pershoho (bakalavrs'koho) rivnya / uklad. O. A. Yermolenko, KH. F. Ahaverdiyeva, S. M. Holubyev. Kharkiv : KHNEU im. S. Kuznetsya, 2019. 61 s. [in Ukrainian].

Hlova K.T.			
needs:	concerns:	loss of control	
respect of subordinates	a precedent for independent decision in a subordinate department		
	problem: complex relations of Hlova K.T. and Lemekha V.A.		
Lemekha V.A.			DEPARTMENT STAFF
needs:	concerns:	need:	concerns:
self-realization	to be unprofessional, incapable of this job	social	violation of normal relations
creative work and independence			

Figure 5.10. Making a map of the conflict – map two

Subject: the impossibility of simultaneously meeting the needs of Hlova K.T. in respect (since she harshly reacted to all attempts by Lemekha V.A. to show independence in the performance of her tasks, even though all approaches in this department were determined by the superior) and the needs of Lemekha V.A. in self-actualization (she continued to show independence, despite the superior's harsh assessment of independence).

Many specialists who deal with issues of conflict resolution professionally know that the process of conflict management depends on many other factors, a large part of which is poorly amenable to managerial influence. For example, personal views, motives, and needs of individuals, groups, and environmental factors. Formed stereotypes, ideas, superstitions, and prejudices, if they are not taken into account in management, then the efforts of those who make decisions can sometimes come to nothing. Depending on the type of conflict, various services can be involved in the search for solutions: the organization's management, team members, personnel management service, psychologist and sociologist department, trade union committee, strikes, police, and courts.

Other factors can be divided into 3 groups:

1. Factors contributing to the development of negative emotions in the relations of the parties. These include conflict-causing personal characteristics of behavior (for

example, selfishness, aggressiveness, pedantry, unpleasant manners, incompatibility of manners, views, cultures, experience, etc.). In our example it is the authoritarianism, rigidity, and critical attitude of Hlova K.T., and Lemekha V.A.'s inattention to the superior's instructions, the desire to independently complete tasks.

2. Factors that reduce the ability to logically understand the content of the conflict. Why didn't they exchange their views on the situation and work it out logically, determining ways out of the situation? In our case, it is the absence of Hlova K.T.'s desire to engage in a detailed discussion of her demands, the commanding tone, the habit of unquestioning submission of her subordinates, and Lemekha V.A. – this is her inexperience in office relations, attitude to work as a process independent of anyone or as a creative process.

3. Typical difficult situations in which a collision occurs (behavioral factors). In our example, it is a situation of Hlova K.T.'s irritation, when Lemekha V.A. brings creative variety to the performance of tasks that are common in form for all employees.

Further resolution of the conflict is the complete or partial elimination of the causes that gave rise to the conflict, or a change in the goals of the participants in the conflict, then it is working to eliminate the subject of the conflict, taking into account actions that block the action of other factors.

Permission becomes possible only when 3 conditions are met, which create the possibility of conflict management:

1. Availability of an objective analysis of the conflict
2. The ability to creatively influence the conflict
3. Availability of management resources

The first condition requires time for its implementation. This means that management without analysis becomes less effective or only creates the appearance of conflict management, while in reality, it turns the conflict into a hidden state, preserving its basis. To improve the quality of management, this process cannot be started without conducting research. During this period, only regulation becomes possible to limit the dynamics of conflict development.

Map 3. A rule prohibiting smoking inside the premises was introduced at the enterprise. Some smokers began to arrange frequent and prolonged smoke breaks, sometimes outside the premises. The staff was divided into camps of smokers and non-smokers. A meeting was held in one of the departments to resolve this problem. The production of the map (Fig. 5.11) made it possible to look at the issue more broadly.

<u>SMOKING BREAKS</u>	
SMOKERS	
NEEDS	CONCERNS
<ul style="list-style-type: none"> - time sufficient for a smoke break; - respect and communication; - smoking area; - fairly frequent breaks; - tolerance; - unbroken rhythm of work; - the need for some to smoke while working 	<ul style="list-style-type: none"> - insufficient number of breaks; - hostility; - withdrawal symptoms; - penalties or sanctions; - hostility of others; - bad weather
NON-SMOKERS	
NEEDS	CONCERNS
<ul style="list-style-type: none"> - availability of equal breaks; - air cleanliness in all premises, including the lobby; - absence of butts and ashes; - stability and reliability of the workplace; - absence of excessive load; - respect and friendly communication; - servicing the phones of employees absent on a smoke break 	<ul style="list-style-type: none"> - loss of rights; - violation of the rhythm of work; - impact of smoke on health; - fear of being perceived incorrectly; - incomprehension
MANAGEMENT	
NEEDS	CONCERNS
<ul style="list-style-type: none"> - productivity; - health of workers; - working mood; - few conflicts; - an exemplary transition to a non-smoking regime; - adopting a new mode of operation 	<ul style="list-style-type: none"> - claims for compensation; - intervention of judicial authorities; - public condemnation; - disruption of work rhythm and decrease in productivity; - bad mood among employees; - lack of working mood

Figure 5.11. Conflict map – example 3

Nonsmokers realized that smokers had to satisfy their habit somehow, while smokers were able to recognize the preoccupation of some nonsmokers.

After a lively discussion of the harms of smoking and the benefits of not smoking, the participants of the meeting moved on to discuss the practical aspects of the problem. Alternative solutions to the problem were considered, including the purchase of answering machines for the phones of absent employees, the presence of special waste bins outside the building for cigarette butts, and separate dining rooms for smokers and non-smokers with separate air conditioning units.

Map 4. The head of the department (female) was put in a very uncomfortable position by having to confront the secretary, who was absent from her workplace so often that other employees of the department had to meet the visitors. The secretary, who lived without a husband with her three-year-old child, often suddenly had to take care of the child. The head of the department, a woman of a restrained nature, could not decisively intervene in this situation, thereby irritating other employees of the department. Mapping this conflict gave the boss greater confidence in a decisive approach to the problem. Here are some of the alternatives outlined by the leader:

- hold a department meeting and create a map of the conflict;
- help the secretary to be clear about her priorities. She could decide on the possibility or impossibility of continuing to work in the department;
- help the secretary find other child care options;
- consider working as a part-time secretary;
- create a system for replacing her with other workers in turn, so that this does not have a chaotic character.

The application of the conflict cartography method allows us to gradually identify the participants in the conflict, identify the subjects of conflict interaction from them, find out the subject of the conflict (relationships in the department), and the needs and fears of all participants.

2. Content of the conflict management process

Conflict management as a complex process includes the following **activities** (Fig. 5.12):

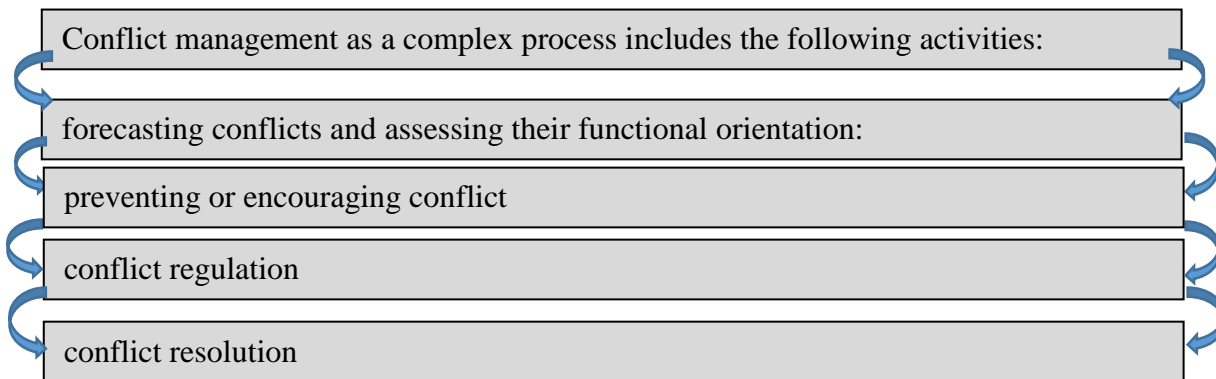


Figure 5.12. Types of activities in the conflict management process

Conflict forecasting is a type of activity of a management entity aimed at identifying the causes of this conflict in potential development. The main sources of conflict forecasting are the study of objective and subjective conditions and factors of interaction between people, as well as their individual and psychological characteristics.

In a team, for example, such conditions and factors can be:

- management style;
- the level of social tension;
- socio-psychological climate;
- leadership, microgroups, and other social and psychological phenomena.

A special place in the forecasting of conflicts is occupied by the constant analysis of both general and individual causes of conflicts.

Conflict prevention is a type of activity of the management entity aimed at preventing the occurrence of conflict. Conflicts prevention is based on their prediction. In this case, based on the information received about the causes of the brewing unwanted conflict, active work begins to neutralize the action of the entire complex of its determining factors. This is the so-called forced form of conflict prevention.

The main ways of preventing conflicts in organizations can be (Fig. 5.13):

Stimulation of conflict is a type of activity of the subject of management, aimed at provocation, and causing conflict. *Stimulation is justified in constructive conflicts.*

Means of stimulation of conflicts can be very different:

- posing a problematic issue for discussion at meetings, seminars, etc.;
- criticism of the situation at the meeting;
- speech with critical material in mass media, etc.

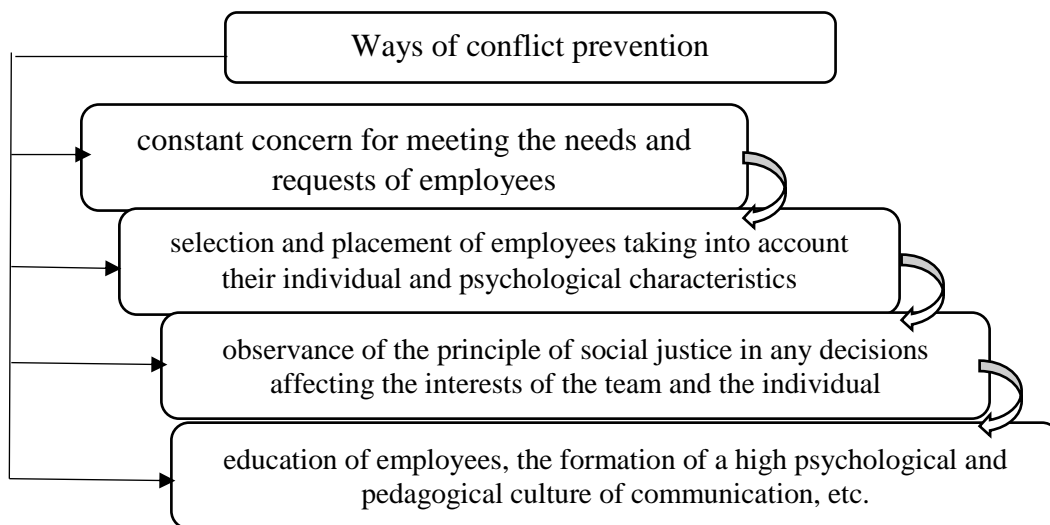


Figure 5.13. Ways of conflict prevention

But when stimulating this or that conflict, the leader must be ready to manage it constructively. This is a necessary condition in conflict management. Its violation, as a rule, leads to sad consequences.

Conflict regulation is a type of activity of the management entity, aimed at weakening and limiting the conflict, ensuring its development towards resolution. Regulation as a complex process involves *several stages* that are important to consider in management activities (Fig. 5.14).

Conflict resolution is an activity of the management entity related to the end of the conflict. This is the final stage of conflict management. Conflict resolution can be complete or incomplete. A complete resolution of the conflict is achieved by eliminating the causes, subject of the conflict, and conflict situations.

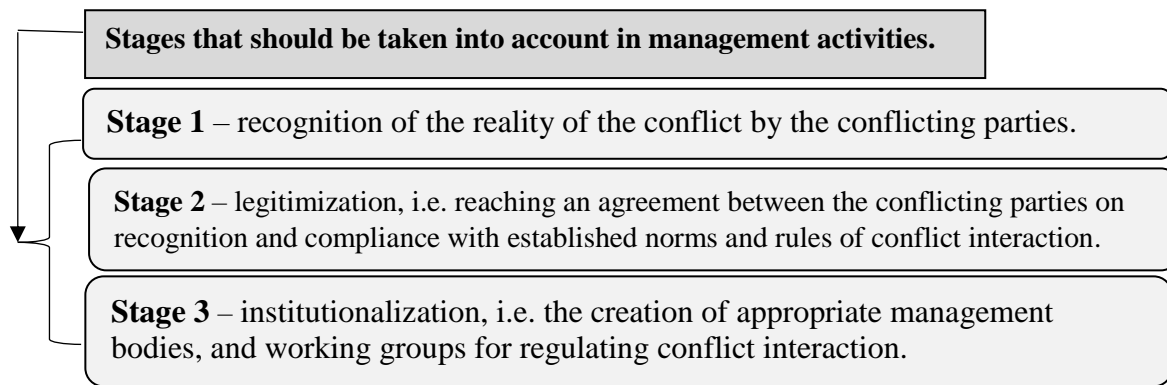


Figure 5.14. Conflict regulation

An incomplete resolution of the conflict is carried out when not all causes, or conflict situations are eliminated. In this case, an incomplete resolution of the conflict can be a stage on the way to its complete resolution.

3. Management decision in conflict situations

Before considering the significance of management decisions in conflict situations, let's dwell on approaches to the study of conflicts and research methods:

System method. The systematic study of any problem implies a relatively holistic study of it, however, the difficulty of applying a systematic approach to the study of conflicts lies in particular in the fact that the object of study itself is not a system in the exact sense of the word; Currently, the methodological apparatus is not yet self-sufficient.

Empirical approach. To resolve conflicts, it is important to ensure the optimal ratio of empirical and theoretical components of knowledge when studying them.

Situational approach. It involves the selection as a unit of analysis of the conflict interaction of a conflict situation that has certain time and space boundaries, as well as a thorough set of content characteristics of the conflict. It is a descriptive, and dynamic model of conflict.

Statistical method. Facilitates the study of many cases and makes it possible, thanks to the obtained statistical data, to establish regularities and interdependencies, and helps to generalize.

Expert evaluation method. It is used to predict the development of certain phenomena. Conflict experts use it to predict conflicts, and assess the levels of latent conflicts. The basis of the qualitative and quantitative assessment of objective and subjective factors affecting the conflict is the opinion of specialists based on their professional scientific and practical experience. In this context, it is important to formulate questions, choose the right experts, and organize their work.

Conflict mapping method. The essence of the method consists in successive filling of the “map” of the conflict, divided into several sectors (depending on the number of participants in the conflict). The main problem is entered in the center, and the sections contain information about the participants in the conflict and their purpose in it.

The method of observation is a purposeful study based on the perception of actions and deeds of an individual in various natural situations.

The first requirement for the observer is to preserve the naturalness of mental manifestations.

The second requirement is that observation should always be purposeful, that is, goals and tasks to be solved in the research process should be clearly defined.

The third requirement for the observation method is the recording of its results.

Disadvantage of the method: the observer (experimenter) is in a passive position: he/she is forced to wait for mental phenomena that interest him/her to occur.

Sociometry. This method came to domestic science from foreign sociology and social psychology. The term “sociometry” comes from the Latin *socius* (participant) and *metrum* (measurement).

Sociometric measurement in conflictology involves the study of emotional and psychological relationships between people.

According to the inventor of this method, the American scientist J. Moreno, the sociometric method is a system of technical means and procedures for analyzing the socio-emotional connections of an individual with members of the group where he/she lives and works.

The social macroenvironment (system of social relations) is the objective basis for the emergence of certain relationships of the individual with people in the group.

The microenvironment occupies an intermediate position in the relationship between a person and society, it is never passive, increasing or decreasing the influence of society on a person. With the help of sociometric studies, it is possible to obtain a cross-section of the dynamics of internal relations in a group, give a specific quantitative assessment of intragroup and intergroup communication processes, reveal the nature of psychological relations, the presence of leadership, groups, and conflict situations. An important advantage of this method is the simplicity and speed of the research procedure.

Requirements for *methods of conflict research* (Fig. 5.15):

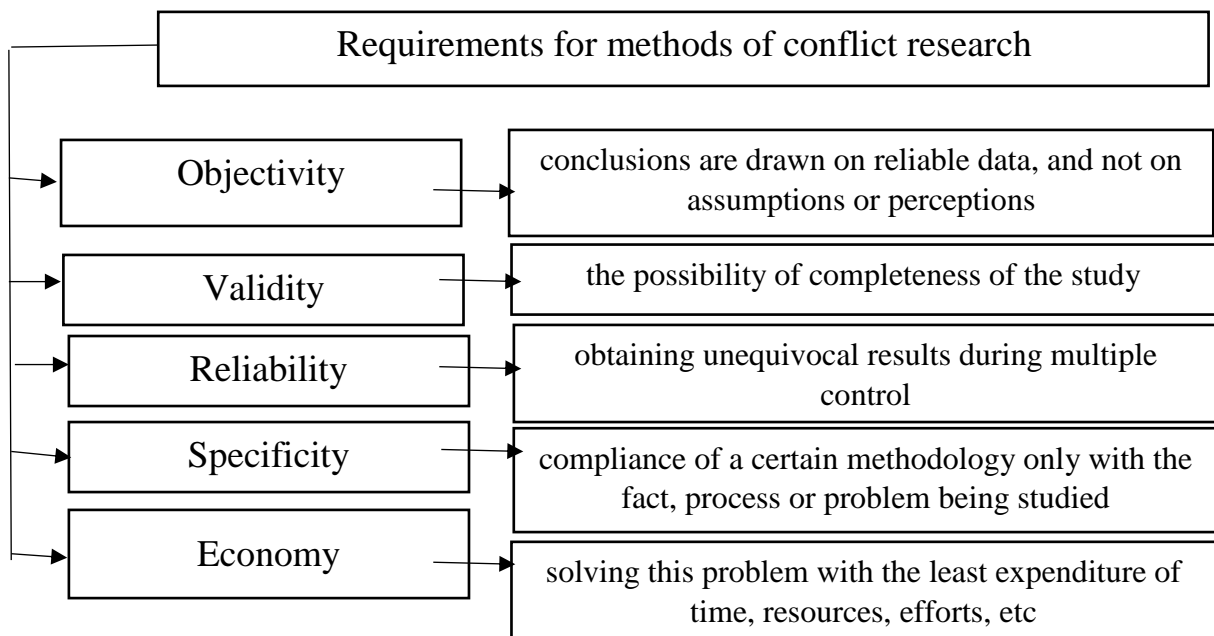


Figure 5.15. Requirements for conflict resolution methods

Technique “Are you characterized by conflict-generating communication?” – a person detects or allows words in his/her statements that can cause conflicts²⁶.

The Freiburg Personality Questionnaire is a multifactorial personality test suitable for diagnosing some important personality traits; it is suitable for the normal population to analyze personality traits; in clinical practice it is used for individual

²⁶ Internet materials. URL : <http://nkkep.com/wp-content/uploads/2022/03/PTBD-31-Osn-psy-h-25.03.pdf>

diagnosis. The Freiburg Personality Questionnaire allows you to obtain indicators of parameters that contribute to aggressive behavior – irritability, emotional lability, neuroticism, extroversion, and equanimity.

Neuroticism characterizes the level of nervousness, inability to get out of a situation, and paying attention to one's feelings. High scores on the “spontaneous aggressiveness” scale indicate the presence of prerequisites for impulsive behavior. Personality characteristics: aggressiveness, impulsiveness, immediacy, and intransigence.

The “irritability” scale allows you to judge emotional stability. High scores indicate an unstable emotional state with a tendency to affective response. Personality characteristics: intolerance, impulsiveness, excitability, tension, immediacy, and pedantry.

High scores on the reactive aggressiveness scale indicate an aggressive attitude towards the social environment and a pronounced desire to dominate. Personality characteristics: reactively aggressive, assertive, self-centered, authoritarian, mistrustful, and dominant.

“Shyness” reflects a tendency to stress response to ordinary life situations, which proceeds according to the passive-defensive type. High scores on the scale reflect the presence of anxiety, stiffness, and insecurity, as a result of which there are difficulties in social contacts. Personal characteristics: reserved, with a reduced ability to contact, insecurity, confusion, shyness, and agitation.

High scores on the “extraversion-introversion” scale correspond to pronounced extroversion of the individual, and low scores – to pronounced introversion. Extraversion – and introversion – sociability, level of activity in social life, liveliness, seeking, or, on the contrary, avoiding contact with people (the factor is related to five scales of the test, first of all with scale 2 – spontaneous aggressiveness).

High scores on the “emotional lability” scale indicate the instability of the emotional state, which is manifested in frequent mood swings, increased excitability, irritability, and insufficient self-regulation. Low grades can

characterize not only a high stability of the emotional state as such but also a good ability to control oneself.

Emotional lability – stability – emotional stability or instability, mood swings, excitability, tension, depression, sadness, optimism, and joy²⁷.

Role Conflict Scale. The psychodiagnostic study of role conflicts began relatively recently (approximately 2 decades), which is much less compared to other branches of experimental and applied psychology. One of the first to be created was a test methodology that made it possible to study and measure role conflict and role ambiguity in complex organizations. This test is currently the most widely used among tools of this kind, and many studies have been built on its use.

In the process of managing a conflict situation, the issue of making a scientifically based decision to eliminate the conflict situation is of great importance.

A conflict management decision is a choice of actions that must be taken by a person (an official) to eliminate the causes that led to the conflict or to change the behavior of the participants in the conflict.

Depending on the type of conflict, the search for solutions can be carried out both by individual employees of certain departments (intrapersonal and interpersonal conflicts), and by different services, or departments: the management of the organization, the personnel management service, the departments of psychology and sociology, the trade union committee, the police, the courts, etc.

The manager's activity algorithm in the process of conflict management depends on many factors: the content of the conflict itself, the conditions of its occurrence and development, etc. Therefore, there is no universal conflict management algorithm. Only appropriate steps can be identified. They are closely related to the stages of making a rational scientifically based decision. Each stage in terms of content implements a defined management function (analysis, planning, organization, motivation, and control) and is carried out by a system of certain methods depending on the conflict.

In the process of management activities to resolve conflicts and in choosing

²⁷ Internet materials. url <https://osvita.ua/vnz/reports/psychology/28672/>

an algorithm for such activities, it is important for the manager to consider the following *principles of conflict management* :

- objectivity and adequacy of conflict assessment;
- concrete-situational approach;
- publicity;
- democratic action, reliance on public opinion;
- complex use of methods and methods of action.

Management decision-making algorithm (Fig. 5.14):

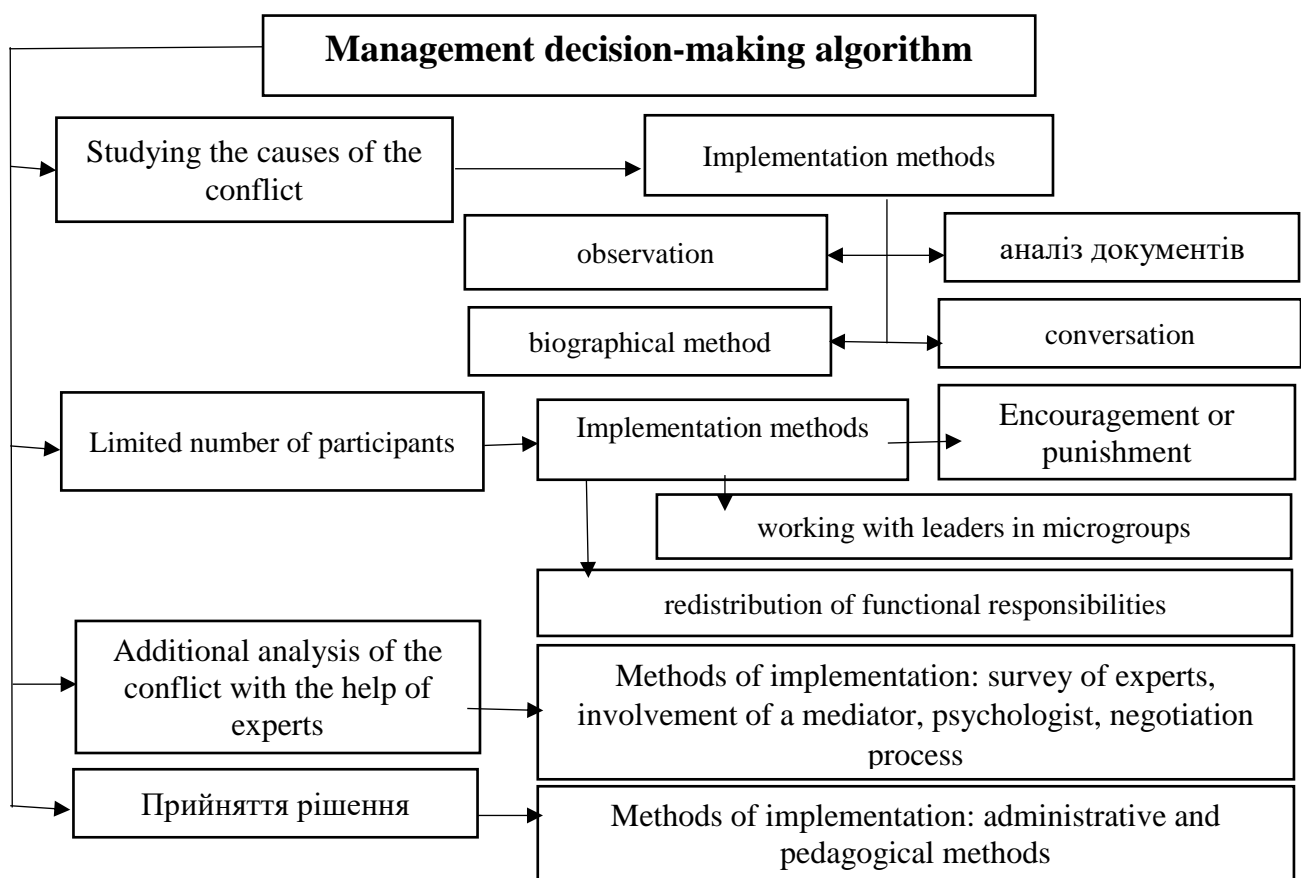


Figure 5.14. Management decision-making algorithm

Well-known conflict experts H. Cornelius and S. Fair analyzed various types of psychological power used by managers in resolving conflicts:

Manipulation. Manifestations:

- the outcome of the conflict often affects the interests of the influencer;
- often the result is undesirable for the object of influence;

- information that is undesirable for the subject of influence is not disclosed;
- the object of influence is not given the possibility of free choice.

Influence. Manifestations:

- the result of the conflict, as a rule, does not affect the interests of the influencer;
- consent or its absence in the object of influence is taken into account;
- the object of influence is provided with complete information;
- the object of influence is given freedom of choice.

Only the power of influence should be used for the constructive resolution of conflicts.

Self-test questions:

1. What is the essence of conflict management?
1. What is the conflict diagnosis algorithm?
2. . How is the conflict diagnosis model built?
3. What is the essence of the conflict mapping method?
4. What are the main stages of drawing up a conflict map?
5. What is the management decision-making algorithm?
6. What is conflict?
7. What types of conflicts do you know?
8. Formulate the main functions of conflict.
9. What are the ways of behavior in conflict situations?
10. Name the main stages of development of a conflict situation.
11. Analyze the main forms of conflict resolution.
12. What principles are recommended to be followed for successful cooperation?

Unit 6

METHODS AND FORMS OF CONFLICT MANAGEMENT

1. Structural methods of conflict management.
2. Styles of conflict behavior.
3. Intrapersonal conflict management methods.

References: [17; 21; 29-32; 52. 41; 57; 77; 88].

1. Structural methods of conflict management

There are many effective methods of conflict management. The main ones are structural, interpersonal, intrapersonal, personal, and negotiations.

Structural methods – these are methods of prevention and elimination of organizational conflicts that arise due to improper distribution of powers, low level of work organization, and insufficient motivation system. Within the framework of these methods, the following forms of conflict management are distinguished (Fig. 6.1):

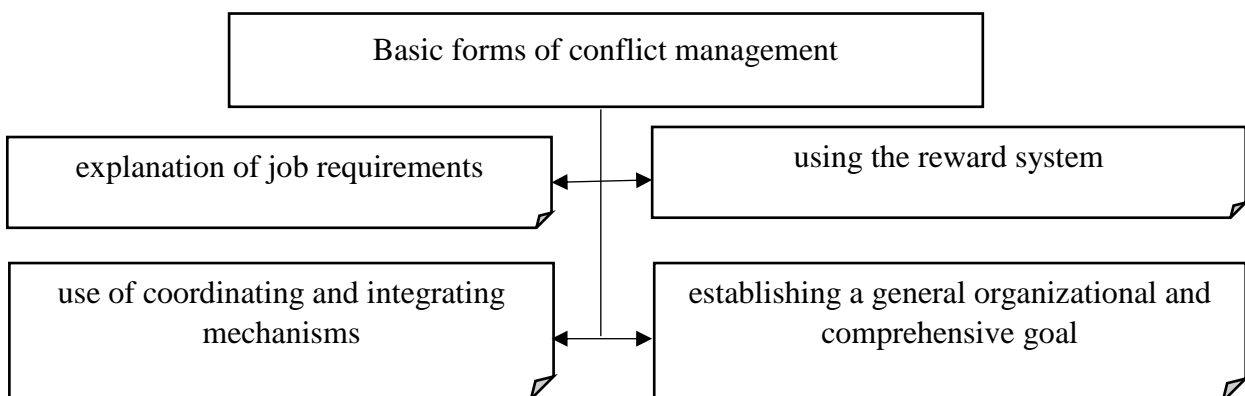


Figure 6.1. Forms of conflict management

Coordinating and integrating mechanisms. One of the most widespread coordination mechanisms is *the chain of command*. As M. Weber noted, the

establishment of a clear hierarchy of authority leads to the fact that the subordinate knows perfectly well **whose** decisions he should obey.

General organizational comprehensive goal. The main idea is to direct the efforts of all participants to achieve a common goal. *For example*, starting to build its empire of fast-service restaurants “McDonald's”, the company's management directed attention not only to prices, quality, and market share (Fig. 6.2).

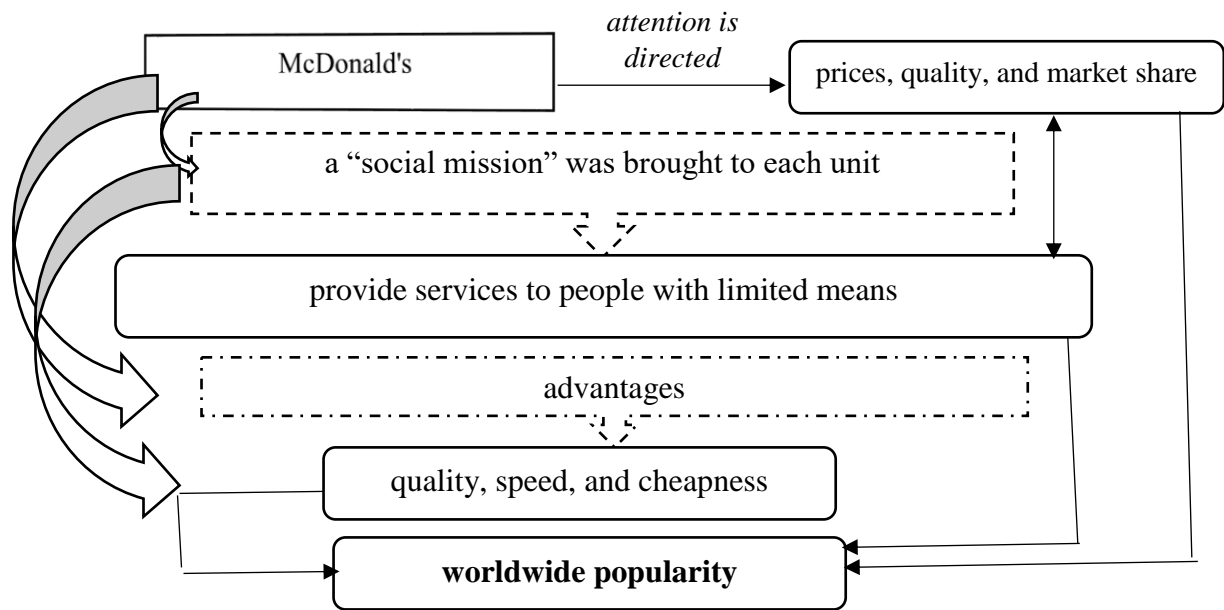


Figure 6.2. Implementation of the general organizational comprehensive goal on the example of “McDonald's”

Reward system. The systematic, coordinated use of rewards to encourage those who contribute to the overall organizational goal helps people understand how they should behave in a conflict situation to meet the leader's wishes.

2. Styles of conflict behavior

Style in this context means a way of realizing certain interests, and actions to achieve the intended goal, and at the same time – a manner of communication. The style of conflict behavior is at the same time an interpersonal method of conflict management.

In conflictology, the existence of the following five styles (strategies) of conflict

behavior has been recognized since the 70s of the 20th century: *avoidance, concession, confrontation, cooperation, and compromise*. The Americans Kenneth Thomas and Ralph Kilmann described and systematized the signs of different styles. They also proposed a graphical representation of the relationship between these strategies, which was named the Thomas-Kilmann grid (Fig. 6.3).

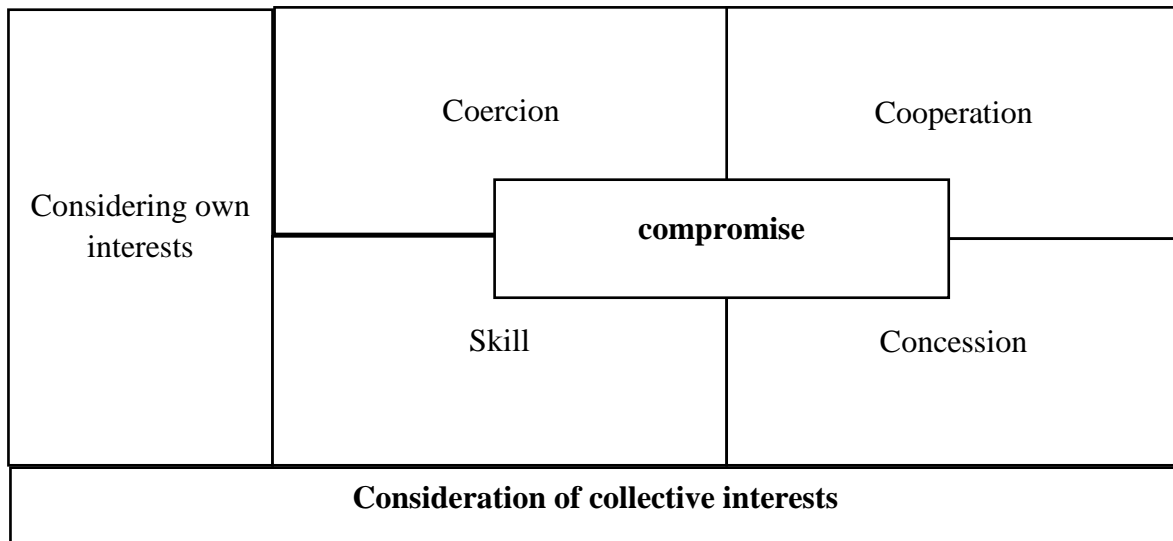


Figure 6.3. A graphic representation of the ratio of strategies, which is named the Thomas-Kilmann grid

A conflict is a clash between opposing goals, interests, positions, and opinions of communication partners.

The main causes of conflict are the inability to listen, misunderstanding between communication partners, inability to agree, and emotional intemperance.

In conflict situations, there are five ways of behaving: compromise, cooperation, avoidance, confrontation, and adaptation.

Compromise is a partial satisfaction of the interests of both sides in the conflict.

The pros and cons of this strategy: even though the interests of all conflicting parties are taken into account in the compromise, this result can be called justice. Nevertheless, it should be remembered that in most cases the compromise can only be considered as an intermediate stage in the search for both parties to resolve the conflict until they are completely satisfied with the solution.

Five main styles are depicted in Fig. 6.4. The names of the styles are given

according to K. W. Thomas and R. H. Kilmann, in parentheses there are the numerical designations of the styles according to R. Blake and J. Mouton ²⁸.

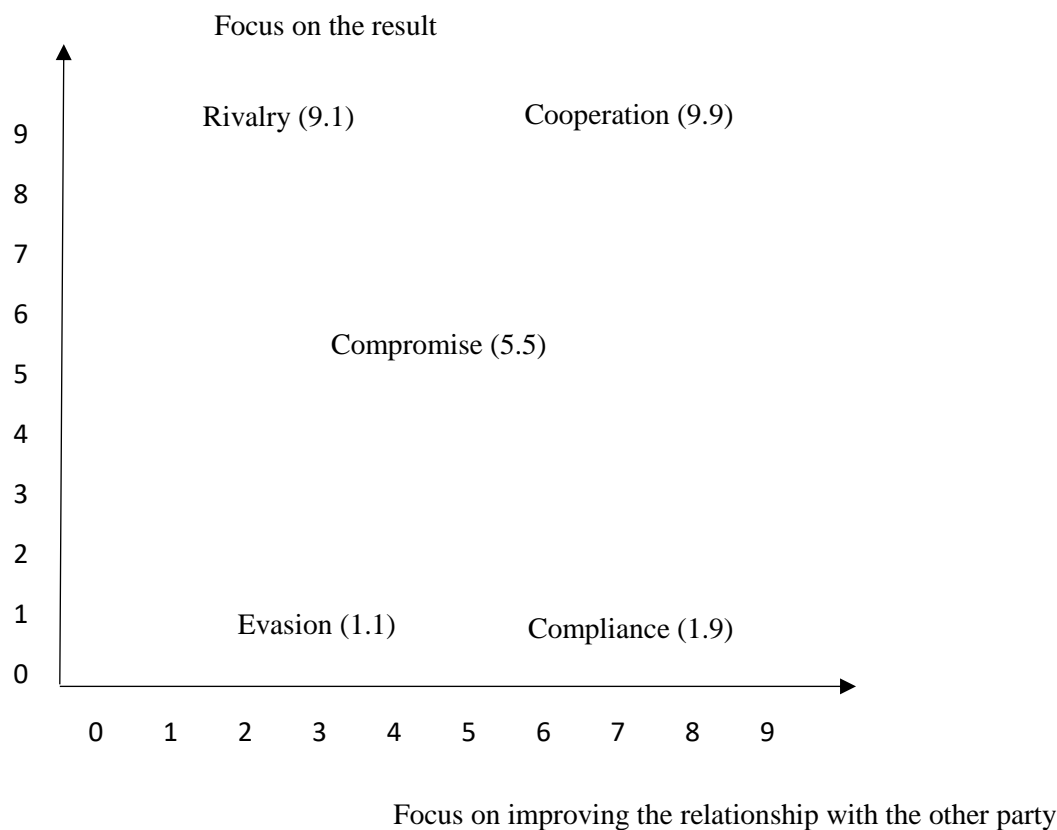


Figure 6.4. Five basic styles of behavior

What is the difference between each of these styles of behavior in conflicts?

Evasion as a style of behavior in conflicts, is characterized by the desire to get out of the conflict field, to get away from the conflict. This style of behavior is usually chosen in cases where (Fig. 6.5):

Evasion is completely justified in conditions of interpersonal conflict arising from subjective and emotional reasons. This style is most often used by realists. They soberly assess the advantages and weaknesses of the positions of the conflicting parties. Even being caught “on the raw”, they are wary of getting involved in a “fight”. They are in no hurry to accept a challenge to escalate the conflict, realizing that often the only way to win in an interpersonal dispute is to evade participation in it.

²⁸Hirnyk A.M. *Osnovy konfliktolohiyi [Basics of Conflictology]*. VD «Kyyevo-Mohylyans'ka akademiya», 2010. 225s [in Ukrainian]

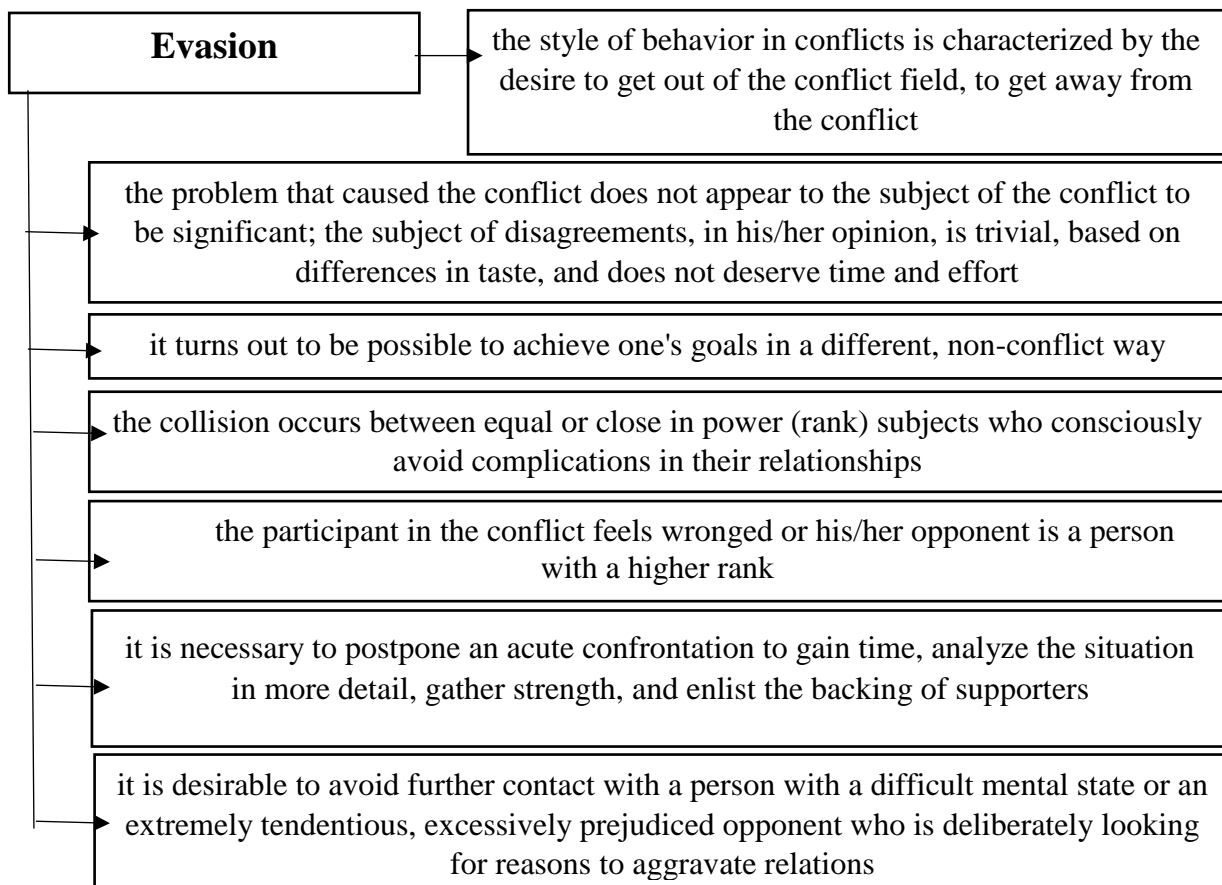


Figure 6.5. Evasion as a style of behavior in conflicts

Concession (adaptation) as a style of passive behavior is distinguished by the tendency of the conflict participants to soften, smooth out the conflict situation, and maintain or restore harmony in relationships through compliance, trust, and readiness for reconciliation.

Adaptation occurs in those situations when (Fig. 6.6). The concession applies to any type of conflict.

Confrontation (coercion) is the desire to impose one's solution to the problem on others, relying only on one's strength, without taking compatible actions. At the same time, there are elements of maximalism, strong-willed pressure, the desire by any means, including force pressure, administrative and economic sanctions, intimidation, blackmail, etc., to force the opponent to adopt a favorable point of view, to gain the upper hand over him/her at any cost, to gain victory in a conflict.

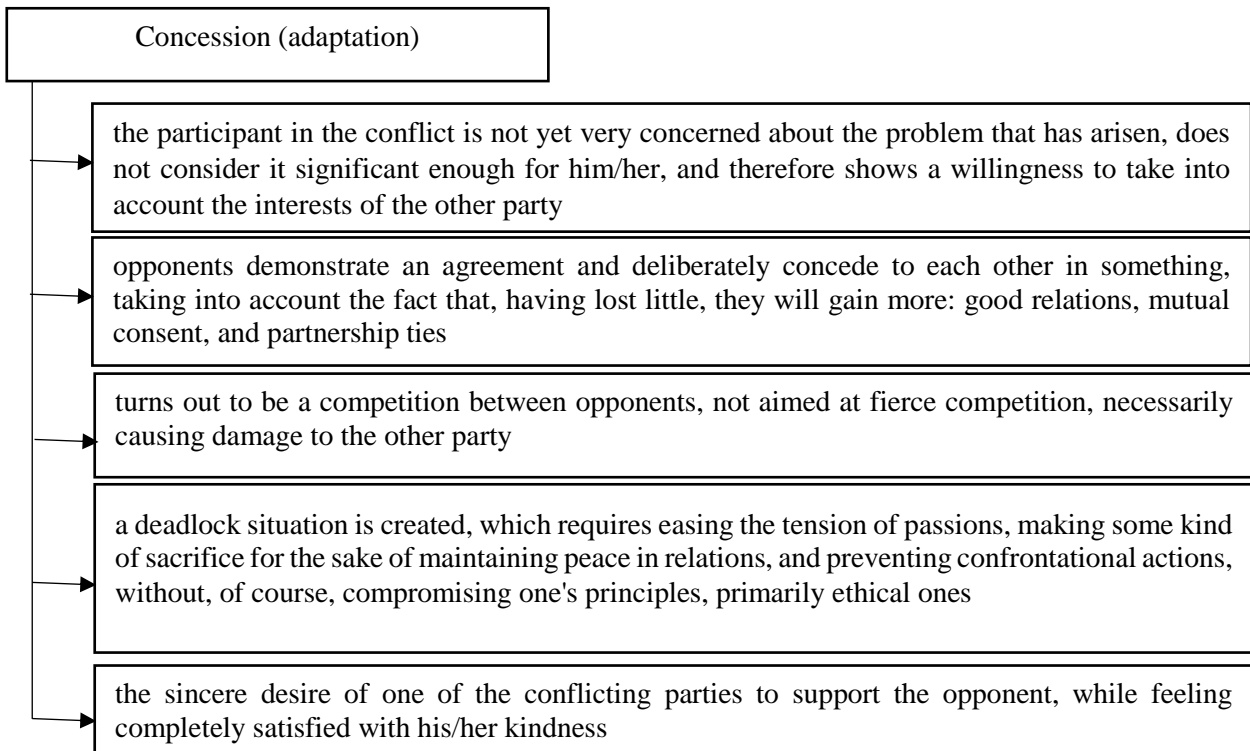


Figure 6.6. Peculiarities of concession application

There are two types of confrontation: soft and tough confrontation. Soft confrontation is a moment of civilized behavior in a conflict situation, namely the hardest moment in a soft solution. There is already a moment of confrontation, opposition, and protest – although soft and in the most delicate form ²⁹.

As a rule, confrontation is chosen in those situations when (Fig. 6.7).

No matter how gentle the confrontation is, it is still a confrontation, a small clash, a small war, and such a confrontation is not appropriate in all relationships. Usually, it is appropriate with people approximately equal in terms of status and power, but with each manager, it is difficult to say whether one can afford it. If you are a highly respected employee and the boss is civilized, he/she will understand you and even respect you more. If you do not have serious weight or the boss is arrogant, then you will either be ignored or at the very first attempt will be gently confronted, that is, you will be fired instantly. Soft confrontation is also not very appropriate with people of

²⁹ Kozlov N.I. M"yaka konfrontatsiya [Soft confrontation]. URL: http://psychologis.com.ua/myagkaya_konfrontaciya.htm [in Ukrainian]

significantly lower status and power: if there are no pedagogical tasks, elementary punishment is more appropriate.

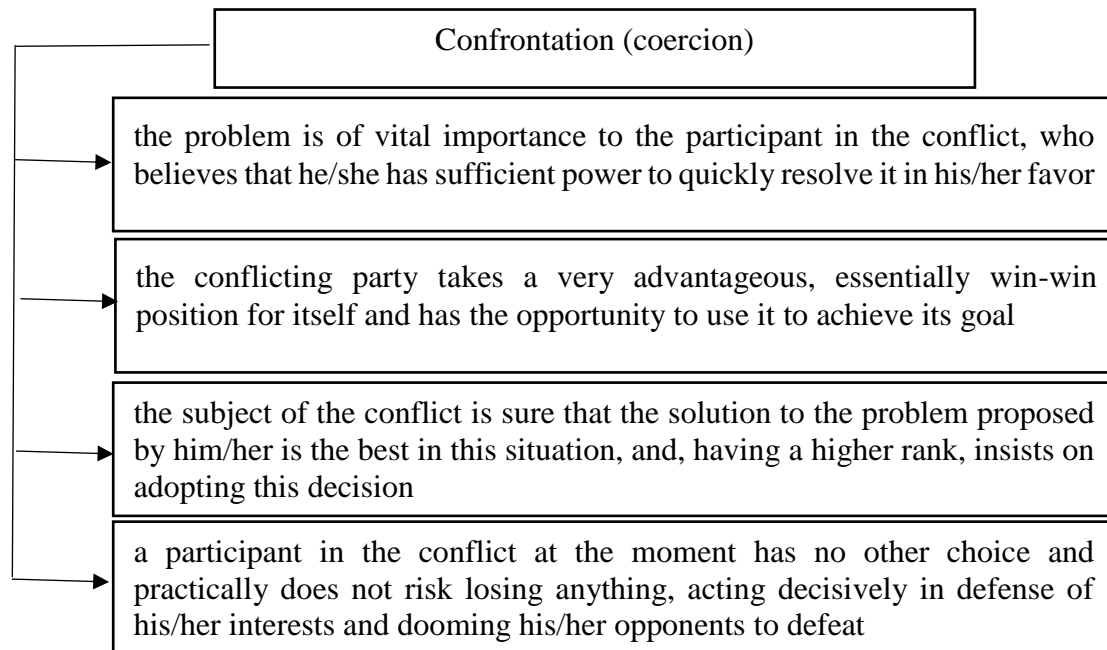


Figure 6.7. Application of confrontation

Tough confrontation is a moment (stage) of civilized behavior in a conflict situation. In a situation of a small, full-time encounter, a person with a high status can ignore the conflict generator, not perceive the situation as a conflict, not proceed to a confrontation (even a soft one), and continue to deal with the main business or deal with the normalization of the partner's condition ³⁰.

In a situation with a tough attitude towards a person with a high social status, he/she may skip the stage of soft confrontation and immediately behave harshly. This is accepted as normal. Moreover, soft behavior is perceived as a manifestation of weakness and lower status. Thus, the following elements of the tough confrontation algorithm from A.P. Egides are highlighted ³¹:

³⁰ Kozlov N.I. Zhorstka konfrontatsiya [Tough confrontation] URL : http://psychologis.com.ua/zhestkaya_konfrontaciya.htm [in Ukrainian]

³¹ Kozlov N.I. Zhorstka konfrontatsiya [Tough confrontation] URL : http://psychologis.com.ua/zhestkaya_konfrontaciya.htm [in Ukrainian]

1. The wording of the accusation
2. Requirements to remove the conflictogent
3. Peace initiatives
4. The wording of the threat
5. Submission of acceptable conflictogents

Cooperation, as well as confrontation, is aimed at the maximum realization of the conflict participants' interests. However, in contrast to the confrontational style, cooperation does not imply an individual but a joint search for a solution that meets the aspirations of all conflicting parties.

In conflict situations, the possibility of cooperation appears in those cases when (Fig. 6.8):

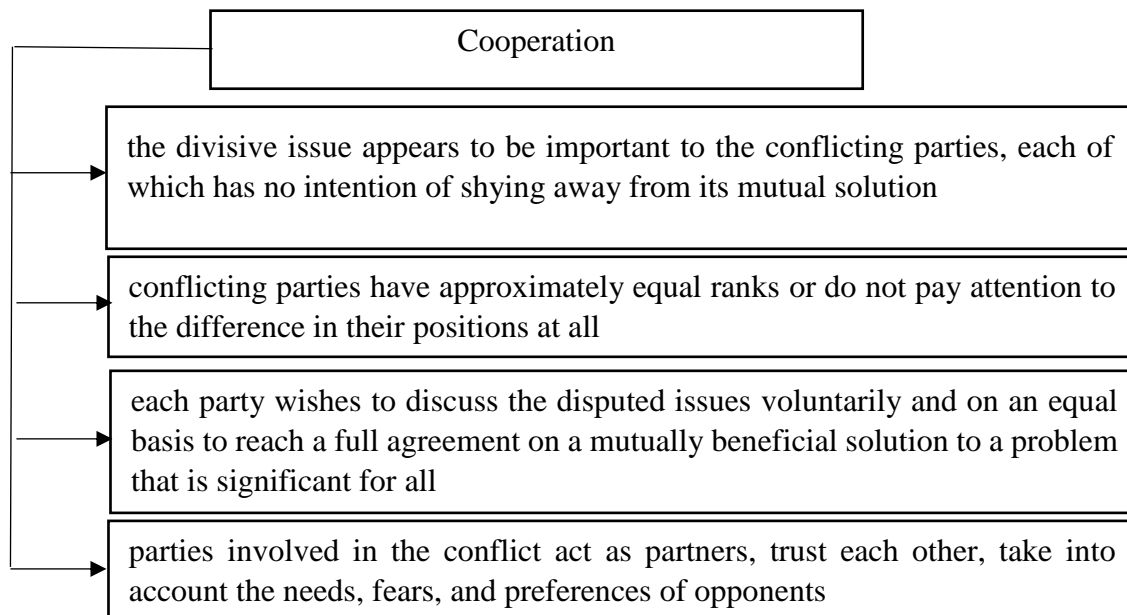


Figure 6.8. Application of cooperation

The benefits of cooperation are indisputable: each party receives maximum benefits at minimum costs.

Compromise means the willingness of the participant (participants) of the conflict to settle the disagreement based on mutual concessions, to achieve partial satisfaction of their interests.

A compromise is used in situations when (Fig. 6.9):

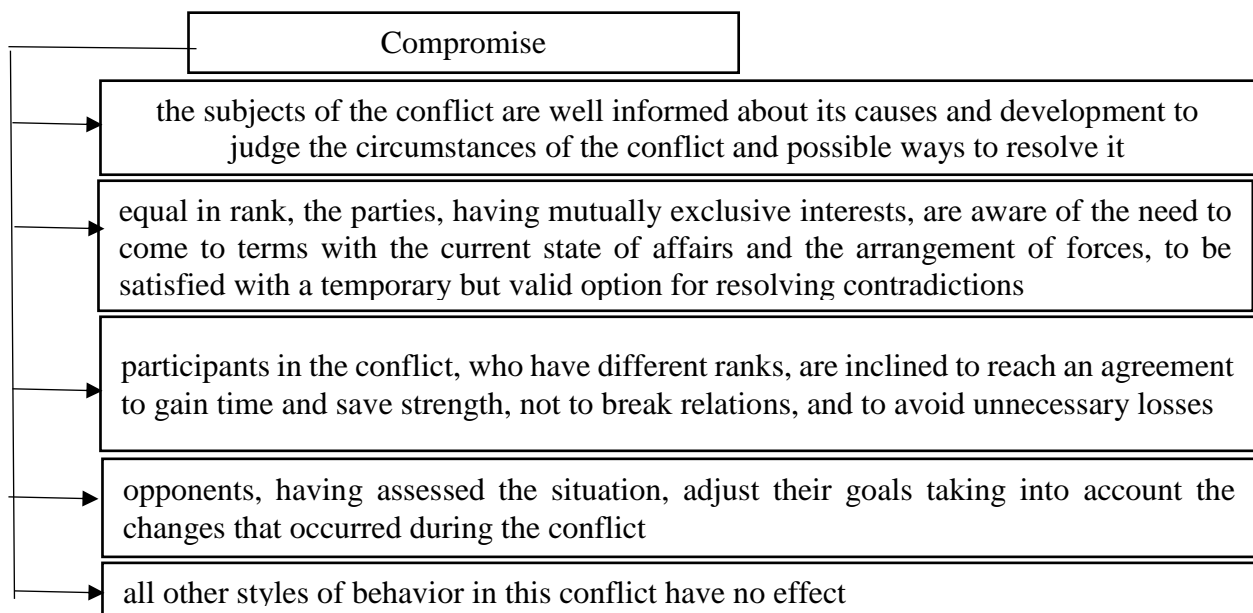


Figure 6.9. Application of compromise

The ability to compromise is a sign of realism and a high culture of communication, that is, a quality especially valued in management practice.

3. Intrapersonal methods

Intrapersonal conflict is a conflict between different aspects of the personality that have different goals and needs. This conflict can arise as a result of contradictions in a person's inner worldview, his/her values, and beliefs.

There are different methods of solving intrapersonal conflicts.

Intrapersonal methods consist in the ability to correctly organize one's behavior and express one's point of view, without causing a psychological defensive reaction on the part of the opponent (Table 6.1).

To resolve intrapersonal conflicts, conflict specialists suggest using the “I-concept” method – transferring to another person your attitude to a certain subject without accusations and demands so that the opponent changes his/her attitude and does not provoke a conflict.

For example, when you come to work in the morning, you find that someone has moved everything on your desk. You want it not to happen again but you don't want to spoil the relationship with the employees. You state, “When my papers move around on my desk, it annoys me. I would like to find everything in the future as I leave it

before”.

Table 6.1. Forms of manifestation of intra-personal conflicts

Form of manifestation	Symptoms
Neurasthenia	Irritability, depressed mood, reduced work capacity, poor sleep, headache
Euphoria	Showy gaiety, joy inappropriate to the situation, “laughter through tears”
Regression	Primitive forms of behavior, evasion of responsibility
Projection	Attributing negative qualities to another, unfounded criticism of others
Nomadism	Constant change of place of residence, work, and marital status
Rationalism	Self-justification of one's deeds and actions

Personal methods of conflict management emphasize the manager's ability to actively confront conflicts and use personal methods of conflict management depending on the leadership style (Fig. 6.10):

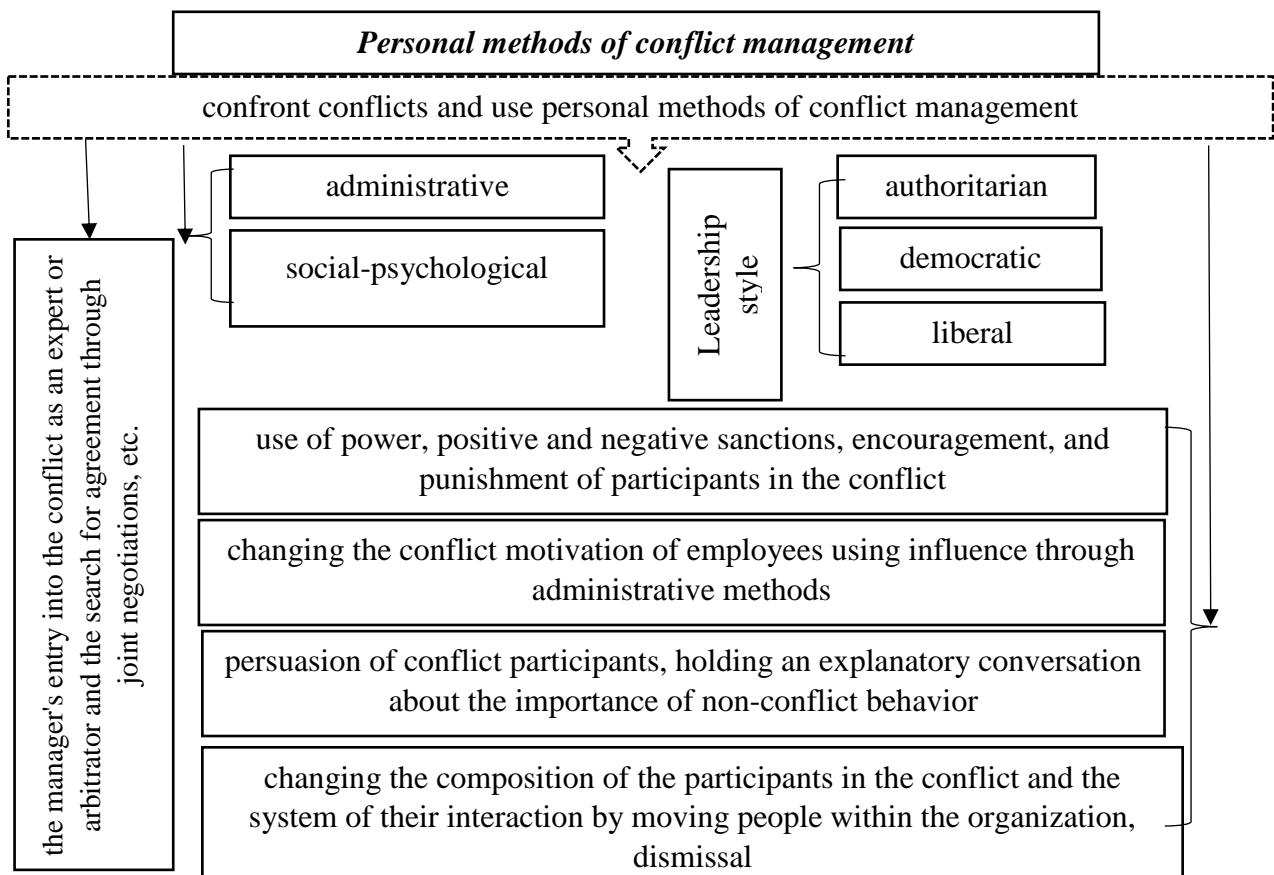


Figure 6.10. Personal methods of conflict management

Self-test questions:

1. What are the basic concepts of conflict management?
2. Identify three main steps in the conflict resolution process.
3. What are the conflict resolution methods?
4. What characterizes intrapersonal methods of conflict management?
5. What characterizes interpersonal methods of conflict management?
6. What personal conflict management methods do you know?

Unit 7

CONFLICT PREVENTION AND REGULATION

1. Prediction and prevention of conflicts in the organization: essence, approaches and directions.
2. Cooperation support. Social partnership.
3. Social and labor conflicts: forms and methods of overcoming.

References: [23-25; 29-32; 40-42]

1. Prediction and prevention of conflicts in the organization: essence, approaches and directions

Conflict prevention is the process of preventing or reducing the negative consequences of conflict situations in organizations, groups, or between individuals. The essence of conflict prevention is aimed at identifying, eliminating, or weakening conflict-causing factors, such as differences in interests, values, expectations, behavior, etc. Conflict prevention also involves the development of positive relations between subjects based on trust, cooperation, dialogue, and compromises.

Conflict prevention can be primary or secondary. Primary prevention is focused on preventing the occurrence of conflict situations by creating a favorable psychological climate, psychological education, and culture of participants, regulation of norms and rules of behavior, etc. Secondary prevention is aimed at reducing the tension and escalation of already existing conflict situations through the use of various methods and technologies of conflict resolution, such as negotiations, mediation, arbitration, moderation, etc.

Professor L.M. Karamushka singles out the following conflict prevention algorithm ³²:

³² Karamushka L.M. Lectures 12-13. URL : <https://pedagogy.lnu.edu.ua/wp-content/uploads/2019/03/LEKTSIYI-12-13.pdf>

1. Analysis of potential sources of conflict.
2. Determination of possible scenarios of conflict development.
3. Assessment of the probability of realization of each scenario.
4. Choosing the optimal scenario for conflict prevention.
5. Development of an action plan for the implementation of the selected scenario.
6. Monitoring the effectiveness of preventive measures.

Conflict prevention is of great importance for maintaining harmony and stability in social systems, increasing their efficiency and productivity, as well as for ensuring the psychological well-being and self-realization of their members.

Eliminating the consequences of conflicts requires a significant amount of resources, force, and energy. In this regard, work on conflict prevention is carried out in the practical activities of managing organizations.

Conflict prevention is *a set of directions and organizational management methods that reduce the likelihood of conflicts*. Due to the existence of objective and subjective reasons for the conflict occurrence, two approaches to their prevention are envisaged:

- 1) elimination of objective causes;
- 2) managing the behavior of employees by accepted norms of behavior.

Conflict prevention is an important component of the effective management of organizations, especially in the conditions of modern trends such as globalization, democratization, informatization, innovation, etc. Conflict prevention is aimed at preventing or reducing the negative consequences of conflict situations that may arise between various management subjects: managers, employees, partners, customers, the public, etc.

The directions of conflict prevention, taking into account modern trends in the management of organizations, can be distinguished as follows:

- Creating a favorable organizational climate based on trust, respect, mutual understanding, tolerance, and cooperation among all stakeholders. To do this, it is necessary to develop a corporate culture, a code of ethics, a system of motivation and encouragement, a communication policy, etc.

- Application of preventive actions, which involve identifying and eliminating potential sources of conflict at an early stage. For this purpose, it is essential to monitor and analyze conflictogenic factors, such as differences in interests, values, expectations, behavior, etc. It is also necessary to use various methods and technologies of conflict diagnostics, such as questionnaires, interviews, observations, document analysis, etc.

- Involvement in the conflict prevention process of external experts or mediators who can provide an objective assessment of the situation, offer alternative solutions, and help in reaching a consensus between the parties. To accomplish this, it is important to use various forms and methods of mediation, such as negotiations, mediation, arbitration, moderation, etc.

- Using the positive potential of conflict to stimulate the innovative development of the organization. To do this, it is necessary to perceive the conflict not as a threat, but as a challenge that requires a creative approach, flexibility, adaptation, and the search for new opportunities. It is also required to take into account the positive functions of conflict, such as activating thoughts and actions, increasing involvement and responsibility, improving the quality of decisions, strengthening cohesion and loyalty, etc.

The main areas of conflict prevention are the rational construction of the management system of the organization and its personnel, as well as taking into account perspectives and strategic approaches in this work.

As we can see, conflict prevention is an important aspect of effective management of organizations, groups, and individuals. Conflict prevention involves preventing or reducing the negative consequences of conflict situations that may arise due to differences in interests, values, expectations, behavior, etc. Conflict prevention also promotes the development of positive relations between subjects based on trust, cooperation, dialogue, and compromises.

The practice of implementing conflict prevention can be considered at different levels: individual, group, and organizational. At each level, the following stages can be

distinguished: Professor L.M. Karamushka ³³(Fig. 7.1):

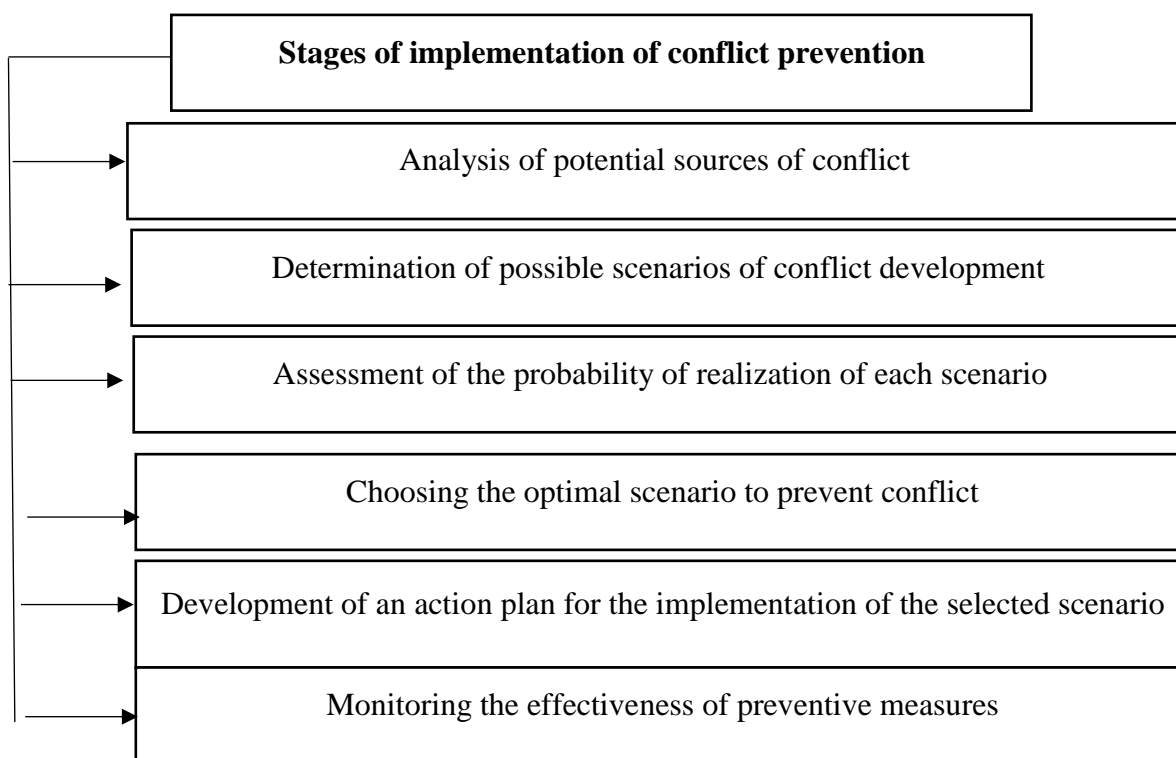


Figure 7.1. Stages of implementation of conflict prevention

At the individual level, Professor L.M. Karamushka offers the following conflict prevention algorithm:³⁴

- Determine your goals, interests, needs, values, and expectations in a specific context of interaction.
- Determine the central and peripheral components of one's attitude towards other subjects of interaction.
- Decide your position regarding possible conflict situations: active, passive, or compromising.
- Define your strategy of behavior in conflict situations: avoidance, adaptation, resistance, negotiation, or cooperation.

³³ Karamushka L.M. *Metodychni rekomendatsiyi pedahoham shchodo profilaktyky i rozv'yazannya konfliktiv [Methodical recommendations for teachers regarding the prevention and resolution of conflicts]* URL: <https://naurok.com.ua/metodychni-rekomendaci-pedagogam-schodo-efektivno-profilaktiki-zapobigannya-ta-rozv-yazannya-konfliktiv-v-uchnivskomu-seredovischi-167375.html> [in Ukrainian]

³⁴ ibid

- Identify your strengths and weaknesses in conflict management: communication skills, emotional control, and creativity.

Let us consider the areas of conflict prevention taking into account modern trends in the management of organizations. The practice of implementing the following areas has proven that their implementation increases the level of self-esteem and self-realization of specialists and the manageability of the team, which generally leads to a decrease in conflict interaction. These areas include (Fig. 7.2):

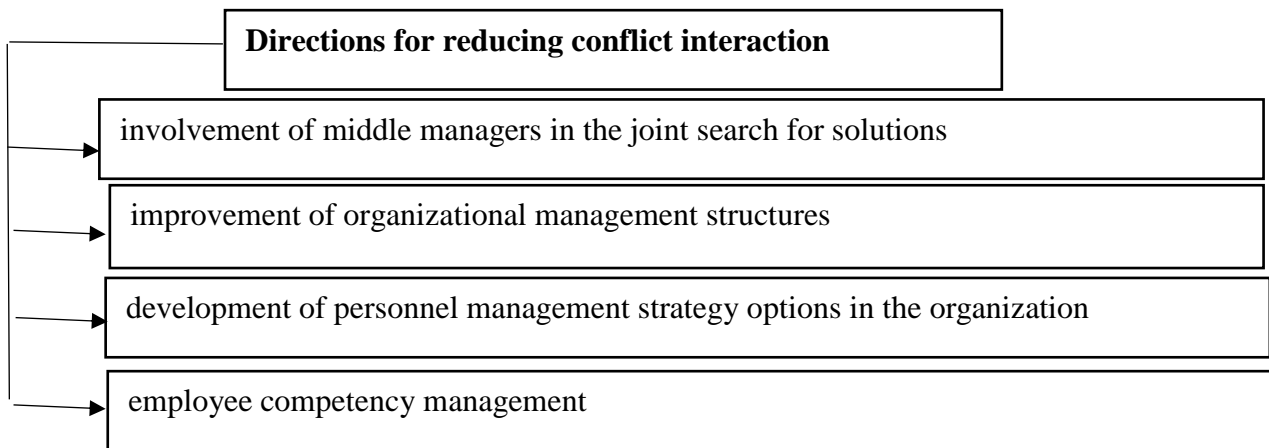


Figure 7.2. Directions for reducing conflict interaction

Involvement of middle managers in the joint search for solutions. Heads of shops, and managers of departments, who are responsible for the organization of production, must be involved in making strategically important decisions for the organization.

Improvement of organizational management structures as a direction of conflict prevention. We will focus only on the new direction of building management structures – the creation of a network of small enterprises (SE network), due to which the conflict component in the management of the organization is reduced.

The SE network requires the participation of several producers of the same products within the same sector of activity, to be able to replace one of them in the event of a possible exit from the network. At the same time, the legal independence of the participants of the production network is supported, and the responsibility and interest of the general management in the effective activity of all participants increases. The creation of small independent organizations, the joint activity of which is based not on strict administrative subordination, but on horizontal economic ties and

contractual relations, implies a fundamentally new approach to modern production management.

The personnel management strategy (PMS) of the organization is a long-term direction in working with personnel, which involves the development of solutions to achieve the organization's goal of forming highly qualified and creative personnel potential.

During the implementation of PMS, managers face primarily organizational horizontal and vertical conflicts, which management involves (Fig. 7.3):

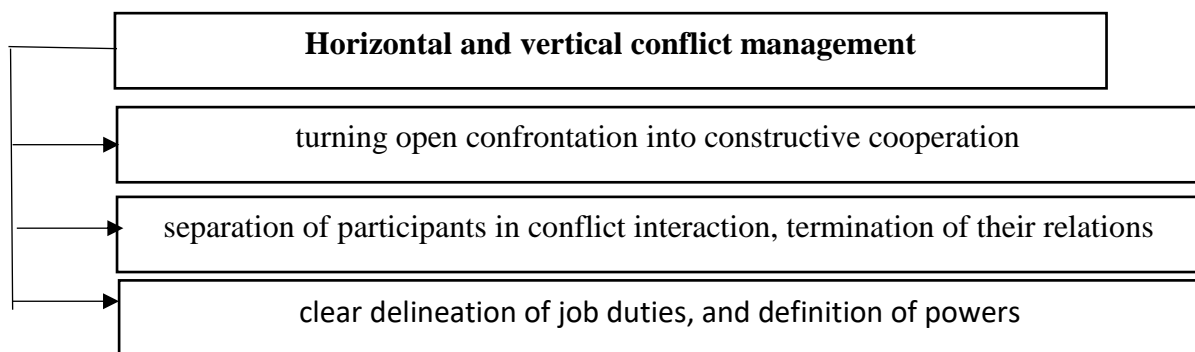


Figure 7.3. Management of conflicts during the implementation of PMS

The implementation of the PMS involves a detailed study of authority issues, which reduces the level of conflict confrontation.

The implementation of PMS sometimes increases the level of conflict in the team, like anything new that affects the personal interests of employees. Over time, this rejection can be overcome if tasks are clearly and competently explained, and strategic plans for work with personnel are drawn up.

Management of employees' competence as a direction of conflict prevention is part of management activities related to personnel qualifications. Its essence consists in the use of a generalized indicator of the qualifications of specialists in the form of competence.

Competence or qualification is a set of knowledge, skills, abilities, means of communication, and experience of creative activity of the staff.

Knowledge – is a set of results of personality education; *skills and abilities* – are the results of work experience and training; *means of communication* – communicative skills of the staff; *creative activity* is based on a set of knowledge, abilities, and skills.

Maintaining competence at the required level determines the need to manage it. Competence management is a process of development and maintenance of knowledge, abilities, and skills of personnel at the level necessary for the organization to implement its main tasks by the development strategy. If you do not influence the competence of employees, managers, and specialists the organization may become uncompetitive, and it will begin to experience losses. Therefore, it is necessary to adhere to the following types of activities: constant development of competence (improvement of qualifications, maintenance of work skills); and acquisition of additional competencies due to the expansion of activities. Competence management is carried out both at the level of the organization and at the level of the individual.

Competence management *at the organization level* is carried out to support key positions of the organization that determine its success (Fig. 7.4):

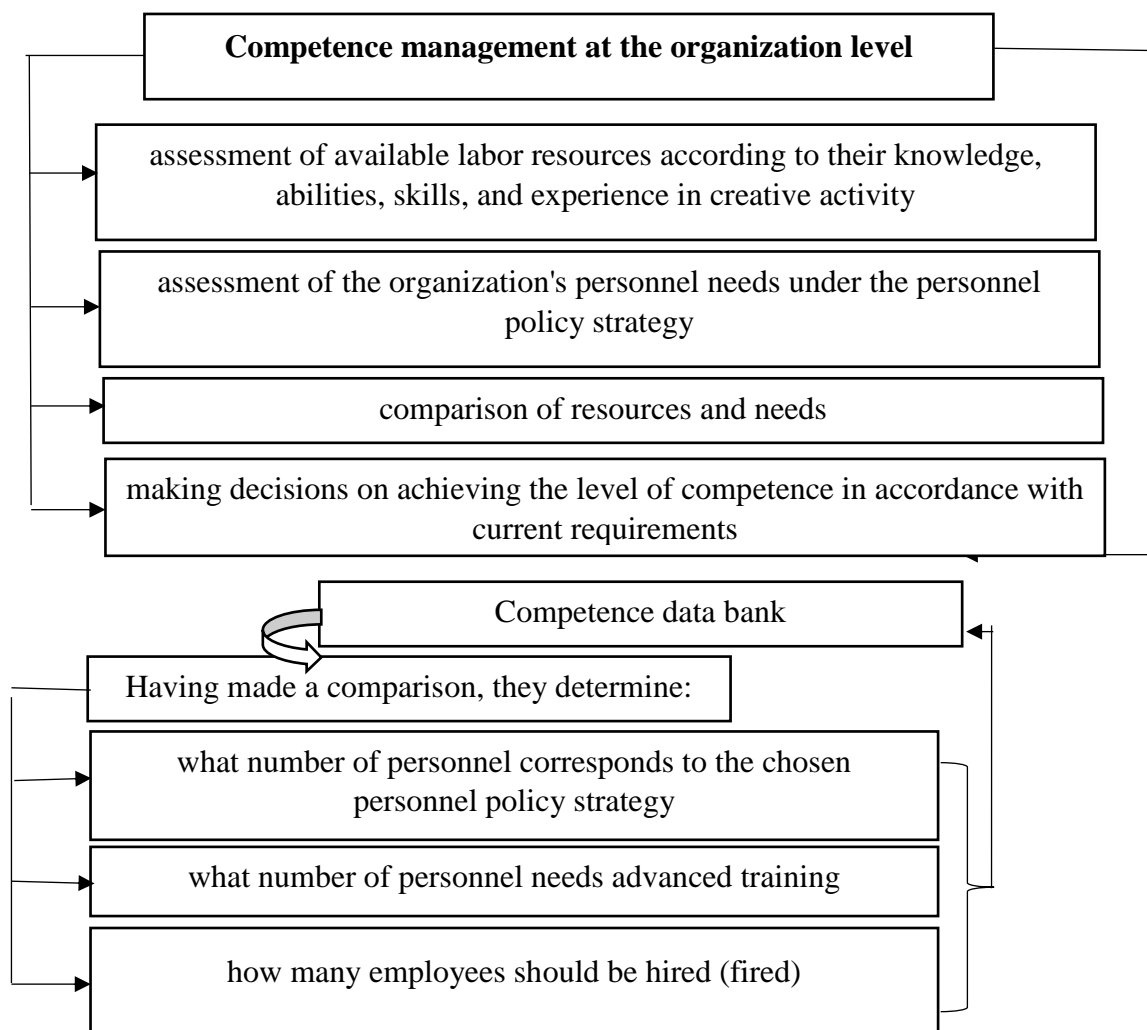


Figure 7.4. Support of key positions of the organization through competence management

After making a comparison, it is possible to determine: what number of personnel corresponds to the selected personnel policy strategy; what number of personnel needs advanced training; and how many employees should be hired (fired). The set of these data is called *a competency data bank*.

Most of the conditions and factors for the successful resolution of the conflict are psychological, as they reflect the characteristics of the behavior and interaction of individuals. Conflict prevention involves not only the elimination of subjective factors of conflict interaction but also the organization of personnel behavior management, and the development of approaches to achieve the expectations of employees and the organization as a whole.

Behavior management *is a system of measures for the formation of principles and norms of people's behavior in the organization, due to which the set goal is achieved within the specified time and with reasonable costs.*

The management of employee behavior will be considered from the standpoint of role theory, according to which the rules of behavior are determined by the position of the employee. Conflict prevention can be implemented in the form of influencing the behavior of individuals in the organization to align the organizational roles of employees with their functions.

The person expects from the organization: the individual's place in the organization; the content and significance of the work; desired reward; degree of responsibility and risk; and social security.

The organization expects from the individual: qualified work performance; certain results; recognition of the norms of behavior and values of the organization defined by the organization; and compliance with discipline.

The main task of behavior management is to achieve compliance with the mutual expectations of the individual and the organization.

General rules of conflict-free behavior in the organization may include such points as:

- Mutual respect and respect for other employees.
- Mutual assistance and cooperation between employees.

- Using constructive conflict resolution methods.
- Using effective communication methods.
- Compliance with the rules and procedures of the organization.
- Compliance with ethical norms and standards of behavior.

The general rules of conflict-free behavior in the organization can be presented with the following recommendations (Fig. 7.5):

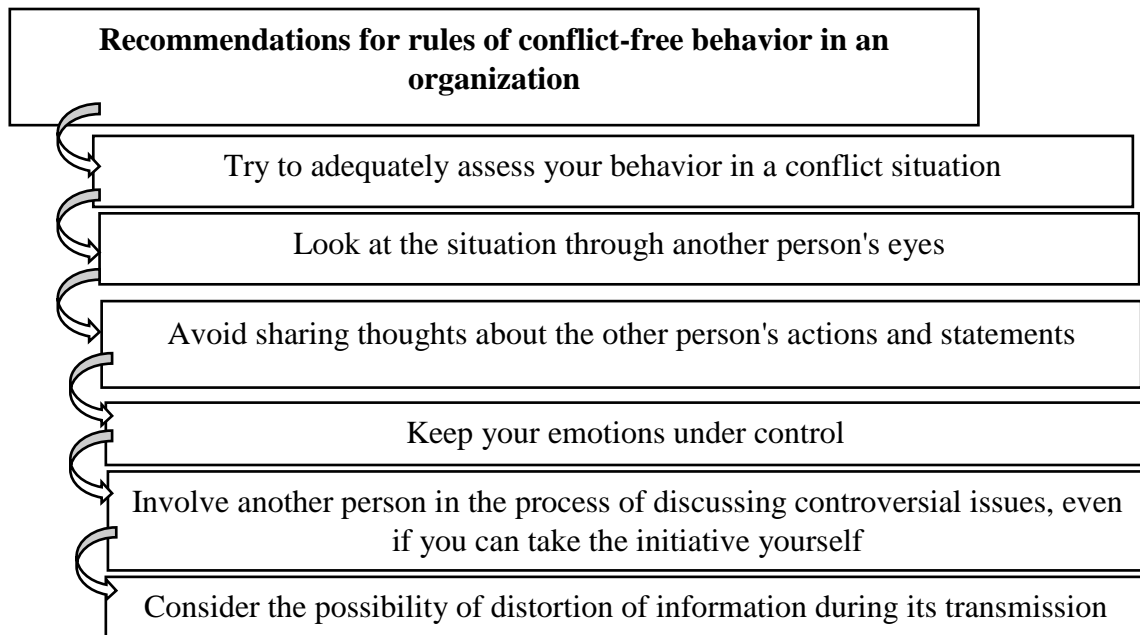


Figure 7.5. Recommendations for the rules of conflict-free behavior in an organization

Each of the recommendations indicates certain actions that will be useful in resolving the conflict. For example, there are several ways to detect distortion of information during its transmission. One of them is checking the source of information. If a source of information has a high credibility rating and positive reviews, then the information it provides may be more reliable. You can also check the information for contradictions with other sources.

2. Cooperation support. Social partnership

Conflictologists have developed several methods for supporting and developing cooperation.

Cooperation has its advantages and disadvantages. The benefits include increased work efficiency, improved product or service quality, and reduced development and production costs. Furthermore, cooperation can help attract new customers and expand the market. Disadvantages of cooperation can be the complexity of project management, the risk of losing control over the project, and a possible breach of confidentiality.

Agreement, which consists in the fact that a possible adversary is involved in a joint activity.

Practical empathy involves “entering” the partner's condition, understanding his/her difficulties, and expressing sympathy and willingness to help.

Preservation of the partner's reputation, and respect for him/her, although the interests of both partners are now diverging.

Mutual complementation of partners, which consists in using such features of the future opponent, which the first subject does not possess. By developing and using these traits, you can strengthen mutual respect and cooperation, and avoid conflict.

Exclusion of social discrimination, which prohibits emphasizing the differences between cooperation partners, demonstrating any superiority of one over others (although it may exist). “Even if you do a better job than others, don't act like a winner”.

Non-distribution of merit. This achieves mutual respect and removes such negative emotions as envy, feelings of resentment, etc. When looking for a way to remove negative emotions, it should be taken into account that it is important to be able to control negativity, which in various ways can worsen the quality of our lives. Being able to control your emotions is a key skill. Acquiring this skill can be conditionally divided into the following stages: notice that you feel an emotion; determine what exactly this emotion is; try to accept this emotion without trying to immediately get rid of it; try to research it as best as possible; try to separate from this emotion; master the

skills of emotion management ¹.

Psychological mood, the methods of achieving which are multifaceted. In their specific manifestations, they can include, for example, timely informing the partner about possible or future changes, discussing with him/her the consequences of this, etc. Psychological mood can influence conflict resolution. For example, if a person is in a depressed mood, he/she may be less active in conflict resolution and vice versa.

Psychological “stroking”, which means maintaining a good mood and positive emotions for a variety of reasons, which relieves tension, causes a feeling of sympathy for the partner and thus significantly complicates the occurrence of a conflict situation.

Such methods of supporting and strengthening cooperation can help preserve normal business relations between people, build up their mutual trust and respect, “work” against conflict, prevent its occurrence, and if it does occur, help to resolve it.

Such a social mechanism as a *social partnership should solve the same problem*.

Social partnership is a type and system of relations between employers and employees, in which the coordination of their more important social and labor interests is ensured within the framework of the social world. Social partnership is an interaction between the state and public organizations to develop the social sphere.

What does the phrase “social partnership” mean? “Social” means public, which refers to people's lives and their relations in society. “Partner” is a participant in a joint activity. Therefore, the meaning of the word combination “social partnership” is more widely attributed and used in the field of regulation of social and labor relations in general. This is a joint activity of the authorities, entrepreneurs, and trade unions aimed at regulating interests and solving problems, first of all, in the social and industrial activities of people.

The experience of foreign countries shows that the degree of development of social partnership depends on several factors (Fig. 7.6):

a) *degree of democratization of production management*. The most favorable conditions for the development of social partnership arise due to the decentralization of management, assigning the solution of most social and labor problems to the competence of enterprise collectives, and expanding the rights of regions, and cities.

In the conditions of the functioning of enterprises of various forms of ownership, the opportunities and need for social partnership grow even more;

b) *the standard of living of the majority of the population and the degree of income differentiation.* Observations show that the lower the standard of living and the greater the difference in the incomes of the rich and the poor, the more popular the call for the overthrow of the government and the redistribution of property with corresponding practical actions. Conversely, in countries with a high standard of living and moderate income differentiation, social partners' desire for social peace is greater.

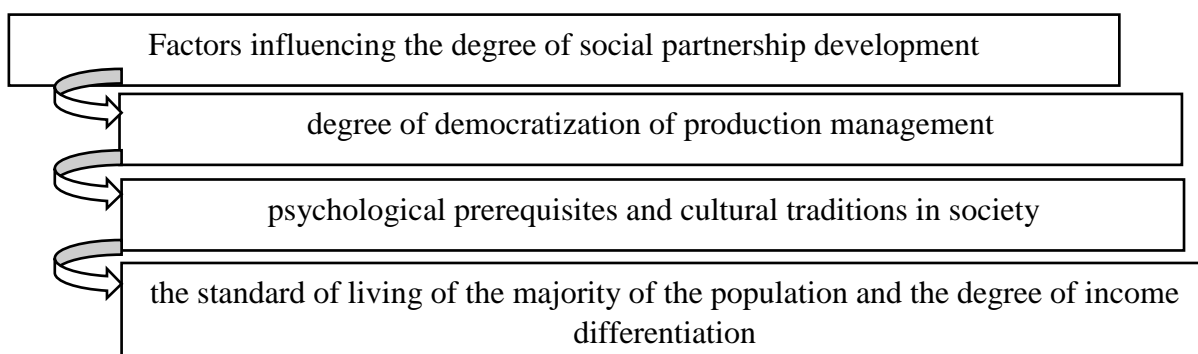


Figure 7.6. Factors influencing the degree of social partnership development

Thus, it is known that the German economists Wilhelm Röpke, Alfred Müller-Armack, and Ludwig Erhard had a significant impact on the development of the idea of social partnership, and in Germany itself, the social market economy is based on a combination of competition, economic freedom of entrepreneurs and active state policy in the redistribution of income and organization social sphere. In most developed countries, the income difference between the poorest and richest 20% of families does not exceed 10 times. The main layer of society is the middle class, which has a fairly high standard of living and is not inclined to change the social system especially in the redistribution of property;

c) *psychological prerequisites and cultural traditions* in society, they contribute to the orientation of the population of developed countries to search for social compromises, and to solve social problems rationally, without extreme measures, based on the rules defined by laws.

The basis of civilized relations between partners in the labor market should be the principles developed by the International Labor Organization (ILO). Among them, the most important ones are (Fig. 7.7):

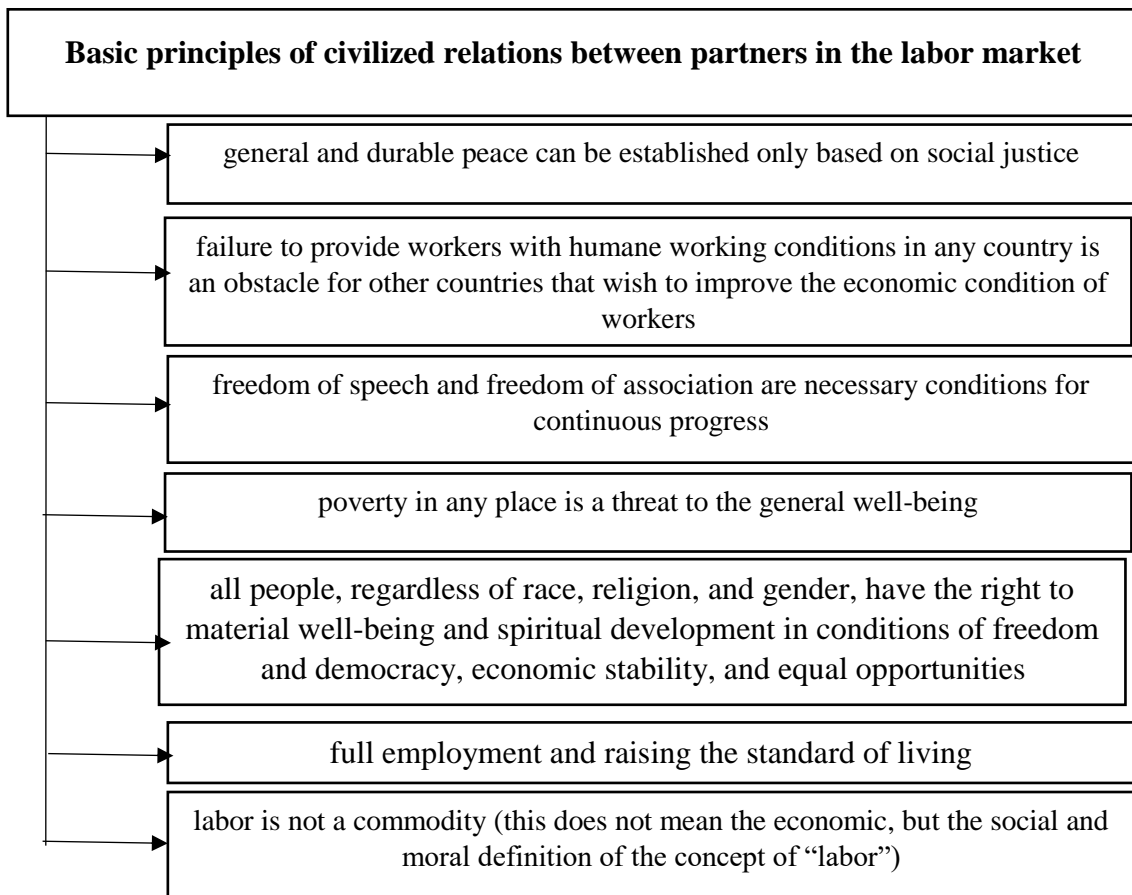


Figure 7.7. The main principles of civilized relations between partners in the labor market are highlighted by the ILO

The principles promulgated by the ILO have a universal and worldwide character.

The International Labour Organization (ILO) promotes decent work and social justice worldwide. While the ILO does not explicitly define a set of principles for relations between partners in the labor market, its fundamental principles and rights at work form the cornerstone of its work. These principles are articulated in the ILO's Declaration on Fundamental Principles and Rights at Work, which consists of four core labor standards:

1. Freedom of Association and the Right to Collective Bargaining:

- Workers and employers have the right to form and join organizations of their choice, including trade unions. They also have the right to bargain collectively. This

principle recognizes the importance of effective social dialogue and negotiation in achieving fair labor practices.

2. Elimination of Forced Labor:

- The ILO calls for the elimination of all forms of forced or compulsory labor. This includes practices such as human trafficking, bonded labor, and any work performed under the menace of any penalty.

3. Abolition of Child Labor:

- The ILO is committed to the immediate and effective abolition of child labor. It defines child labor as any work that deprives children of their childhood, interferes with their ability to attend regular schools, and is mentally, physically, socially, or morally harmful.

4. Elimination of Discrimination in Employment and Occupation:

- The ILO promotes equality of opportunity and treatment for all workers, irrespective of race, color, sex, religion, political opinion, national extraction, or social origin. Discrimination in employment and occupation is to be eliminated.

These core principles are considered fundamental rights at work, and member states are committed to respecting, promoting, and realizing them. The ILO encourages social dialogue and cooperation between governments, employers, and workers to address labor-related challenges and promote decent work conditions.

In addition to these core principles, the ILO has developed various conventions and recommendations addressing specific aspects of labor relations, such as occupational safety and health, working hours, and social protection. These instruments provide a framework for establishing and maintaining civilized and respectful relations between employers and workers in the labor market.

It's important to note that the ILO's work extends beyond these principles to encompass broader issues related to social justice, economic development, and the well-being of workers and their families worldwide.

3. Social and labor conflicts: forms and methods of overcoming

Labor conflict is a type of social conflict, the object of which is labor relations and the conditions for their maintenance.

A labor conflict is different from a labor dispute. The latter include disputes between an employee (a group of employees) and an employer regarding working conditions. Labor conflict is a broader concept. In addition to a conflict in the field of labor relations, it often includes a conflict of interest.

For example, strikes or demonstrations can be accompanied by demands not only for higher wages, but also for improving the food supply, and sometimes with political demands.

Depending on which parties are involved in the struggle, interpersonal and intergroup labor conflicts can be distinguished. The first, of course, are “vertical” conflicts. Based on the characteristics of the parties, the following labor conflicts are distinguished (Fig. 7.8):



Figure 7.8. Types of labor conflicts

A conflict between the labor team and the administration can be an example of a labor conflict. If a conflict arises between an employee (a group of employees) and an employer regarding working conditions, then this is already a labor dispute.

The specifics of the conflict between the labor team and the trade union committee or between the administration and the trade union committee may be different in each specific case. These may be different reasons for the conflict, different requirements of the parties, different methods of conflict resolution, etc.

To prevent a labor conflict between the labor collective and the management of the industry or between the labor collectives of different organizations, various conflict resolution methods can be used. For example, mediation methods can be used if the parties agree to such an approach. The mediator helps the parties find a compromise solution that satisfies the interests of both parties. You can also use the methods of a collective agreement, which aims to establish the rights and obligations of the parties to labor relations. *Reasons for* labor conflicts are the following (Fig. 7.9):

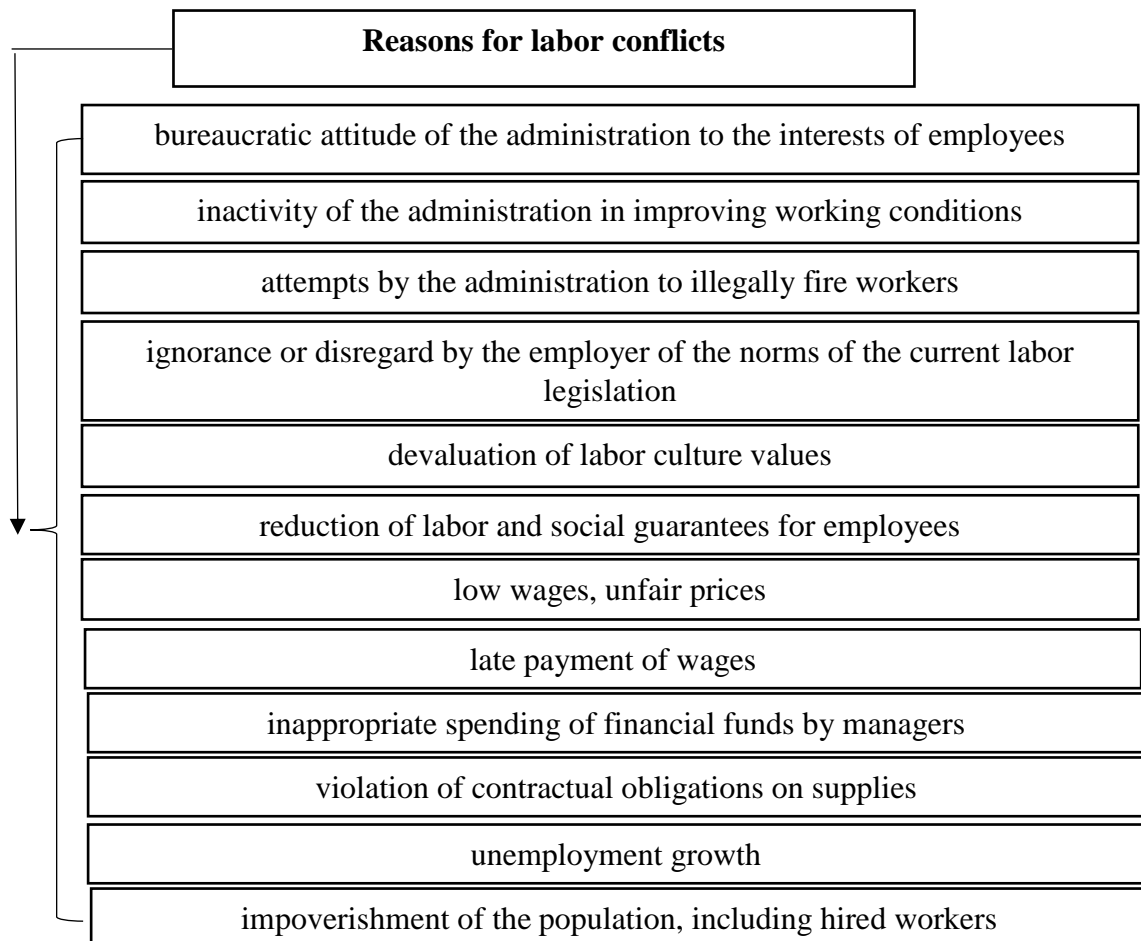


Figure 7.9. The main causes of labor conflicts

The conflict between labor collectives and government authorities is also an example of a labor conflict. Depending on the sphere of interaction in which the conflict arises, three issues of labor conflict can be distinguished.

1. Working conditions (technology; regulation; regime; safety, etc.).
2. Resource distribution system (payment of wages; spending of financial funds; distribution of profit; participation of employees in capital management; rules for privatization, etc.).
3. Fulfillment of previously accepted agreements (mutual deliveries, settlements; repayment of debts, etc.).

Let's recall that a labor conflict is a type of social conflict, the object of which is labor relations and the conditions for their maintenance. A labor conflict is a disagreement that has arisen between the parties to social and labor relations regarding the establishment of new or changes in existing socio-economic conditions of work and industrial life; concluding or changing a collective agreement; failure to comply with the requirements of labor legislation. At the heart of the labor conflict is the struggle between individuals (or groups) to achieve (or preserve) the means of production, economic position, power, or other socially recognized values, as well as subjugation, neutralization, and elimination of a real (or imaginary) opponent. Labor conflict is a complex social phenomenon that has its structure and functions. The main functions of conflict include: integration, signaling, information, innovation, transformation, stabilization, and socialization.

Let's take a closer look at some functions of labor conflicts

1. Labor conflict *affects the balance of* individual, group, and collective *interests* and contributes to the social integration of the enterprise. The conflict between the employees and the administration, on the one hand, strengthens their confrontation, and on the other hand, increases the cohesion of the employees.
2. Labor conflicts perform *a signal function*, revealing the sharpest contradictions in the life of the collective.
3. There is *an innovative (creative)* function of labor conflict. With its help, it is possible to overcome obstacles on the way to the economic, social, or spiritual development of the team.
4. *Social and psychological* function of the labor conflict leads to a change in the socio-psychological climate, cohesion, authority, and mutual respect.

Among the forms of labor conflict resolution, the following are distinguished:

- 1) speeches at meetings of the labor team;
- 2) conducting demonstrations;
- 3) appeals to the press, radio, and television;
- 4) appeals to top management, people's deputies, parties;
- 5) submission of demands through the trade union committee;
- 6) application to the commission on labor disputes;
- 7) the organization of pickets;
- 8) strikes, which are considered by the majority of workers as the most effective means of fighting for their rights.

A **strike** is a type of intergroup labor conflict, which consists in the suspension or reduction of work, the production of products, and the provision of services with the presentation of demands of an economic, social, or political nature. There are such peculiarities of the strike as a conflict: the mass character of the workers' participation in it; the availability of management bodies; the significant impact of the strike on those against whom it is directed. Strikes are divided into (Fig. 7.10):

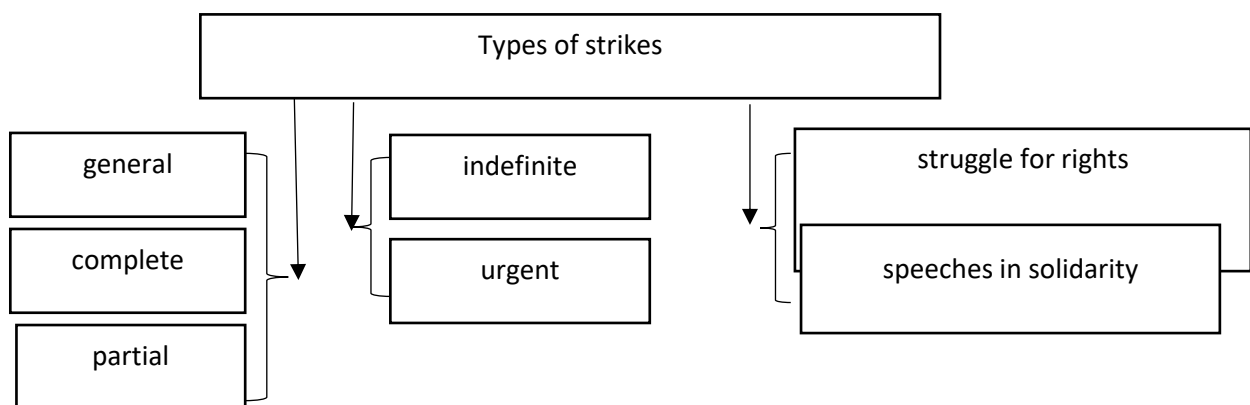


Figure 7.10. Types of strikes

Not all types of strikes are legal. Some strikes go beyond a labor conflict, turning into social and sometimes political upheavals. According to the current legislation, they should be recognized as illegal. Strikes of this nature are deemed unlawful:

- a) for political reasons, with demands for changing the constitutional system of the state, convening, and dissolving or changing the order of activity of the highest

state authorities, the resignation of their heads, as well as with demands that cause a violation of national and racial equality or a change of borders;

b) announced without observing the procedure for the consideration of labor disputes established by law.

Stopping work as a means of resolving a collective labor conflict is not allowed if it poses a threat to the life and health of people, as well as in enterprises and organizations of railway and urban transport, civil aviation, communications, energy, defense industries, in state bodies, at enterprises and organizations tasked with ensuring the defense capability, law and order and security of the country, and in continuously operating industries, the termination of which is associated with serious and dangerous consequences.

The subsequent measures could serve as primary methods for averting strikes (Fig. 7.11):

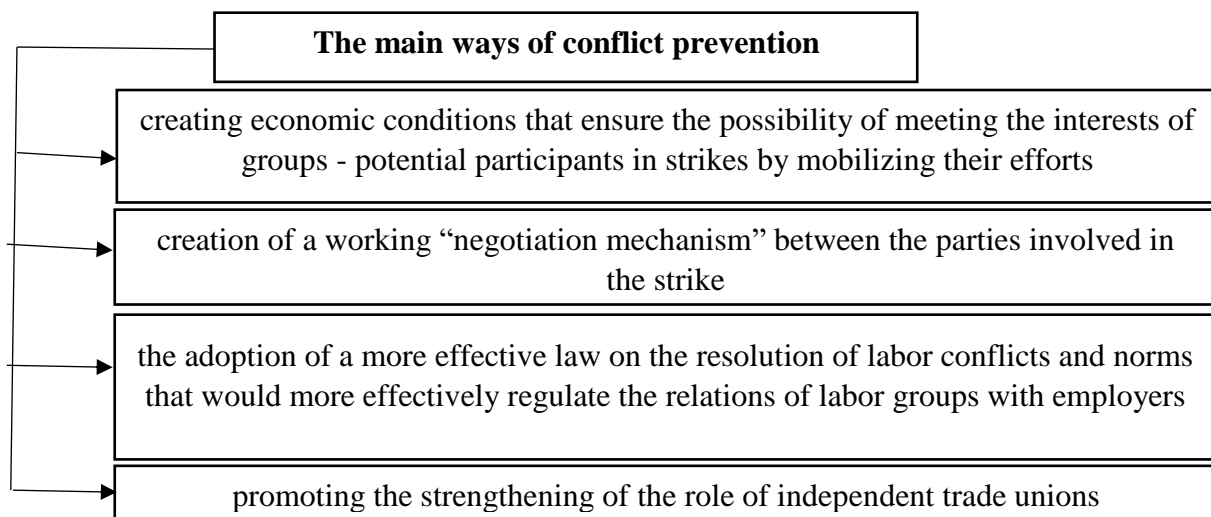


Figure 7.11. Ways of conflict prevention

Conflict prevention involves proactively identifying and addressing factors that could lead to conflicts before they escalate. Here are several ways to prevent conflicts in various contexts:

1. Effective Communication:

- Open and transparent communication is crucial for preventing misunderstandings and misinterpretations. Encourage dialogue and ensure that all stakeholders have a clear understanding of expectations, goals, and responsibilities.

2. Establishing Clear Expectations:

- Clearly define roles, responsibilities, and expectations for all parties

involved. Uncertainty and ambiguity can contribute to conflicts, so providing clarity helps prevent misunderstandings.

3. Building Strong Relationships:

- Foster positive relationships among individuals and groups. Building trust

and mutual respect creates a foundation for collaboration and reduces the likelihood of conflicts arising.

4. Promoting Diversity and Inclusion:

- Embrace diversity and inclusion within the organization or community. By

valuing different perspectives and backgrounds, you can create an environment where people feel respected and heard, reducing the potential for conflicts based on differences.

5. Conflict Resolution Training:

- Provide training in conflict resolution and communication skills. Equipping

individuals with the tools to manage conflicts constructively can help prevent issues from escalating.

6. Regular Team Building:

- Team-building activities can improve collaboration, communication, and

morale within a group. By creating a positive and cohesive team environment, you reduce the likelihood of conflicts emerging.

7. Establishing Clear Policies and Procedures:

- Develop and communicate clear policies and procedures for addressing

conflicts. Having a structured and fair process for resolving issues can prevent conflicts from escalating.

8. Monitoring and Early Warning Systems:

- Implement monitoring systems to detect early signs of potential conflicts.

This allows for timely intervention and preventive measures before issues become more serious.

9. Conflict Assessments:

- Conduct assessments to identify potential sources of conflict within an organization, community, or project. Understanding the root causes allows for targeted preventive actions.

10. Negotiation and Mediation:

- Encourage negotiation and mediation as constructive methods for resolving differences. Establishing processes for peaceful dispute resolution can prevent conflicts from escalating into more serious disputes.

11. Leadership and Conflict-Resolution Skills:

- Equip leaders and managers with strong conflict-resolution skills. Leaders who can address conflicts effectively set a positive example for others and contribute to a healthier organizational culture.

12. Promoting a Culture of Respect:

- Foster a culture that values and promotes respect for diverse opinions, backgrounds, and contributions. A culture of respect can create an environment where conflicts are less likely to occur.

13. Addressing Inequality and Injustice:

- Tackling underlying issues related to inequality and injustice is essential for preventing conflicts, especially in social, economic, or political contexts. Addressing root causes contributes to long-term stability.

14. Crisis Management Planning:

- Develop crisis management plans that outline steps to be taken in the event of potential conflicts. Being prepared for crises can minimize the impact and facilitate a quicker resolution.

By implementing a combination of these strategies, organizations, communities, and individuals can work to prevent conflicts and promote constructive relationships. The key is to address potential issues early, create an environment conducive to collaboration, and foster effective communication and conflict-resolution skills.

The primary approaches to resolving labor disputes.

1. The most important mechanism for the peaceful resolution of labor conflicts is a collective agreement, agreements and contracts containing the rights and

obligations of the contracting parties, including in the event of a conflict.

2. Conflict issues arising in employer-employee relations can be considered by labor dispute commissions and people's courts. The employee has the right, without a decision of the elected trade union body, to apply to the court after consideration of the relevant application in the commission on labor disputes.

3. The resolution of labor conflicts is facilitated by the work of committees and trade unions, conferences of labor collectives, regions, and individual industries with the participation of representatives of the enterprise, and the management of the industry or region.

4. The adoption of departmental and interdepartmental agreements between representatives of state management bodies, employers, and trade union associations on socio-economic issues has proven to be positive.

Self-test questions:

1. What is the peculiarity of conflict prevention?
2. What conflict prevention measures should be defined in the personnel management strategy?
3. What is the support of cooperation and social partnership?
4. Determine the features of the labor conflict.
5. Name the functions of labor conflicts.
6. Determine the main forms of resolving labor conflicts.
7. Name the types of strikes.

Theoretical questions:

1. Prediction and prevention of conflicts in the organization: essence, approaches and directions.
2. Cooperation support. Social partnership.
3. Social and labor conflicts: forms and methods of overcoming.

Unit 8

CONFLICT RESOLUTION STRATEGIES

1. A rational-intuitive model of mastering a conflict situation.
2. Negotiations as a universal method of conflict resolution.
3. Technologies of strategies and tactics in the negotiation process.
4. Mediation in the negotiation process.

References: [2; 13; 25; 40-41; 42; 43; 61-62; 68-69;71]

1. A rational-intuitive model of mastering a conflict situation

With appropriate experience of acting in conflict situations, potential conflicts can be prevented or resolved and even used as a source of improving relations with other people and self-improvement. The task is not to move away from conflict, which is potentially possible in all social relations and situations of internal choice, but to recognize the conflict and control it to obtain the best possible outcome.

Ideal from this point of view is **the rational-intuitive method** of conflict resolution proposed by the American scientist Gini Graham Scott. From the very beginning, this method involves consciousness and intuition when choosing a course of action in a conflict situation. This approach is based on an assessment of the circumstances, characters, interests, and needs of the people involved in the conflict, as well as their goals, interests, and needs. A rational-intuitive method of conflict resolution is to consider any conflict situation as a problem or potential problem waiting to be solved³⁵. This method involves the use of rational tools to analyze the situation and intuitive abilities to choose the best solution³⁶.

The emotions of the participants are always involved in serious conflicts. Thus, one of the first steps to resolving a conflict is to suppress the negative emotions it creates, and the emotions of other people.

Once emotions have been suppressed, it becomes possible to use reason or

³⁵ Methods of resolving conflicts in the work team. URL: <https://osvita.ua/vnz/reports/management/13409/>

³⁶ Ibid

intuition, respectively, to formulate possible solutions acceptable to all parties concerned. Therefore, the main way of using a rational-intuitive approach to conflict management is to (Fig. 8.1):

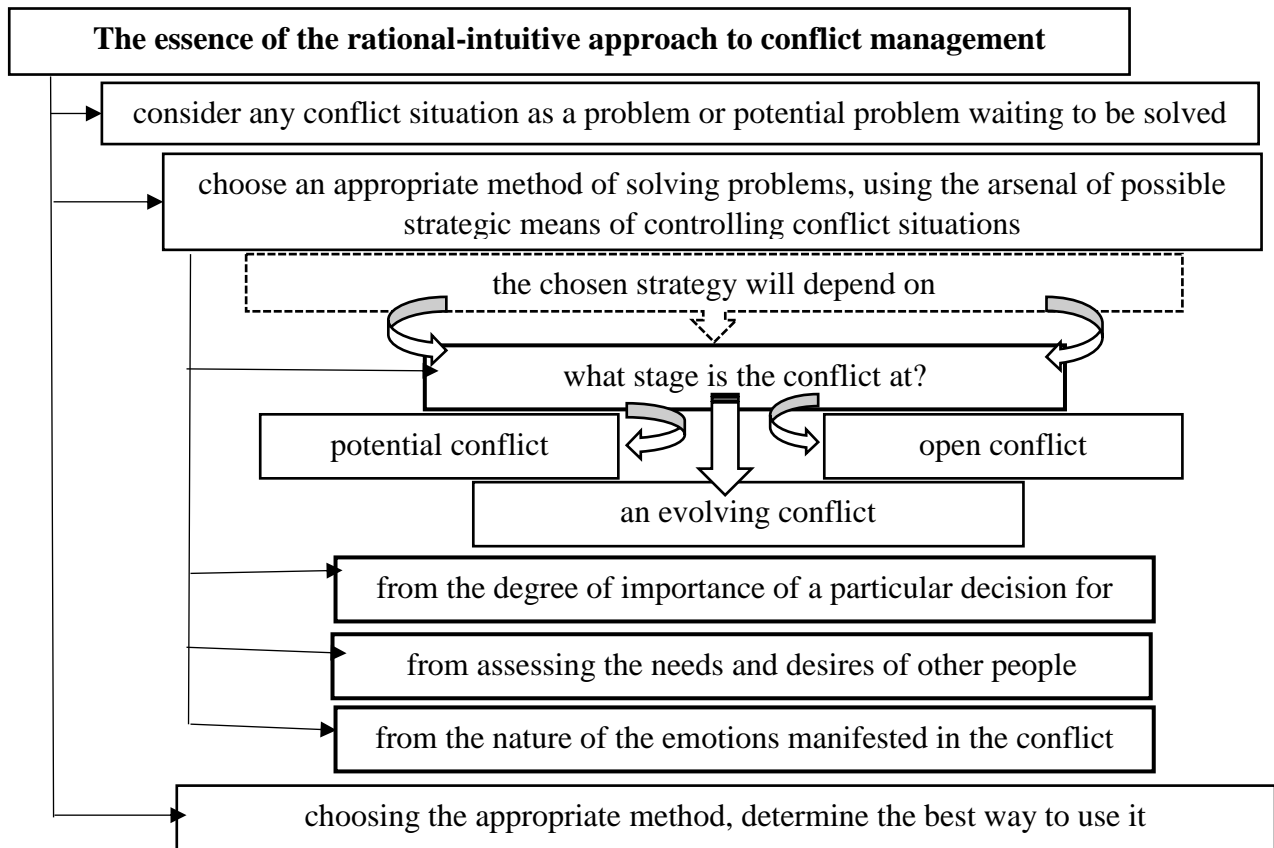


Figure 8.1. Applying a rational-intuitive approach to conflict management

The choice you make depends on your ability to intelligently assess the situation and possible alternatives, on your intuition regarding the optimal option, and on your ability to practically implement the latter.

The rational-intuitive model of mastering a conflict situation combines both logical, analytical thinking (rational) and emotional, instinctive understanding (intuitive). This model acknowledges that conflict resolution involves a complex interplay of cognitive and emotional processes. Here is a breakdown of the rational-intuitive model:

1. Rational Analysis:

- Define the Issue: Clearly identify and define the root cause of the conflict. Understand the specific concerns and interests of each party involved.
- Gather Information: Collect relevant data and information related to the conflict.

Consider both objective facts and subjective perspectives.

- **Analyze Options:** Evaluate potential solutions and outcomes. Use logical reasoning to assess the feasibility and consequences of each option.
- **Consider Consequences:** Anticipate the short-term and long-term consequences of different actions. Evaluate the impact on individuals and the broader context.

2. Intuitive Understanding:

- **Empathy:** Develop a deep understanding of the emotions, needs, and concerns of all parties involved. Put yourself in their shoes to see the situation from their perspective.
- **Trust Your Instincts:** Acknowledge and trust your gut feelings about the situation. Intuition can provide insights that may not be immediately evident through rational analysis.
- **Emotional Intelligence:** Recognize and manage your own emotions, as well as the emotions of others. Emotional intelligence is crucial for navigating interpersonal dynamics during conflict.
- **Non-Verbal Cues:** Pay attention to non-verbal cues, such as body language and tone of voice. These cues can convey important information about the emotional state of individuals.

3. Integration of Rational and Intuitive Elements:

- **Synthesis:** Combine the rational analysis with intuitive insights to develop a holistic understanding of the conflict. Seek common ground between logical solutions and emotional needs.
- **Creative Problem Solving:** Encourage innovative and creative solutions that address both the rational and emotional aspects of the conflict. Think outside traditional problem-solving frameworks.
- **Communication:** Effectively communicate the proposed solutions to all parties involved. Use language that acknowledges emotions while presenting the logical rationale behind the chosen course of action.
- **Adaptability:** Be open to adjusting the resolution strategy based on real-time feedback and changing dynamics. Flexibility is essential when dealing with the unpredictable nature of conflicts.

The rational-intuitive model recognizes that successful conflict resolution often requires a dynamic and adaptive approach that balances logical analysis with emotional intelligence and intuition. It emphasizes the importance of a comprehensive understanding of the conflict's complexity to reach sustainable and satisfactory resolutions.

2. Negotiations as a universal method of conflict resolution

Negotiations represent a broad aspect of communication, covering various spheres of an individual's activity. As a method of conflict resolution, **negotiations** are a set of tactical techniques aimed at finding mutually acceptable solutions for conflicting parties. Negotiations are a universal method of conflict resolution, as they are the most widely used method of conflict resolution. For negotiations to become possible, certain conditions must be met:

- the existence of interdependence of the parties involved in the conflict;
- absence of significant differences in strength among the subjects of the conflict;
- correspondence of the stage of development of the conflict to the possibilities of negotiations;
- participation of parties who can make decisions in the current situation.

The manager can participate in negotiations in various roles:

- as a representative of a higher authority;
- participant in the conflict as part of one of the parties;
- intermediary, mediator.

Each of these roles is unique, but there are rules of conduct for all participants in the conflict. Prohibited techniques include:

- authoritarian behavior;
- absolute rudeness;
- premature, hasty evaluation of the intermediate results of the negotiations as a failure;

- it cannot be considered that the request of one of the parties to take a break is a sign of weakness;
- it is inadmissible to evaluate the compromise offers of the opposite party as a manifestation of this party's weakness since the manifestation of flexibility is a manifestation of strength.

Negotiations go through several stages (Fig. 8.2):

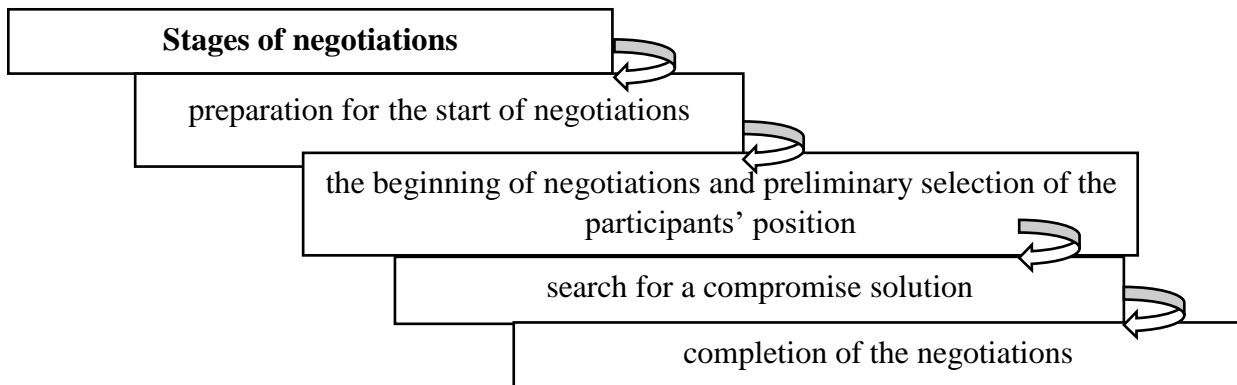


Figure 8.2. Stages of negotiations

To be successful in negotiations, it is necessary to properly organize preliminary preparation for them. At this stage, information is collected about the content of the conflict and the participants in the conflict interaction (their strengths and weaknesses); analyze the causes, consequences, solution options, etc. In addition to gathering information, it is important to clearly define the goal, as well as the possible results of participation in negotiations. Let's consider the features of each stage.

1. Preparation for the start of negotiations. Before starting negotiations, it is extremely important to prepare for them. At this stage, information is collected: about the content of the conflict and the participants in the conflict interaction (their strengths and weaknesses); analyze the causes, consequences, solution options, and the like. In addition to collecting information, it is important to:

- determine whether the conditions for the start of negotiations have been created;
- to convince opponents of the expediency of negotiations;
- enlist the support of public opinion;
- involve authoritative persons in the process;
- determine the main purpose of negotiations;
- calculate possible options for compromise, concessions, and final decisions;

- find out, if the agreement is not reached, how it will affect the interests of both parties;
- determine what the interdependence of opponents is.

The result of preparation for negotiations is to reach at least a meeting. Procedural questions are also analyzed: where it is better to hold negotiations, in what sequence to ask questions when to take breaks, and the like. The statistician found that the correct organization at this stage is 50% of the success of negotiations.

2. The beginning of negotiations and preliminary selection of the participants' positions. At this stage, a mutual exchange of information is carried out. Participants in the conflict express their positions, assess the situation, and offer options for solving the problem. At this point, two goals of the participants in the negotiation process can be realized:

- 1) demonstrate to opponents that you know their interests and you take them into account;
- 2) determine the area for maneuvering and try to leave the most space for yourself on it.

Typically, negotiations begin with a statement from both parties about their wishes and interests. With the help of facts and principled arguments, the parties try to consolidate their positions. Conflict experts define the following tactics for starting negotiations (Fig. 8.3):

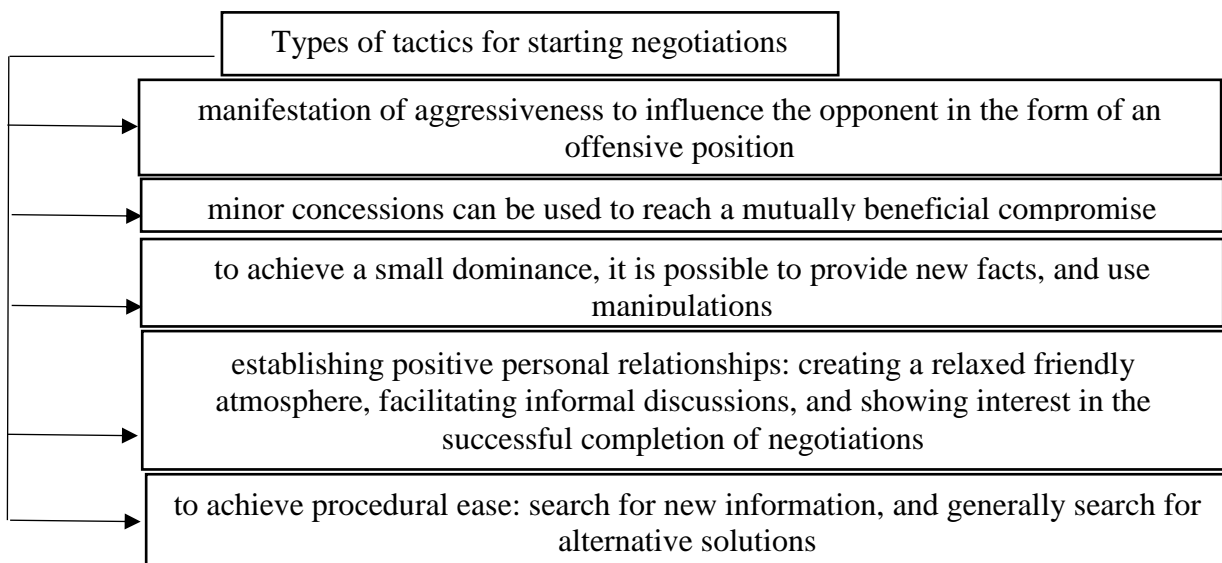


Figure 8.3. The main types of tactics for starting negotiations

Tactics for starting negotiations may vary. Therefore, it is usually possible to use aggressive tactics to put pressure on the opponent, concession tactics, or presenting new facts.

3. Finding a compromise solution consists in finding a mutually acceptable solution to the psychological struggle (Fig. 8.4).

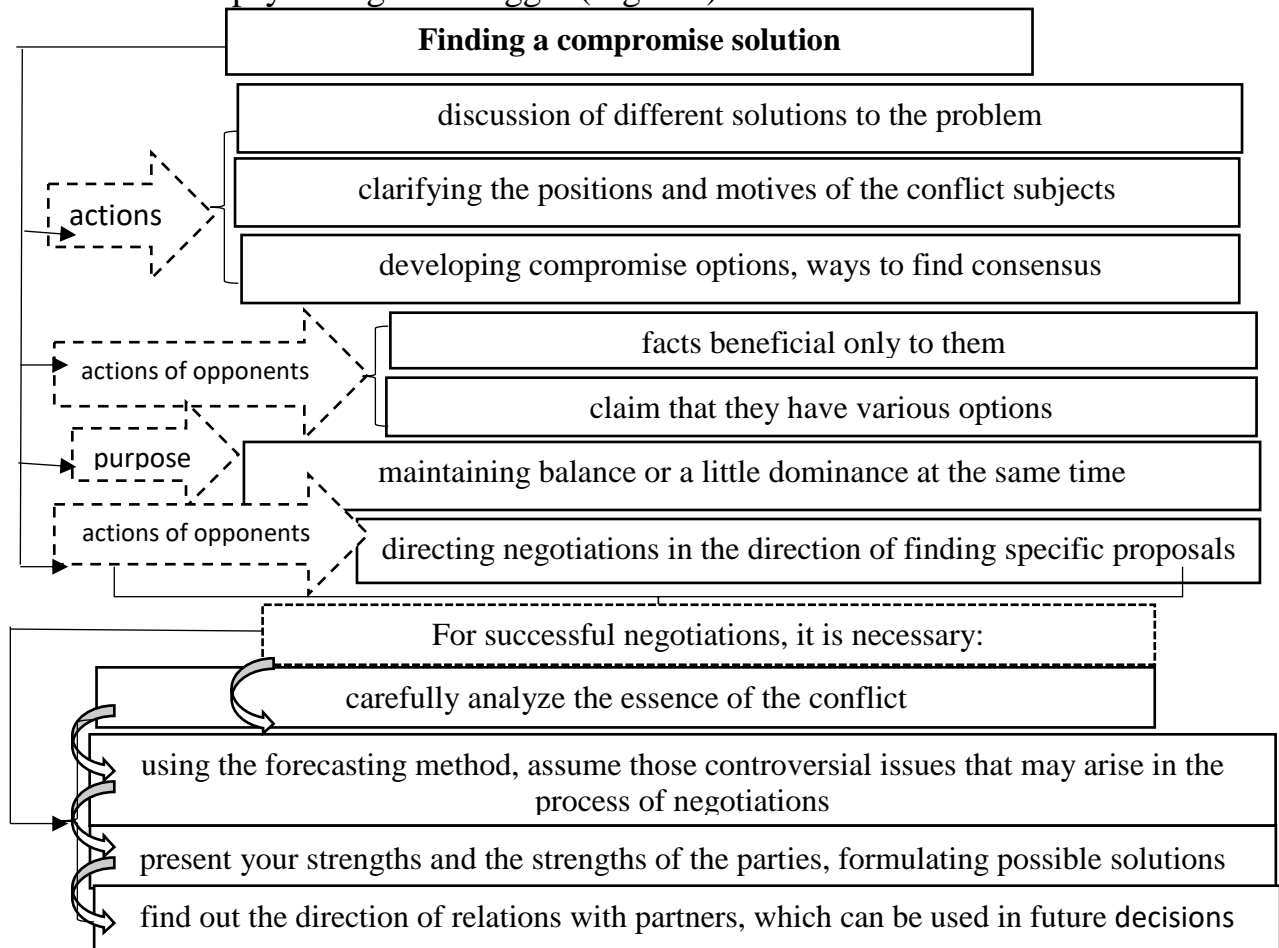


Figure 8.4. Finding a compromise solution

At this stage, options for solving the problem are discussed; the positions and motives of the subjects of the conflict are clarified; compromise options and ways to find consensus are being worked out. The goal of each participant is to maintain balance or achieve slight dominance; the main task is to direct the negotiations towards the search for specific proposals.

Various manipulations and psychological pressure, interception of the initiative by all possible means are possible here. *An important stage is the analysis of the essence of the conflict.* This analysis can be presented in the form of a conflict analysis

map, which indicates the participants, disputed issues, interests, and needs of the parties that were infringed and led to the conflict.

4. Completion of negotiations. At this stage, the details of the contract are clarified, the deadlines for fulfilling obligations are determined, duties are distributed, and forms of control are established. All this, as a rule, is reflected in the accepted agreement. In the result that the negotiators did not reach an agreement on the resolution of the conflict, an agreement in oral or written form to postpone the discussion to another date may be accepted. Three main requirements ensure the success of negotiations (Fig. 8.5):

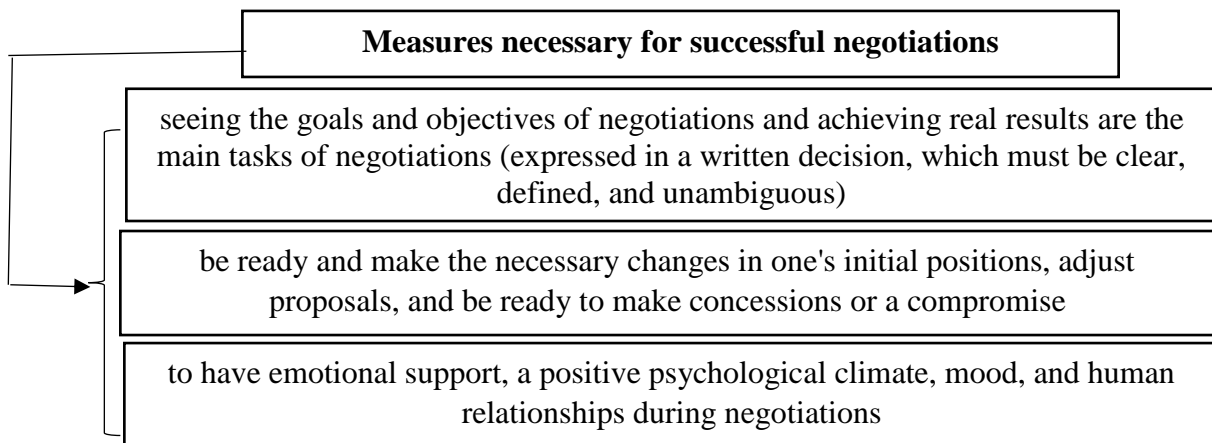


Figure 8.5. Measures to ensure the successful negotiations

However, it is impossible to calculate everything in advance, since an unplanned situation may arise during the negotiations. The so-called “dead end” in negotiations can have both negative and positive consequences (Fig. 8.6).

Nowadays, we increasingly have to resort to negotiations. Then again the standard negotiation strategy no longer satisfied people. They see only two options for negotiating – being pushed or being tough. A person who is gentle in character wants to avoid personal conflict and is willing to make concessions to reach an agreement. A tough negotiator views every situation as a competition of wills. He/she wants to win but often ends up causing an equally harsh reaction and ruining his/her relationship with the other party. This approach to negotiation is called **the positional approach**. Is there an alternative to it?

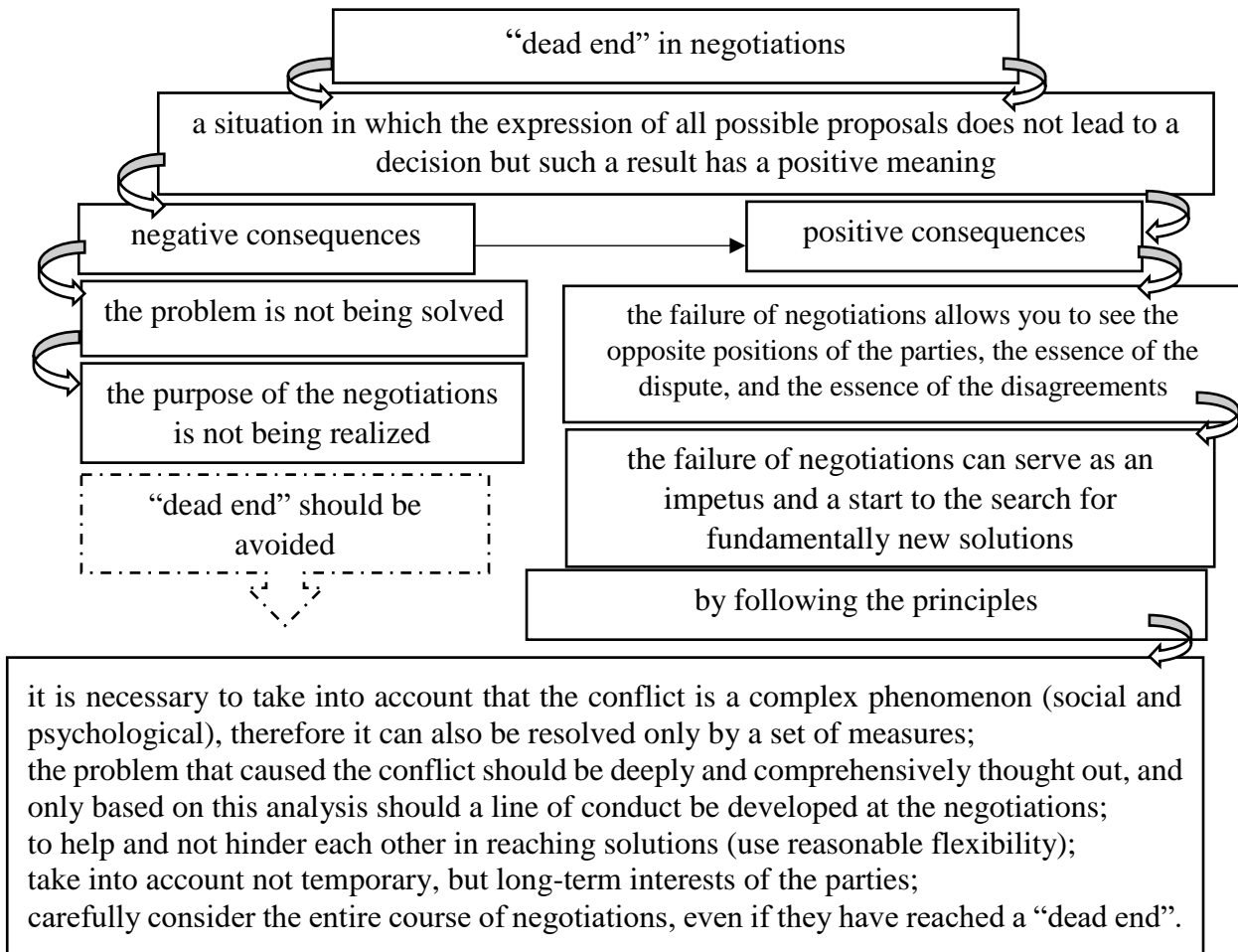


Figure 8.6. The essence of the “dead end” position in negotiations

In the Harvard Negotiation Project, American scientists R. Fisher and W. Ury developed a negotiation method designed to effectively and amicably achieve a reasonable result. This method is called **principled negotiations**, or **negotiations on the merits**. It consists of solving problems based on their qualitative properties, that is, according to the essence of the matter, and not bargaining over what each party can or cannot do. This method presupposes the desire to find mutual benefit wherever possible, and where interests do not coincide, it is appropriate to insist on a result that would be based on some fair norms, regardless of the will of each party. The method of principled negotiations means a tough approach to the consideration of the case but assumes a soft approach to the relations between the negotiators. This method allows you to be fair while at the same time protecting against those who might take advantage of the other party's honesty.

The principled negotiation method can be reduced to four points (Fig. 8.7).

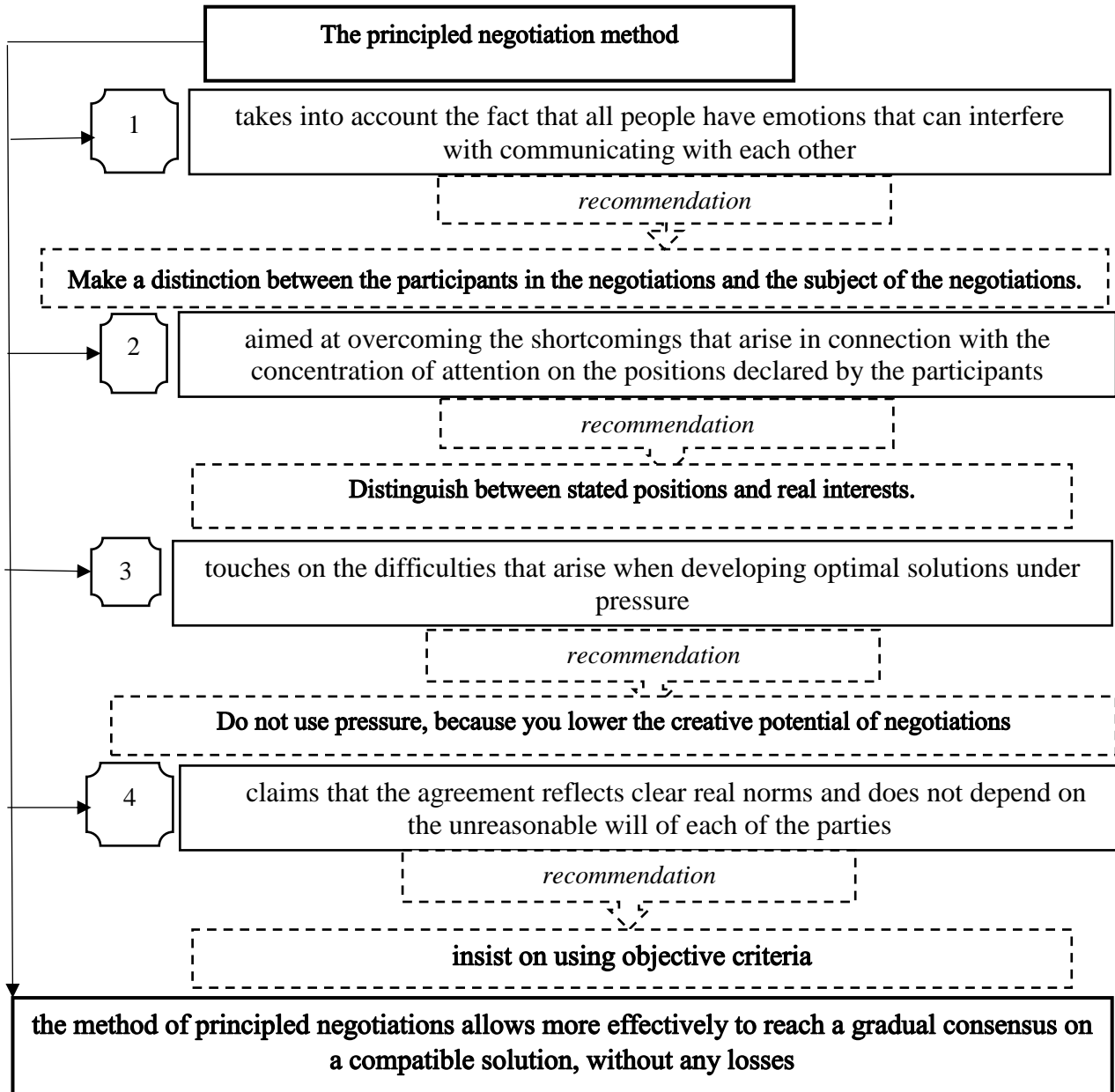


Figure 8.7. The essence of the principled negotiation method

The first point makes it possible to take into account the fact that all people have emotions that can interfere with communication with each other. Therefore, before you start working on the essence of the problem, it is necessary to separate the “problem from the people” and deal with it separately. If not directly, then indirectly, negotiators must come to the understanding that they need to work side by side and deal with the problem, not with each other.

The second point, as can be seen from the figure, is aimed at overcoming the shortcomings that arise in connection with the concentration of attention on the positions declared by the participants, while the goal of the negotiations is to satisfy hidden interests.

The third point concerns situations that arise when developing optimal solutions under certain pressure. Trying to decide in the presence of another narrows the negotiators' field of vision. When there is a lot at stake, the ability to be creative is limited.

The fourth point indicates that the agreement should reflect some fair norms, and not depend on the bare will of each of the parties (the presence of some fair criteria). By discussing such criteria, both parties can hope for a fair solution.

Therefore, the principled negotiation method leads to a gradual understanding of the importance of a joint decision, without any losses. Distinguishing between people's relations and the essence of the problem allows us to deal with each other simply and with understanding, which leads to an amicable agreement. In addition, this method is less dependent on human relations.

3. Technologies of strategies and tactics in the negotiation process

Models of behavior in the negotiation process of participants in conflict interaction and the outcome of this process will largely depend on the strategy chosen by each of them. The concept of strategy in our context has three essential points that should be taken into account when analyzing conflicts and choosing adequate actions in the negotiation process ³⁷.

Firstly, the strategy contains the most general attitudes and guidelines for the outcome of the negotiations. Obviously, the formal and logical content of such landmarks is reduced to four options:

- unilateral gain;

³⁷Site materials. URL: http://ni.biz.ua/10/10_26/10_263693_tehnologii-strategiy-i-taktik-v-peregovornom-protsesse.html

- unilateral loss;
- mutual loss;
- mutual gain.

These options are reflected in specific strategies of the negotiation process in the works of foreign and domestic researchers of this problem (R. Fischer, W. Ury, W. Mastenbroek, etc.). These strategies are found in (Fig. 8.8):

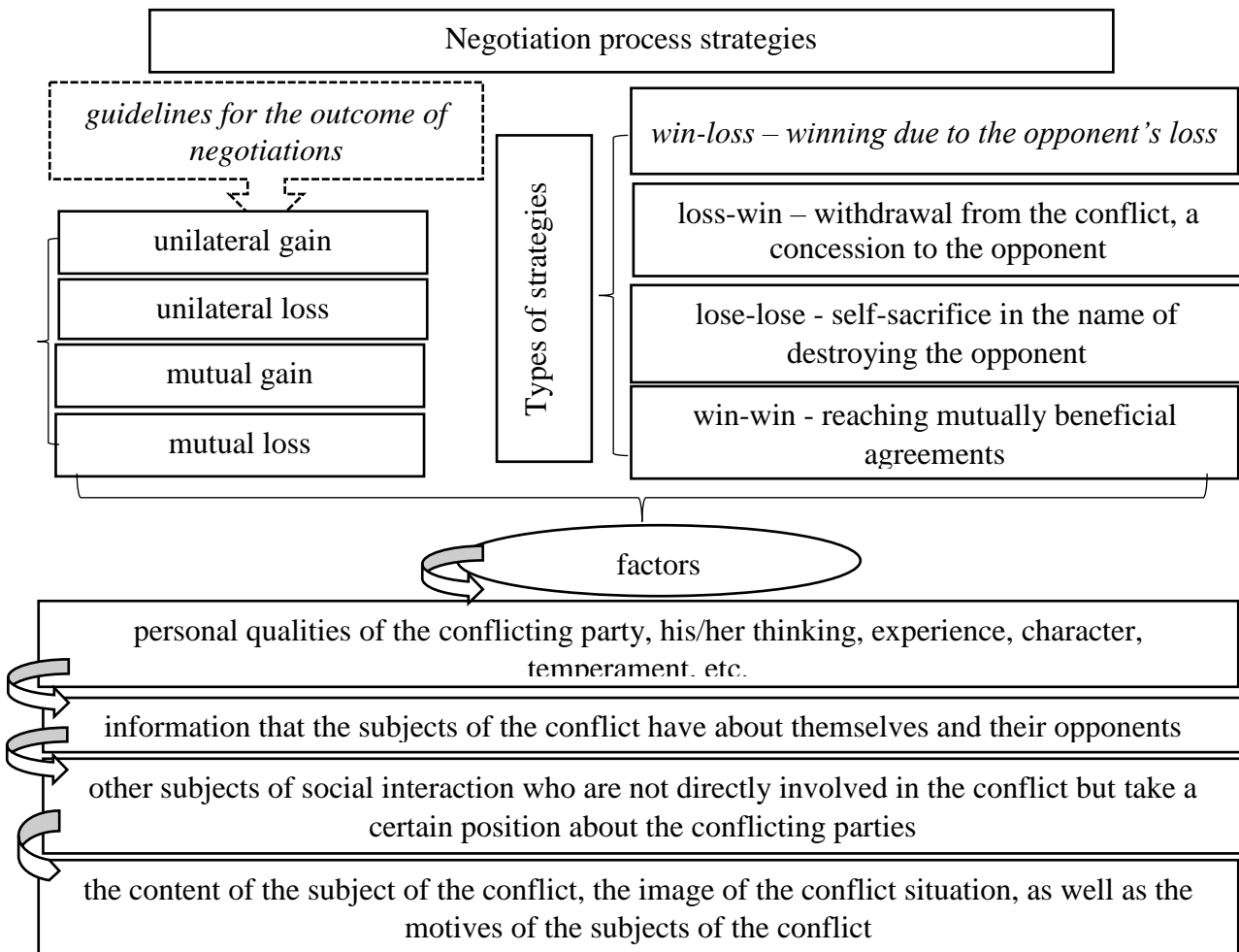


Figure 8.8. Negotiation process strategies

Secondly, attitudes and guidelines for the result in one or another strategy are formed in the subjects of conflict interaction based on the analysis of the ratio of interests, as well as opportunities, and forces and means to satisfy these interests. At the same time, it is important to take into account the factors that affect such an analysis (see Fig. 8.8).

Thirdly, the choice of one or another strategy in the negotiation process reflects one or another side of conflict behavior according to the Thomas-Killman model ³⁸.

Any strategic goal is achieved by using specific tactical techniques. In other words, this or that strategy of the negotiation process is provided by the use of certain behavioral tactics or tactical technologies in the negotiation process.

The following *behavioral tactics* were most widely used in negotiation processes (Fig. 8.9).

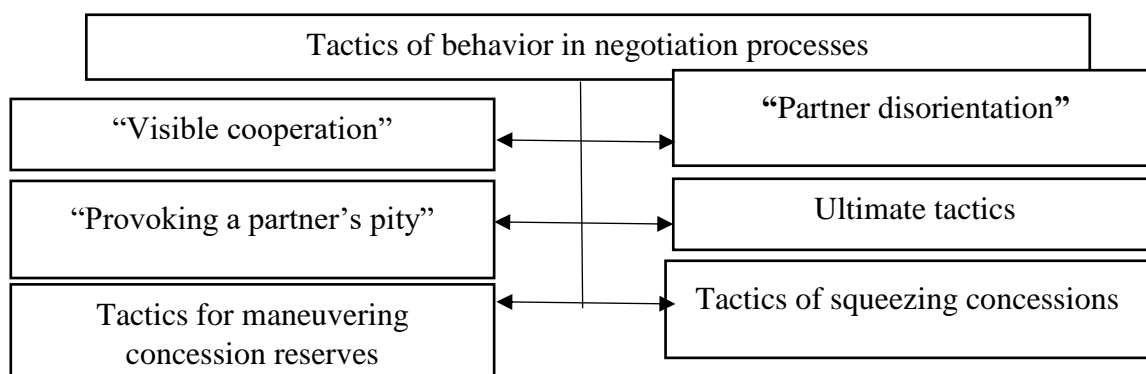


Figure 8.9. Tactics of behavior in negotiation processes

Now let's briefly consider these tactics.

1. “Visible cooperation” ³⁹. This tactic can be used in “win-lose” or “lose-lose” strategies. It is characterized by the fact that the partner who chose the tactic of “visible cooperation” declares his/her willingness to cooperate and creates the appearance of constructive behavior. Nevertheless, he/she constantly finds a motive to withdraw from the acceptance of the agreement, in every possible way delaying the terms of its signing. Such tactics can be used to gain time and create conditions for a decisive assault – either for victory or for mutual destruction.

2. “Partner disorientation” ⁴⁰. This tactic, like the previous one, can be used in “win-lose” or “lose-lose” strategies. But unlike the previous one, it is more active and

³⁸ Site materials. URL : http://ni.biz.ua/10/10_26/10_263693_tehnologii-strategiy-i-taktik-v-peregovornom-protseesse.html

³⁹ Site materials. URL : http://ni.biz.ua/10/10_26/10_263693_tehnologii-strategiy-i-taktik-v-peregovornom-protseesse.html

⁴⁰ Site materials. URL : http://ni.biz.ua/10/10_26/10_263693_tehnologii-strategiy-i-taktik-v-peregovornom-protseesse.html

purposeful. The main goal of disorientation tactics is to force your partner to act in the direction of your interests. Such tactics are planned in advance and are characterized by such methods as: criticism of constructive thoughts of the partner, use of unexpected information, deception, threats, bluff, etc.

3. “Provoking a partner’s pity”. This tactic, like the previous ones, is used in “win-lose” or “lose-lose” strategies. The main goal of such tactics is to lull the opponent's vigilance, reduce his/her activity, and push him/her to make concessions. After all, the provocation of feelings of pity is aimed at preparing the conditions for decisive action or accepting an agreement. These goals are achieved by using such methods as: “pouring out the soul”, creating the image of a defenseless, weak person, complaints about suffering, and undeserved insults.

4. The ultimate tactic ⁴¹. This tactic is one of the tough ones and is used, as a rule, when implementing a “win-lose” or “lose-lose” strategy. It is characterized by presenting an ultimatum at the very beginning of negotiations.

An ultimatum is a demand made by one of the participants in the conflict to the other in a categorical form with specific deadlines for the fulfillment of these demands and the threat of using influence measures in case of refusal.

The main technique of an ultimatum is a threat, in addition, in the process of presenting an ultimatum, the following can be used: blackmail, demonstration of force, bluff, and other means of manipulation.

Special techniques are often used in ultimate tactics: “reception of alternatives” and “reception of the shutter”.

The essence of *accepting alternatives* is that the adversary is offered a choice of two or more unattractive solutions to the problem that satisfy your interests. Such a technique is psychologically calculated for the opportunity to “save face”, which is provided to the opponent, although this opportunity is imaginary. After all, the proposed alternatives are, in fact, identical in significance for the opponent, and he/she does not have a choice as such.

⁴¹ Site materials. URL : http://ni.biz.ua/10/10_26/10_263693_tehnologii-strategiy-i-taktik-v-peregovornom-protseesse.html

The shutter technique differs in that the ultimate influence on the opponent is manifested by one's weakening of control over the situation. In this case, the initiator of the ultimatum simulates the creation of a hopeless situation for himself/herself, tying it to severe consequences in case of non-fulfillment of the requirements by the other party. This technique is widely used by terrorists.

When analyzing the ultimate tactic, it is important to consider the conditions of its use. Proposing an ultimatum professionally assumes an extremely unfavorable position of the opponent in the conflict. Therefore, waiting techniques are used to achieve such a situation; delay in the start of negotiations, deliberate lateness or non-arrival for the scheduled meeting, withdrawal from contact with the opponent, etc.

Furthermore, it is important to be aware that an ultimatum can be put forward not only at the beginning of negotiations to conduct them in the desired direction but also during the negotiation process. As a rule, in this case, the ultimatum is aimed at moving the negotiations into the direction of a force strategy (for example, “win-lose”), or at ending the negotiations altogether. In the second case, the ultimatum is presented in a form unacceptable to the opponent. Here, in addition to content-unacceptable demands, insults and violations of legal and ethical norms are launched. All this is used to justify the adversary's refusal to carry out its planned violent actions against him/her. This tactic is especially widely used in international relations.

5. Tactics of squeezing concessions ⁴². This tactic differs from the ultimatum one in that the demands are made to the opponent not immediately but gradually. Moreover, each of the requirements presented is offered as comprehensive. Obviously, the tactic of squeezing concessions is used in a win-lose strategy but it can also be used to achieve the main goals in other strategic approaches.

Squeezing out concessions is achieved using positional and psychological pressure. **Positional pressure** is implemented in the following ways ⁴³.

The “Closed door” technique is reduced to a demonstration of refusal to enter

⁴² Site materials. URL : http://ni.biz.ua/10/10_26/10_263693_tehnologii-strategiy-i-taktik-v-peregovornom-protseste.html

⁴³ Site materials. URL : http://ni.biz.ua/10/10_26/10_263693_tehnologii-strategiy-i-taktik-v-peregovornom-protseste.html

into negotiations. Moreover, such a demonstration is used on the condition that the opponent is interested in negotiations. In this case, he/she is ready to make concessions to involve the opposite party in negotiations.

The “Pass mode” technique presupposes the proposal of a preliminary concession as a condition for the start of negotiations or their further continuation. The concession here plays the role of an omission.

The “Visa” technique is used when an agreement on some issue is almost reached, but it does not fully satisfy the initiator of squeezing concessions. Then, to obtain a new concession, he/she declares the limitation of his/her authority to decide in the form in which it is prepared, and that this issue requires additional coordination with higher authorities. This technique is calculated on the fact that the opponent cannot wait and is ready to make new concessions if only the agreement was concluded now.

The “External danger” technique is used as a demonstration of willingness to accept an opponent's offer but at the same time, a statement is made that its implementation is jeopardized by the intervention of outside forces. At the same time, conditions are negotiated that would exclude the intervention of external forces or allow them to be neutralized. Such conditions are nothing more than a form of concession that is squeezed out.

Psychological pressure techniques are somewhat different from the techniques of positional pressure. If the techniques of positional pressure are based on the creation of specific conditions that force the opponent to make concessions, then the psychological techniques are aimed at weakening the opponent's will, encouraging him/her to subconsciously seek to end the negotiations faster at the price of unplanned concessions.

Let's consider some of these techniques ⁴⁴.

“Reading in hearts” is a technique, the essence of which is as follows. The opponent's words are attributed a hidden meaning and “expose the true motives” behind

⁴⁴ Site materials. URL : http://ni.biz.ua/10/10_26/10_263693_tehnologii-strategiy-i-taktik-v-peregovornom-protssesse.html

the spoken words. In this way, anything can be attributed to the opponent and forced to justify what he/she did not commit. As a rule, it is very difficult, or even impossible, to refute the accusations made, because the bet is made on the principle “another soul is twilight”.

The “*Last demand*” technique is used when long negotiations have reached the final stage. Tired of exhausting, sometimes unpleasant, and difficult negotiations, the opponent, anticipating their finale, makes another demand. And he/she usually agrees with it.

6. Techniques for maneuvering concession reserves ⁴⁵. For the successful implementation of the strategic goals of the negotiation process, especially when betting on a “win-win” strategy, it is important to know the reserves of concessions. The reserve of own concessions is created based on an analysis of the balance of interests in the conflict and the ratio of forces and means of the opposing parties. This reserve is divided into the number of concessions and the terms of use of each of them are calculated.

The reserve of the enemy's concessions is determined and predicted based on the analysis of the balance of interests and the ratio of forces and means of the opposing parties. An important source for forecasting the opponent's reserve of concessions is preliminary information about his/her conflicting demands, which he/she is preparing to declare at the negotiations. Often, during the collection and analysis of such information, concessions prepared by the opponent can be established. Wide use of tactics of maneuvering with concessions is possible in the resolution of commercial, financial, and economic disputes.

⁴⁵ Site materials. URL : http://ni.biz.ua/10/10_26/10_263693_tehnologii-strategiy-i-taktik-v-peregovornom-protseesse.html

4. Mediation in the negotiation process

An essential point in the technologies of the negotiation process is the assessment of the forms and methods of participation in the conflict by an intermediary (mediator).

Mediation is *the participation of a third, neutral party in a conflict to optimize the negotiation process and find a solution that would satisfy both parties*. A third party is a mediator, an observer, and any other person engaged in assisting in settling conflict relations or resolving issues between the parties. All these concepts differ from each other quite conventionally, mainly depending on the degree of involvement in solving the problem. In general, a third party can, for example, participate only in creating preconditions for negotiations between conflicting parties. The mediator, as a rule, participates in the preparation of the agreement.

A *Mediator* is a person (organization) with the direct participation of which negotiations are conducted. The mediator determines the factors restraining the parties and manages them: regulates the acceptable time for discussing issues, and possible ways to compromise, and suggests ways to make a decision.

Observer, to a lesser extent than the mediator, is engaged in the search for a solution. However, the very fact of the presence of an observer deters the parties from violating previously reached agreements or showing hostile actions towards each other, which means that it creates conditions for resolving disputed issues through negotiations. In this sense, all three concepts: mediation, third party, and observer can be used interchangeably.

A distinction must be made between mediation and arbitration. Mediation involves only recommendations to the parties involved in a conflict or negotiations, aimed at finding a joint solution, while arbitration involves making a conclusion that may not suit one of the parties, but which they are obliged to follow. In practice, it is possible to use mediation procedures first, and if they do not lead to success, then arbitration procedures.

The first question that arises is where to find an intermediary. In many countries of the world, there are organized state and non-state services that provide intermediary

services. Sometimes law firms mediate; with the mutual consent of the parties, it is possible to invite an authoritative person, organization, etc. A lawyer, a scientist, or any disinterested person can act as a mediator. It is only important that the mediator is competent and recognized by all participants in the conflict as a neutral party.

The conflicting parties may proceed from different criteria of neutrality, objectivity, and competence of the mediator. Each specific case presents its requirements and imposes restrictions on the choice of mediator. The mediation mechanism should be flexible enough, which is achieved due to the variety of mediation types, as well as their combinations. The most common types include (Fig. 8.10):

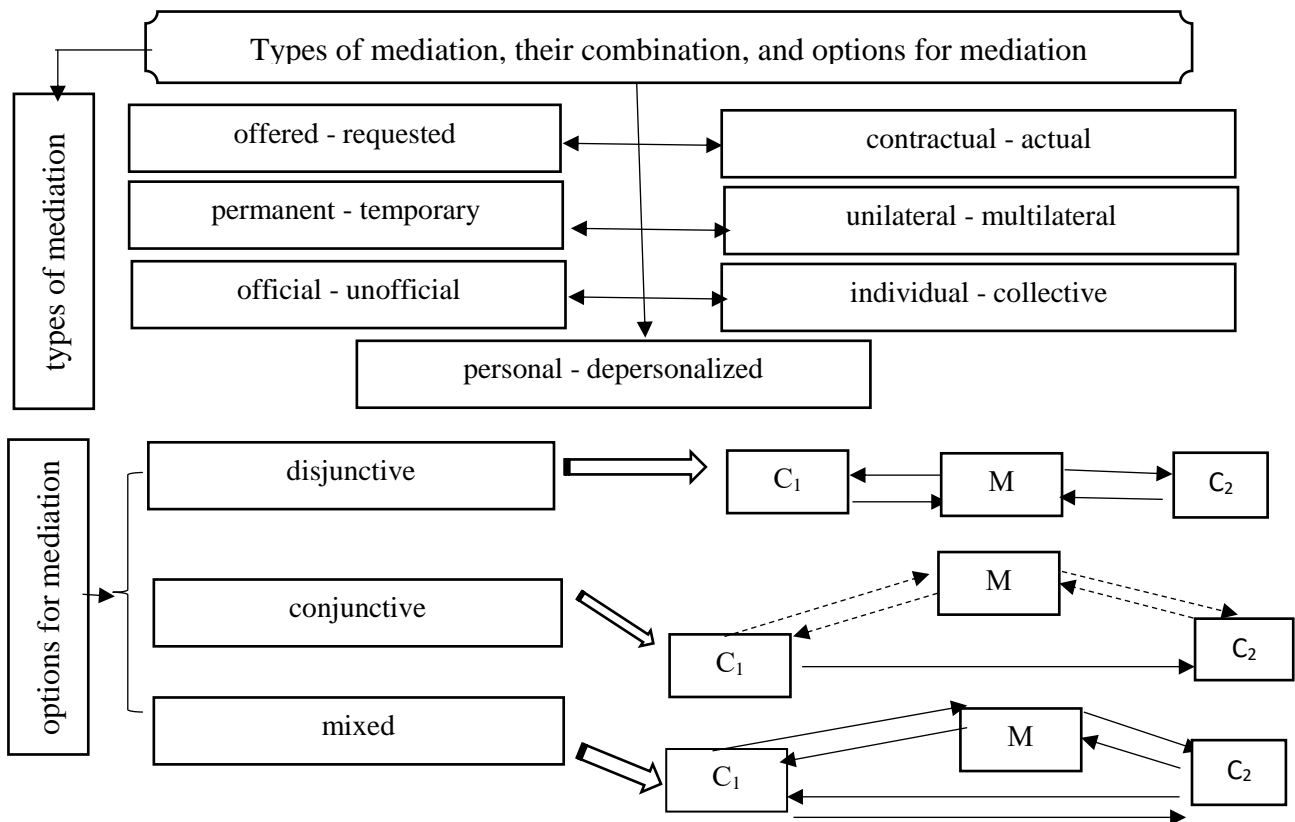


Figure 8.10. Types of mediation and mediation options
C₁₋₂ – subjects of conflict; M – mediator

At the same time, competence is understood as the mediator's knowledge of the problem underlying the conflict, as well as the procedural aspects of mediation and negotiations. Neutrality means that the mediator does not support any of the parties involved in the conflict. If the mediator is suspected of sympathizing with one of the participants, his/her services will not be used. It is important to emphasize, when

talking about neutrality, that what is important is not so much the actual neutrality or objectivity of the mediator, but mainly how he/she is perceived by the parties to the conflict.

An essential point in the negotiations is the assessment of the forms and methods of the mediator's participation in the conflict. There are three options for mediation, presented in Fig. 8.10.

The mediator's role is to help the parties resolve their disputes. It should facilitate the negotiation process to find mutually acceptable solutions. One of its first goals is to create effective "communication channels" that allow participants in the conflict to convey their point of view to the opposite side. Sometimes conflicting parties refuse to discuss the problem, and communication is reduced only to the exchange of threats and accusations. It is the absence of any relations between the parties, the inability to clearly and calmly formulate and justify one's point of view that leads to the escalation of the conflict ⁴⁶.

Without disturbing the very structure of the negotiation process, the mediator first allows the parties to get to know each other's views and opinions. Setting up a communication channel can be done in different ways. These may be meetings of the mediator sequentially with each of the parties. The intermediary can organize direct contacts-negotiations. After all, he/she can be just a kind of "postman", alternately delivering information from one party to another ⁴⁷.

However, it is important to remember that not every communication channel is necessarily effective. Direct exchange of opinions and points of view helps only when the intensity of the conflict is not very high and there are some common points in the positions. With extreme polarization of views, direct discussion can lead to mutual reproaches and accusations, providing monologues of the parties, rather than their dialogue, which leads to an increase in conflict. If the conflict escalates, the mediators should prevent direct contact between the participants in the conflict and at the same time ensure the exchange of information, points of view, and opinions.

⁴⁶ Site materials. URL : http://ni.biz.ua/10/10_26/10_263693_tehnologii-strategiy-i-taktik-v-peregovornom-protseesse.html

⁴⁷ Site materials. URL : https://studopedia.com.ua/1_377872_tema--strategiyi-rozvyazannya-konfliktiv.html

The mediator must also be a psychologist. The parties, being in a conflicting relationship, often show hostility, irritation, and negative emotions towards each other. Of course, all this does not contribute to a constructive search for solutions, so the mediator's tasks include creating a businesslike atmosphere during the negotiations. The better he/she copes with this, the more likely the negotiations will be successful. In other words, it is about establishing working relations between conflicting parties.

American experts emphasize the importance of working relations in the negotiation process. Thus, R. Fisher and S. Brown note that they permeate all business relationships. Moreover, the relations of the parties in negotiations are always mutual.

Therefore, according to their views, the strategy of initiative, i.e. readiness to take the first step aimed at establishing or improving relations, becomes extremely important⁴⁸.

R. Fisher and S. Brown describe three possible types of relations between the participants in the negotiations: hostile, friendly, and partnership. It is the latter that should be considered constructive. In turn, constructive relations are understood by them as relations that contribute to finding joint solutions to the problems faced by the participants of the negotiations, through a joint analysis of the problem, without paying attention to existing differences. The authors identify six main elements that make up the relationship between the parties: rationality, understanding, communication, credibility, lack of a didactic tone, and openness to accept another point of view.

The formation of relations between the negotiators takes place both based on existing reputations and during direct contact preceding the negotiations.

Another function of the mediator is to help the parties see the problem through their partner's eyes. Conflicting parties often demonstrate a kind of "egocentrism", speaking only about their understanding of the problem. During conversations with each of the parties, the mediator points out those facts that remained outside the field of his/her attention, thereby forming a complex and at the same time adequate picture.

Sometimes it is useful to conduct something similar to a game with each side, where part of the team represents the interests of its opponent, or you can conduct

⁴⁸ Site materials. URL : https://studopedia.com.ua/1_377872_tema--strateglyi-rozvyazannya-konfliktiv.html

negotiations at an informal level, in which the conflicting parties switch roles. The role of the mediator is to organize the game, to ensure that the players follow their roles exactly, and to provide the necessary assistance in finding a solution. This technique has been used more than once in practice and has given good results. The parties began to understand each other's interests much better, and this ultimately led to the facilitation of the process of finding mutually acceptable solutions.

Seeing the problem “through another's eyes” is not enough to solve it. The most important task of the mediator is to analyze the problem and determine possible solutions. The key is the generation of new ideas. Having identified the interests of both parties, that is, what lies beyond the boundaries of the positions, the mediator can offer his/her version of the problem solution. Sometimes new options can be found by applying “dissolving the problem into separate components”, i.e. not trying to solve the whole problem at once, but isolating individual components. At the initial stages of negotiations, the points of view of the parties are presented, and points of disagreement are highlighted. The negotiators analyze whether it is possible to reach an agreement on each of the selected components. If not, it may be appropriate to remove some of them “in parentheses”, in other words – do not consider them (for example, postpone or make a decision independently, without focusing on the partner). Under these conditions, no comprehensive agreement will be reached. However, in several cases, the presence of such a partial agreement can be a significant step forward compared to the absence of any agreement ⁴⁹.

The mediator can also offer a temporary solution for a certain period and prevent, for example, the closure of the enterprise. During the allotted time, the participants, together with the mediator, conduct a more thorough analysis of the problem and determine ways to solve it.

Generally, the generation of new ideas is the most difficult but also the most productive function of mediation. Often, the participants in the conflict find themselves as if in captivity of the proposals already put forward and cannot go beyond them. Sometimes a fresh look is needed here. This is what the intermediary owns.

⁴⁹ Site materials. URL : https://studopedia.com.ua/1_377872_tema--strateglyi-rozvyazannya-konfliktiv.html

The mediator does not have to come up with a completely new solution. Sometimes, on a purely psychological level, a proposal is rejected only because it was put forward by the opposite side. The same proposal that comes from a neutral party can easily be accepted.

Otherwise, a completely healthy idea may be proposed but the partner did not catch its rational element. Then it is enough just to reformulate the proposal, and it will be acceptable to the opposite side. The function of the intermediary is to assist in developing the final document and finding the necessary wording.

In addition, the mediator often monitors the implementation of agreements and makes them stronger. This function is not always delegated to the intermediary. After reaching agreements, the parties can further build bilateral relations independently ⁵⁰.

The mediator may use purely technical methods. For example, limit participants in the time allotted to resolve an issue. The very fact of the need to find a mutually acceptable solution by a certain point in time (otherwise each party may lose many times more) stimulates the search. If the conflicting parties do not object, then the mediator can actively influence the negotiations. For example, if he/she sees that negotiations are reaching a dead end, he/she may call a break. It is only important that neither side views the actions of the mediator as a kind of “warming up” the opponent.

According to the content of mediation, the role of a mediator, i.e. an unbiased and neutral third party, consists primarily in providing assistance to the parties in: communication, determining the range of their interests, and assisting in reaching a mutually acceptable solution. As it has already been noted, the tools and techniques, as well as the style preferred by the mediator, are crucial. Taking into account these factors, the doctrine distinguishes between many types of mediation but leaves this catalog open ⁵¹. It is worth agreeing with A. Bitsai, who understands the term “mediation model” as an abstract theoretical construction that reflects the procedural features of mediation (voluntary or mandatory), the level of integration into the judicial system of the state, and the type of negotiations between conflicting parties, in

⁵⁰ Site materials. URL : https://studopedia.com.ua/1_377872_tema--strateglyi-rozvyazannya-konfliktiv.html

⁵¹Gmurzyńska E. Mediacja w sprawach cywilnych w amercian systemie prawnym [*Mediation in civil cases in the American legal system*]. Application w Europie i Polsce, Warszawa 2007. P.39. 424 s. [in Polish].

combination with the mediation technique of the mediator and the extent of the mediator's competence during the conflict resolution procedure ⁵². The specified approach takes into account all available criteria for distinguishing certain mediation models. Despite the significant interest in mediation by both domestic and foreign researchers, currently, there is no single clearly defined classification of mediation models. In different countries, the mediation procedure is understood and conducted differently. Depending on the integration into the judicial system of the state, judicial and extrajudicial models of mediation are distinguished. Court-related mediation is an independent model of mediation that is integrated into the judicial system of the state. In scientific sources, considering the role of the judge in the mediation procedure, there are several approaches to understanding judicial mediation. According to the first approach, the judge must directly conduct the mediation procedure under the conditions stipulated by the procedural legislation. Proponents of another approach define the procedures, which are carried out in line with the recommendations or decisions of the judge after accepting the relevant case for its proceedings, as well as as a mandatory pre-trial procedure in agreement with the prescriptions of the law ⁵³. That is, it is enough for the judge to initiate the mediation, and his/her direct participation is not mandatory ⁵⁴.

A. Arutyunyan concludes that there are two models of mediation in the criminal process: 1) the Anglo-Saxon model, within which mediation is a manifestation of the theory of restorative justice, i.e. it is considered as a communal way of solving a criminal-legal conflict and therefore, as a rule, does not find a clear legislative regulation. Great Britain, USA, Canada, New Zealand, etc. may belong to this group of states; 2) the continental model, in the framework of which mediation is a procedural institution, as a rule, enshrined in legislation and embodies one of the possible

⁵² Bitsay A. V. Modeli mediatsiyi u sviti ta perspektyvy dlya Ukrayiny [*Models of mediation in the world and prospects for Ukraine*]. Pravo i suspil'stvo. Tsyvilistyka. 2013. № 6. S.86. S. 85–89. [in Ukrainian].

⁵³ Podkovenko T. Modeli mediatsiyi ta meyanizm yiyi zdiychnennya [*Models of mediation and the mechanism of its connection*] URL: <http://dspace.wunu.edu.ua/bitstream/316497/41471/1/%D0%9F%D0%BE%D0%B4%D0%BA%D0%BE%D0%B2%D0%B5%D0%BD%D0%BA%D0%BE.pdf> [in Ukrainian].

⁵⁴ Bitsay A. V. Modeli mediatsiyi u sviti ta perspektyvy dlya Ukrayiny [*Models of mediation in the world and prospects for Ukraine*]. Pravo i suspil'stvo. Tsyvilistyka. 2013. № 6. S.86. S. 85–89. [in Ukrainian].

alternatives to criminal prosecution. This group of countries includes France, Germany, Portugal, Austria, Norway, etc.

T. Shynkar classifies mediation models according to their purpose and singles out the following: 1) mediation aimed at a complete resolution of the dispute/settlement of the conflict, at the refusal of judicial proceedings of the conflict/dispute or termination of such proceedings that have already begun; 2) mediation aimed at reducing/partially stopping the conflict, eliminating its determinants and/or reducing the volume of demands or transforming the problem; mediation aimed at auditing the dispute/conflict and evaluating the prospects for its resolution/settlement ⁵⁵.

The main elements characteristic of humanistic mediation are the following:

- a special relationship between the mediator and the parties, in which the mediator is not considered an expert, emotionally independent, and separated from the parties and the conflict, but establishes contact with them through a joint mediation session;

- individual meetings, which serve not only to gather information but also primarily to establish trust between the mediator and the parties, take place before the joint mediation session;

- unblocking of emotional channels and assistance in effective communication by discovering the strengths of persons participating in mediation by the mediator;

- unobtrusive style of mediation aimed at achieving a safe atmosphere and understanding of the mediation process by the parties;

- silence in mediation is a frequently used element, the use of silence by the mediator and checking whether the parties are comfortable in it is an important element of humanistic mediation;

- placing the parties face to face is a very important element of humanistic mediation because natural eye contact is the basis of good communication;

- multiple sessions, which are the result of the conviction that interpersonal conflict and human behavior are very complex phenomena and it is impossible to

⁵⁵Shynkar, T.I. (2017). *Zastosuvannia mediatsii v administratyvnomu sudochynstvi: vitchyzniani ta zarubizhnyi dosvid [Application of mediation in administrative proceedings: domestic and foreign experience]*. Kyiv.C. 100 [in Ukrainian].

resolve the conflict during one mediation session ⁵⁶.

Mediation is naturally divided into contractual and judicial. The first relates to the private sector, in which the parties to the conflict agree with the submission of their dispute for resolution in a manner not related to the administration of justice. The second is the sphere of justice, where the parties resolve the dispute through the courts using ABC methods.

Self-test questions:

1. What is the essence of the rational-intuitive method?
2. Why is negotiation a universal method of conflict resolution?
3. What are the stages of the burnout process?
4. Define the types and structure of negotiations.
5. What basic technologies and tactics of the negotiation process do you know?
6. What is the role of mediators and observers in the negotiation process?
7. Formulate the essence of the three methods of mediation.
8. What are the three possible types of relationships between negotiators?

⁵⁶ Podkovenko T. Modeli mediatsiyi ta meyanizm yiyi zdiychnennya [*Models of mediation and the mechanism of its connection*] URL: <http://dspace.wunu.edu.ua/bitstream/316497/41471/1/%D0%9F%D0%BE%D0%B4%D0%BA%D0%BE%D0%B2%D0%B5%D0%BD%D0%BA%D0%BE.pdf> [in Ukrainian].

INDEPENDENT WORK OF APPLICANTS PREPARING FOR CLASSES IN THE DISCIPLINE

It is necessary to start preparing for classes in advance. This period is individual for each applicant of higher education since it depends on the level of preparedness and ability to master the educational material. First of all, you need to have a seminar lesson plan. For each question, it is necessary to select literature, primarily from the list recommended by the teacher. This search is simplified today because most of these educational sources are on the Internet. When working with educational literature, it should be remembered that the core of the study of each issue is the lecture material. It is taken as the basis, then it must be supplemented from the recommended and other educational and scientific sources selected by the applicant for higher education. To reveal the essence of the issue, it is necessary to compare different views, scientific approaches, etc., and form your own opinion. For a systematic and logical presentation of a particular issue and a better understanding of its content, it is necessary to draw up a summary.

In addition, when preparing for seminars, it is necessary to use several questions for knowledge self-control. They concretize the questions submitted to the seminar and thus help to purposefully reveal its main content in an evidence-based form. Questions for knowledge self-control for each topic of seminars are presented below.

Unit 1. Fundamentals of the enterprise economic security.

1. The essence of security and economic security of the enterprise.
2. Grouping of dangers and threats to the economic security of an institution, organization, and enterprise.
3. Hierarchical levels of the enterprise economic security.
4. The phenomenon of the concept of “security”.
5. Paradigm and genesis of the term “security”. Philosophical aspect of understanding security.
6. Comparative characteristics of approaches to the definition of “security”. The

concept of “interest”, “risk”, “threat”, “danger”.

7. Fundamentals of the enterprise economic security.
8. The essence of enterprise security and economic security.
9. Functional objectives of the enterprise economic security (EES).
10. Hierarchical levels of economic security.
11. Factors of economic security.
12. The impact of the external environment on the system of economic security.
13. The internal environment of the enterprise and its impact on the EES system.
14. Definition of the concept of “security activity”.
15. Mechanisms of the enterprise security management.
16. Formation of a security system. Features of hierarchical systems.
17. The essence and components of the economic potential of the enterprise.
18. Model representations of the essence of the “security” category.
19. Definition of the concept of “security activity”.
20. Security activity mechanisms.
21. Threat prevention mechanisms.
22. Threat detection mechanisms.
23. Threat elimination mechanisms.
24. Recovery mechanisms.
25. Constituent elements of security activity mechanisms.
26. The concept of “security potential”, its components.
27. Principles of security potential formation.

Unit 2. The concept of enterprise security activity management. Enterprise economic security system.

1. The main elements of the concept of security activity management.
2. Formation of the economic security system of the enterprise
3. Functional structure of the enterprise management system.
4. Management of financial and economic security of the enterprise
5. Economic Security Functions

6. Develop the concept of managing the security activity of the enterprise.
7. Outline the main parameters of enterprise security activity.
8. The structure of the concept of enterprise security and its influence on the formation of the concept of security activity management.
9. Identification of internal and external risks and threats.
10. Security activity strategy.
11. Security activity policy.
12. Methods and means of information modeling of economic security systems of management processes and systems.
13. Elements of the enterprise economic security system.
14. The concept of the of enterprise economic security system.
15. Basic principles of construction and organization of the system for ensuring the enterprise economic security.
16. Organization of the interaction of the components of the enterprise economic security system
17. Levels of ensuring the economic security of the enterprise, institution, and organization, regularities of management of the self -organizing security system of the enterprise, institution, and organization.
18. Priorities in the application of measures that must be taken by the security service units of the enterprise to fulfill the tasks assigned to them.
19. Organization of the interaction of the components of the system of economic security of an institution, organization, and enterprise.
20. Management algorithm.
21. Formation of a management system for financial and economic security of an enterprise, institution, and organization based on theoretical approaches to management.
22. Provisions and features of systemic, program-targeted, and institutional approaches.

Unit 3. Methodological support for assessing the economic security of the enterprise and its place in the system of corporate relations. Financial security of the enterprise

1. Components of Ukraine's economic security and their assessment methodology
2. Regulatory and legal provision of economic security in the system of corporate management of the enterprise.
3. The main spheres and directions of activity of the economic security services, tasks and functions.
4. A methodical approach to assessing the economic security of the region and industry.
5. A complex of methodological approaches to the assessment of the economic security of the enterprise.
6. Technology for modeling the state of economic security of the enterprise.
7. Factors of threats to economic security in the corporate management system of the enterprise.
8. Management relations in the system of economic security of an institution, organization, and enterprise.
9. Methods of managing the security system of an institution, organization, and enterprise.
10. Elements of the financial security system.
11. A mechanism for ensuring financial security.
12. Threats to the financial interests of the enterprise while ensuring its financial security.
13. Develop a classification of types of threats to the financial interests of the enterprise while ensuring its financial security.
14. The concept of behavioral direction management.
15. The concept of intensifying commercial efforts.
16. The concept of capital.
17. Marketing concept.
18. New product concept.

19. The concept of strategic business units.
20. The concept of management by objectives.
21. The essence and types of financial security of the enterprise.
22. Approaches to determining the financial security of enterprises.
23. Classification of types of financial security of enterprises.
24. Classification of types of threats to the financial interests of the enterprise while ensuring its financial security.

Unit 4. Information support of the enterprise financial security. Management of the financial security system of the enterprise

1. Ensuring information security of the enterprise.
2. Directions of information security.
3. Accounting support of the information component of the enterprise financial security.
4. Analysis of the financial state of the enterprise.
5. The level of threats and information security risks of the enterprise.
6. Main types of information.
7. Approaches to the definition of “information security”.
8. The structural model of the financial security accounting support of the enterprise.
9. Protect the enterprise from leakage of confidential information.
10. Measures to prevent computer crimes.
11. Fundamentals of the organization of financial security management of an enterprise.
12. Functions of the enterprise's financial security department.
13. Management mechanisms of the enterprise's financial security
14. Methods for assessing the personnel of financial and economic security services.
15. The structure of the company's financial security system.
16. The mechanism for ensuring the financial security of the enterprise.
17. Comparative characteristics of approaches to the mechanism for ensuring financial and economic security under the influence of exogenous and endogenous factors.

18. Control of the level of economic security of the enterprise, institution, and organization.

19. Measures to assess the effectiveness of the personnel of the economic security unit of the institution, organization, and enterprise in countering threats and risks.

Unit 5. Corporate culture and loyalty of employees in the system of economic security of the enterprise. Evaluation of the security status of staff involved in economic activities.

1. Corporate culture and employee loyalty.
2. Types of corporate culture. Types of personnel behavior.
3. Components and elements of the personnel loyalty system of enterprises.
4. Increasing the level of business activity.
5. Instruments of corporate culture influence on the of employees' behavior.
6. Corporate values.
7. Elements of corporate culture.
8. Basic principles of building a corporate culture.
9. The relationship of corporate culture and employee loyalty at the enterprise.
10. Types of the company's personnel loyalty in the system of economic security. The main components of staff loyalty.
11. "Loyalty Pyramid".
12. Factors influencing the formation and increase in the level of loyalty of the enterprise personnel.
13. The essence of the enterprise's personnel safety, the main criteria for personnel safety.
14. Threats to the personnel security of the enterprise.
15. Characteristics of the personnel assessment parameters.
16. The main reasons for using a polygraph
17. Certification of personnel and methods of personnel verification.
18. The essence of personnel safety.
19. Staff loyalty.

20. Characteristics of personnel assessment parameters using Midot 's tools.
21. Negative impact on personnel security: internal and external threats.
22. The main groups of personnel security criteria.
23. Assessment of the state of personnel safety of a business entity.
24. A dangerous type of abuse is internal entrepreneurship and other threats.
25. Classification and methods for preventing threats to the personnel security of an enterprise.
26. Methods for preventing threats to the personnel security of the enterprise.
27. Certification of personnel and organization of the certification process.

Unit 6. Information at the enterprise as the object of protection. Process and features of competitive intelligence at the enterprise.

1. Concepts and types of information at the enterprise.
2. Ways of presenting information during mass events.
3. Legal regime of information resources. Documentation of information.
4. Confidential information protection system.
5. Categories of information.
6. Creation of an information array. Classification of information.
7. Information security of business activity.
8. Marketing security.
9. Physical security.
10. Security of information on any media.
11. Policy (concept, program) of enterprise information security.
12. Information resources, products and services.
13. Documentation of information and the value of information.
14. Threats to confidential information.
15. Loss of information resources of limited access.
16. What types of information and main classification features do you know?
17. What are the main features of the classification of information security threats?
18. What are the main stages of information protection?

19. What are the features of the information protection system structure?
20. How does the information security system work?

Unit 7. Organization of information security during public events.

Organization of enterprise protection and management of security activity.

1. The process and mechanism of the enterprise's CI activity.
2. The complex of advantages of CI at the enterprise.
3. The consequences of ignoring the CI at the enterprise.
4. Ethical standards for conducting CI at the enterprise.
5. Confidential information protection system.
6. Information security system (ISS).
7. Legal element of the information security system.
8. Intelligence cycle of information processing.
9. Ashton & Stacey 's Business Intelligence Process Model. Model – “Model 4C”.
10. Comprehensive use of intelligence to effectively defeat competitors.
11. The complex of advantages of CI at the enterprise.
12. The consequences of ignoring the CI at the enterprise.
13. Ethical standards of conducting CI at the enterprise. Business Intelligence and Trade Secrets.
14. Reasons that encourage compliance with ethical norms of behavior.
15. The structure of the CI process at the enterprise.
16. Models of the business intelligence process.
17. What is the collection of information?
18. Organization of security during exhibitions, conferences, and negotiations.
19. Organization of information security during exhibitions, conferences, and negotiations.
20. Organization of information security when working with clients.
21. Organization of information security when concluding contracts.
22. Describe the responsibility for ensuring the protection of valuable information.
23. Checking business partners – draw up a sequence of actions.

24. Protection of advertising and commercial events.
25. Security of business meetings and receptions.
26. Access control.
27. Organization of regime activity of the company, ensuring the protection of the company during mass events.
28. Recommendations for the protection of various objects.

Unit 8. The strategy of ensuring the economic security of the enterprise. Anti-crisis management in the system of economic security.

1. Organization of regime activity of the enterprise.
2. Actions of the security service in crisis situations.
3. Security activity and organization of object protection.
4. What is the management of the economic security of the enterprise?
5. What is a company's economic security management system?
6. What are the components of the company's economic security management system?
7. What principles exist in the system of economic security of an enterprise?
8. What is the subject of economic security management?
9. What is the object of economic security management?
10. What is a mechanism, what components does it include?
11. Ensuring physical security.
12. Ensuring logistics security.
13. Technologies of physical protection of information structures.
14. Measures to counter racketeering and assassination attempts.
15. Responsibility for actions of unfair competition.
16. Types of legal liability and types of sanctions applied to offenders.
17. Facts that must be taken into account when calculating the specific amount of recovery of damages.
18. The essence of the strategy of economic security of the company, institution, and organization.

19. Stages of the process of developing and implementing a strategy for ensuring the financial security of the company.
20. Countering unfair competition and hostile takeovers (raiders).
21. Perspective and current plans for the activity of an institution, organization, enterprise and structural divisions.
22. Expand the essence of the strategy of economic security of the enterprise.
23. What is a strategy?
24. What do you mean by developing and implementing an economic security strategy?
25. Describe the features of the process of developing and implementing the strategy.
26. List the main models and give them a brief description?
27. Expand the essence of the strategic analysis of the economic security of the enterprise.
28. Strategy for ensuring the economic security of the company.
29. Development and implementation of the economic security strategy of the enterprise, institution, and organization.
30. Strategic analysis of the economic security of the enterprise.
31. Consideration of the company as an object of strategic management.
32. Differentiation of types of strategic development of the company according to their levels.
33. The concept, essence, goals and objectives of anti-crisis management.
34. Types of anti-crisis management strategies.
35. Task and style of management in crisis situations.
36. Expand the essence of anti-crisis management of the enterprise?
37. What is the main information inherent in anti-crisis management?
38. Expand the definition of the level of financial and economic stability of the company?
39. Describe the types of stability of the company.
40. What is crisis management?
41. What principles of crisis management do you know? Describe them.

42. The concept, essence, goals and tasks of anti-crisis management.
43. Issue, object and subject of anti-crisis management.
44. Creation of an information network to overcome the crisis phenomena.
45. Selection and training of groups of specialists and managers to overcome the crisis phenomena.
46. Requirements for the personal qualities of managers in crisis situations.

Preparation of abstracts, target reports, and presentations at seminar classes

To increase the seminars efficiency and a deeper assimilation of the program material, the preparation of abstracts, presentations, and target reports is practiced, around which a discussion is organized at the seminars. Its quality depends, among other things, on the level of preparation of the abstract and target reports. Their preparation begins with the selection of the appropriate topic for the abstract or the target report of educational and scientific literature. Then an abstract plan is formed, which should have the following structure:

1. *Introduction* (the relevance of the topic is revealed and the main goal and tasks are formed).

2. *Issues* (the text of the abstract is divided into 2 or 3 questions that logically reveal their content and the topic of the abstract as a whole. When revealing the content of the questions, it is imperative to refer to the sources used in the text, analyze approaches, positions, and phenomena, compare them, if necessary, and form one's position, opinion, etc.).

3. *Conclusions* (in conclusions the material presented for each given task in the introduction of the abstract is summarized).

4. *Literature* (a list of references is given, according to the established requirements).

A target report is prepared by applicants for higher education, as a rule, for a broader or deeper consideration of a particular issue or any part of it. Preparation for it does not differ significantly from the preparation of an essay, but it also has certain modifications. It also begins with the selection of relevant literature. After that, the

report is conditionally divided into three parts:

1. *Introduction* (relevance is stated and the speaker indicates what will be discussed in the report).

2. *Statement of the main text* (breaking the content of the topic, it is necessary to logically and consistently build a speech, analyze phenomena, approaches, interpretation of certain concepts on the topic, etc. Be sure to refer to the authors whose opinions or quotes you use. In addition, when analyzing literary sources, you constantly need to remember the title of the report you are preparing for your presentation. It should be used as a kind of compass when analyzing sources and presenting the text of the report itself. The report will be brighter if you rely on well-known scientists, practitioners, weighty and defining textbooks, monographs, or other works.

3. *Conclusions* (at the end of the report, it is necessary to briefly summarize the main thing, reflecting the essence of the topic. This allows the audience to perceive the information holistically and remember the main thing).

3. Preparation for test tasks. Test tasks are used for the current and final control of the formation of program competencies in applicants for higher education in terms of the studied program material. To prepare for such control, first of all, it is necessary to use:

- 1) a list of test questions, presented below;
- 2) lecture notes;
- 3) textbooks and manuals included in the academic discipline's curriculum;
- 4) consultations that can be obtained from a lecturer and a teacher who conducts seminars and practical classes.

For better preparation for passing the test control and mastering the program competencies it is necessary to give a written answer to each question, choosing one answer out of four. This approach significantly helps in mastering the test program material. The main test tasks for current and final control are:

A TOPIC FOR FURTHER STUDY

THE ROLE OF THE LEADER IN CONFLICT MANAGEMENT (Topic 9)

1. The leader is the subject of the conflict.
2. The leader is a mediator in the conflict.
3. A personal example of a leader in overcoming conflicts and stress.

References: [14; 30; 39-40; 52; 66; 72; 75; 79]

1. The leader is the subject of the conflict

Leader, or manager; head or chief is an employee, a subject of management, engaged in professional organizational activities in the management bodies of an enterprise, firm, and institution, endowed by the subject of ownership with the necessary powers for decision-making and bears full responsibility for the results of the work of the team led by him/her. Managers include line and functional managers of the organization and its structural divisions ⁵⁷.

The leader, as the subject of the conflict, performs various roles in conflict management. He/She can be a participant in the conflict, a mediator, arbitrator, and conciliator of the parties. The leader influences his/her subordinates and can influence their behavior in conflict situations. The leader must set an example of respect for laws, loyalty to ethical and labor traditions, and a desire for partnership interaction.

The main source of conflict relations arising in the team is the inconsistency of the individual's beliefs and behavior with the moral principles and expectations of other members. Human actions that contradict the beliefs, values, norms, rules of behavior, and traditions of the collective often lead to conflicts of a destructive nature.

It is also necessary to distinguish between the concepts of participant and subject of the conflict. A participant in a conflict can be any person, organization, or group of people participating in the conflict, but who do not understand the goals of the conflict

⁵⁷ Materials of the Wikipedia website. URL : <https://uk.Wikipedia.org/wiki/%D0%9A%D0%B5%D1%80%D1%96%D0%B2%D0%BD%D0%B8%D0%BA>

contradiction. A participant may be an outsider who accidentally finds himself/herself in the conflict zone and has no interest of his/her own. The subject of the conflict is an individual or group capable of creating a conflict situation, that is, relatively independently influencing the course of the conflict by their interests, influencing the behavior and position of others, and causing certain changes in social relations. Any conflict does not arise instantly; its causes accumulate and sometimes mature over quite a long time.

The more united the team is, the sharper and more intense the confrontation develops in such conflicts. A destructive conflict, the features of which are a tendency to expand, aggravate, and increase emotional tension, hostility and aggression towards the other side of the conflict, deterioration of communication, the use of unacceptable actions that contradict moral norms and rules of behavior, the use of psychological or physical violence, is a very dangerous phenomenon with its negative consequences⁵⁸.

In resolving conflicts and managing the behavior of personnel in conflict situations, an exceptional and essentially decisive role belongs to the manager. A manager is usually endowed with certain powers and therefore has the opportunity to influence his/her subordinates, including their behavior in a specific conflict – organizational, social, labor, or emotional.

It should be remembered that a leader in a conflict can find himself/herself in at least two positions – either a subject, a direct participant in the conflict, or a mediator, arbiter, or conciliator of the parties.

A manager becomes the subject of a conflict when he/she defends his/her point of view, certain interests, and a certain position in relations with subordinates or business partners of other departments (organizations). In addition, a manager can become the subject of a conflict when he/she violates official ethics, deviates from the norms of labor legislation, or allows an unfair assessment of the work and behavior of subordinates. Another example is a conflict between a manager and a subordinate over the amount of salary.

⁵⁸ Sergienko T.I. Conflicts in the team and the role of the leader in resolving them. Humanitarian bulletin of ZSIA. No. 48, 2012. pp. 236-242. URL https://old-zdia.znu.edu.ua/gazeta/VISNIK_48_236.pdf

As noted by the authors L.I. Skibitska and O.M. Skibitskyi, as the subject of the conflict, the leader appears in the role of one of the opponents, defending his/her point of view, certain interests, and the position he/she holds in relations with his/her subordinates or business partners from other departments (organizations). The manager's activity as a mediator includes analyzing the situation and resolving the conflict. Analysis of the conflict situation consists in obtaining information about the conflict, collecting data about it; studying received information, verification of its plausibility, and assessment of the conflict situation⁵⁹. The resolution process includes choosing a method of conflict settlement and the type of mediation, implementing the chosen method, clarifying information and decisions made, relieving post-conflict tension in relations with opponents, and analyzing the experience of conflict resolution. The manager receives information about the conflict from various channels. If the received information indicates a dangerous development of the conflict, then the leader stops the confrontation between opponents or limits their interaction⁶⁰.

Most often, a manager becomes a direct participant in a conflict in those situations when he/she violates official ethics, deviates from the norms of labor legislation, or allows an unfair assessment of the work and behavior of subordinates.

Violations of official ethics include the following negative qualities: rudeness, arrogance, and disrespect shown about people; failure to fulfill promises and any deception; abusing one's status, concealing unfavorable information, intolerance to the opinion of others, different from one's own, etc. These qualities are mainly characteristic of people with a deformed will, poorly educated, lacking basic communication skills, prone to humiliating the dignity of subordinates, and suppressing criticism⁶¹.

The manager is obliged to adhere to the generally accepted norms that constitute the culture of communication. He/She must restrain his/her temperament, and demonstrate endurance and dignity. A leader involved in a conflict must master

⁵⁹Skibits'ka L.I., Skibits'kyi O.M. Menedzhment [*Management*]. Navchal'nyy posibnyk. K.: Tsentri uchbovoyi literatury, 2007. S.92 (416 s.). [in Ukrainian].

⁶⁰ Ibid

⁶¹. Konfliktolohiya [*Conflictology*]: Navchal'nyy posibnyk. Avt. Zinchyna O. B. Kharkiv: KHNAMH, 2007. 164 s. [in Ukrainian].

managerial psychosis, and direct his/her efforts not to gain the upper hand in the confrontation at all costs, but to find the shortest and least painful way to restore mutual respect and trust. The manager, following the humanistic requirements of our time, is obliged to treat the individual with care, respect his/her dignity, and not assume the humiliation of a person in any form.

Those conflicts related to *the violation of the legal framework* reveal, on the one hand, legal illiteracy, and on the other, the attempts of some managers (especially from among unscrupulous entrepreneurs) to circumvent the law, to show arbitrariness. For example, non-compliance with essential requirements for termination of the employment contract at the initiative of the administration is often allowed ⁶².

Legal culture means a lot. It is the manager, first of all, who must adhere to the principle that all people are equal before the law. Obedience to the law has always been and remains now the fundamental basis on which society and social management rest, including management and its constituent part – personnel management, to which legal nihilism is contraindicated.

Persons authorized to perform the functions of the state or local self-government may not directly or indirectly induce subordinates in any way to make decisions, perform actions, or inaction contrary to the law in favor of their private interests or the private interests of third parties.

To prevent conflicts according to Art. 28 of the Law of Ukraine “On Prevention of Corruption”, the subjects specified in part 1.2 of Art. 3 of this law, are obliged (Fig. 9.1) ⁶³:

The manager must know and apply in his/her practical activities the legislation of the country, as well as other normative acts – decrees, government resolutions, officially approved provisions, etc. It is necessary to remember the old truth: ignorance of the laws is not recognized as an excuse, and does not exempt from responsibility for their violation. As the subject of the conflict, the leader must set an example of respect for laws, loyalty to ethical and labor traditions, and the desire for partnership

⁶²Konfliktolohiya [*Conflictology*]: Navchal'nyy posibnyk. Avt. Zinchyna O. B. Kharkiv: KHNAMH, 2007. 164 s. [in Ukrainian].

⁶³On prevention of corruption. Law of Ukraine. URL : [2%D1%81%D1%82%D0%B2%D1%96](http://zakon1.rada.gov.ua/laws/show/2801/2010)

interaction.

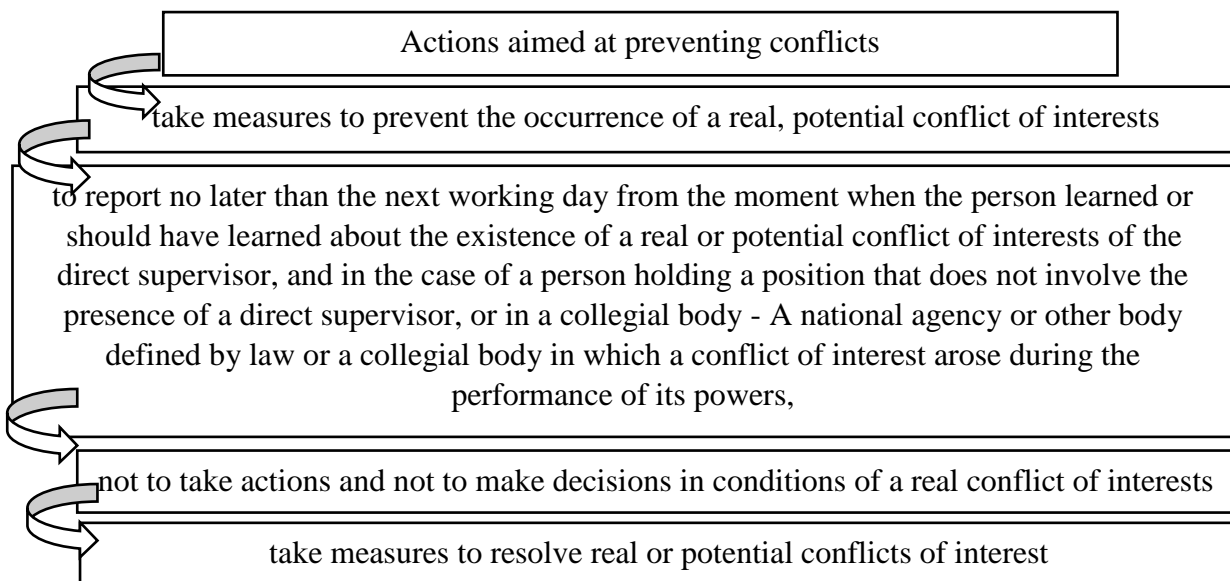


Figure 9.1. Prevention of conflicts by current legislation

Injustice on the part of the manager in evaluating the work and behavior of his/her subordinates is manifested, in particular, in the practice of using incentives and punishments, setting salaries and amounts of additional payments, filling vacancies, and in general, unsubstantiated criticism for imaginary mistakes, attempts to hide unpleasant information, contempt with convincing arguments.

The manager's bias, which causes conflict, can be the result of both an underestimation and an overestimation of the activities and behavior of subordinate employees. Typical mistakes in overestimation include friendship based on informal communication, the desire to be known as kind and generous, a preference for nice people, etc. Underestimation of grades is possible as a result of a deliberate desire for punishment, personal antipathy or bad reputation, the inability of the employee to effectively present the work done, etc.

At the same time, it is known that employees of any organization or institution are, as a rule, very sensitive to opinions about their activities, painfully perceive limitations of independence, and neglect interests. They react negatively to the distribution of privileges only to those who are “liked” by the authorities. They are annoyed by morals and even more so by “chastising”. It causes indignation and protest

when criticism, even a fair one, is directed at specific individuals, affecting a person's self-esteem and healthy ambition.

Thus, special studies carried out in Germany to determine the effectiveness of various forms of criticism yielded strikingly different results. It was established, for example, that when the boss calmly, without raising his/her voice, persuasively, tactfully, and face-to-face expresses claims to his/her subordinates, then 83% of employees are disciplined, work productivity increases, 10% of employees continue to behave as before, and 7% of criticized employees work even less diligently. In those cases, when the manager criticizes subordinates convincingly and in a calm tone but does it in such a way that his/her remarks are heard by other employees, improvement is observed in only 40% of employees, no noticeable changes occur in 44%, and 16% – things are worse than before. When the manager gives free rein to his/her emotions, is excited and angry, criticizes his/her subordinates in a harsh form, loudly, necessarily publicly, sometimes mockingly, and even rudely, the improvement of the case is achieved only in 7% of employees, 24 % are indifferent (indifferent), and 65% have a further decline in business activity ⁶⁴.

The result of such studies was the recommendations of specialists, which boil down to the fact that criticism from a manager of any level should never be exaggerated, in no case should a subordinate be told that he always does everything badly; you can't pass critical remarks through other people, because it betrays self-doubt, an attempt to deviate from any conflict; intolerable humiliating criticism; one should always protect the nervous system of both subordinates and one's own from overstrain.

The manager's rules in conflict management should be the desire and skills of constructive influence on the staff in any conflict situations, a combination of principled demands towards subordinates with the ability to pay maximum attention to the moral and psychological state of the staff, take into account the peculiarities of the

⁶⁴ The manager as the subject of the conflict URL :

https://moodle.znu.edu.ua/pluginfile.php/779243/mod_resource/content/1/%D0%9B%D0%B5%D0%BA%D1%86%D1%96%D1%8F%2010%20.pdf

character, interests, and opinions of employees ⁶⁵.

The manager, due to his/her social rank, his/her duties, rights, and powers over staff and other people, is an expression of loyalty (correctness, benevolence). First of all, it depends on him/her to create an environment in a large or small team that promotes freedom and respect for the individual, the manifestation of initiative, fair remuneration for work, prevention of the negative consequences of any conflicts, especially those that arise based on dissatisfaction with working conditions and communication.

The manager's natural desire to see subordinates diligent, and truly devoted to the common cause cannot prevent employees from being active opponents of their boss. The lack of subordinates' opinions different from those of the manager, and the fear of defending an independent point of view in a conflict is a direct path to conformity.

The main thing for a manager is to inspire employees, ensure their interaction, protect them from undeserved insults that inevitably cause disorder, and lead them away from selfishness and unhealthy competition. It is very important to judge employees fairly, and to be reasonably careful in using means of encouragement and punishment – both material and moral. Following the principles of justice almost always requires a dialectical approach. It is provided both by the will to observe several general rules, and by intolerance to the equalization of everyone and in everything. Therefore, for example, differentiation of income tax rates, priority social protection of children, the elderly, and the disabled, the granting of benefits to working women and teenagers, and material compensation for those who work in conditions harmful to health are socially just.

Therefore, when situations arise in which the manager is a direct participant in the conflict, his/her opportunities to influence the course of the conflict confrontation, and to manage the resolution of disagreements remain predominant. The main thing is that even in such a situation he/she should act in such a way as to be more responsible for the result and consequences of conflict behavior.

⁶⁵The manager as the subject of the conflict URL :

https://moodle.znu.edu.ua/pluginfile.php/779243/mod_resource/content/1/%D0%9B%D0%B5%D0%BA%D1%86%D1%96%D1%8F%2010%20.pdf

2. The leader is a mediator in the conflict

Most often, a manager becomes a direct participant in a conflict confrontation in cases where he/she violates official ethics, deviates from the norms of labor legislation, or allows an unfair assessment of the work and behavior of subordinates. In addition, the manager can act as **a mediator** or **an arbitrator** acting as a conciliator of the participants in the confrontation.

Based on the typology and dynamics of the conflict, as well as the stage of its development, the mediator usually acts as a link in the interaction of the opponents. It provides assistance in formulating the purpose of negotiating contacts, recommendations designed to curb the impatience of the parties, prevent the creation of deadlocks, choose acceptable directions and procedures for discussing the problem, as well as advice on considering alternative proposals and making compromise decisions.

A lot depends on how well the intermediary is chosen. Nevertheless, it is impossible to rule out the possibility of influence on the opponents of the own interests and preferences of the person performing the intermediary functions. A “neutral” is not suitable either, whose external impartiality, as if behind a screen, may have an internal position – it is unknown in what way it will manifest itself and whose side it will take. It is bad if the mediator turns out to be a “peacemaker at all costs”, ready for an external settlement of the conflict and an imaginary agreement to “give in principles”, a meaningful compromise. It is desirable to have a realist in his/her internal composition in the role of mediator – a person who soberly distinguishes and evaluates the positions of the participants in the conflict and is full of sincere and selfless desire to settle the confrontation.

Often the manager acts as a mediator. Moreover, this is natural, because under normal conditions he/she is perceived by the conflicting parties as an authoritative person, one way or another not indifferent to what is happening in the organization or unit, interested in a successful outcome of the conflict confrontation.

The leader, by his/her status and role, cannot ignore real problems that await

solutions, which also cause sharp contradictions and disagreements. He is obliged to help, to actively contribute to the correct comparison of dissimilar views, the confrontation of opinions, the clarification of different interests and goals, and to strive to give them a functional, constructive, and creative orientation.

It is natural to assume that in situations where the manager acts not as a conflicting party but as a mediator or arbitrator, his/her role should be different in some features.

Under the changed circumstances, the tasks and functions of the manager will acquire other forms.

In this regard, it is worth reminding that personnel management, like management in general, is a set of means and techniques that ensure the coordinated work of a certain number of people. It is a set of measures that take into account the interconnected influence of psychophysical, technical, economic, social, legal, moral, and ethical factors. Such a complex necessarily includes conflict resolution.

The mediator-manager cannot fail to take into account the influence of the social environment on the formation of conflict relations and the behavior of opponents, the interest of witnesses of the conflict in one or another of its results, as well as circumstances that either “inflare” passions or, on the contrary, are a restraining factor. At the same time, his/her perception of the conflict situation should be free from subjective assessments and distorted ideas. Both underestimation and overestimation of the significance of this conflict will not bring benefits; it should be understood as it really is.

Mediation should take into account the fact that people are not the same: any person is limited in explaining the existing situation by his/her intellect and ethical preferences, and he/she is motivated to act by his/her motives of a socially exalted or, on the contrary, personal-selfish order. It is necessary to constantly bear in mind that the contradictions and disagreements that led to the conflict give birth to the opponent's desire not to be bypassed and defeated. Therefore, it is unacceptable to put him/her in unequal conditions, to patronize someone, and to “drive someone into a corner”, thereby cutting off the path to mutual concessions and reconciliation.

Studies conducted at US and Japanese companies have established that managers

spend 25-30% of their working time on conflict resolution ⁶⁶. Thus it turns out that personnel management is largely a conflict resolution activity. It is clear that this is necessary for the sake of those goals that determine the existence of this organization and make up the main content of management efforts.

Conflict management, like personnel management in general, must take into account the complexity and multidimensionality of labor relations along all lines – between the employer (entrepreneur) and employees; between the administration of the enterprise (firm) and the trade union committee; between the boss and subordinates; between individual employees or related groups performing interrelated labor operations. Labor relations are formed under the influence of factors of the social environment and functional interaction, depend on legal norms and labor traditions, and serve as the basis for constructive resolution of conflicts that arise in the process of labor activity ⁶⁷.

Continuing the description of the mediation and arbitration role of the manager in conflict situations, the following consideration can be taken into account: personnel management, including conflict resolution, is not limited to issuing orders and commanding people; it is more about the rational use of human resources from the point of view of the interests of both the organization (enterprise) and each employee. Moreover, the manager must consider the interests of the founders (owners) of the company, employees of the company, and consumers of manufactured goods and services, constantly see possible differences in the interests of various social groups and their representatives within the framework of market relations, differences that often become the cause of conflicts.

A manager, especially a senior manager, has to deal with many conflicts, including between structural divisions of the organization – branches, workshops, departments, etc., between middle and lower-level managers, as well as their subordinates, between company services, representatives of suppliers of raw materials and consumers of manufactured products. According to the job description, he/she

⁶⁶ The role of the manager in the management of innovative conflicts. URL: <http://um.co.ua/10/10-13/10-133681.html>

⁶⁷ Grounds for economic and legal responsibility. URL : <http://um.co.ua/1/1-1/1-143872.html>

needs to be an active leader of effective management, a strict guardian of industrial, technological, labor, financial, and legal discipline, and clear order at workplaces. For this purpose, he/she has authority, he/she has at his/her disposal the means of stimulation and control, and he/she can apply sanctions for deficiencies in work, and violations of labor discipline.

At the same time, the leader needs to be “people-oriented”, and pay due attention to the mood of people and the satisfaction of their various needs. He/she needs to know his/her subordinates and partners, to have an idea of their interests and preferences, to be (if possible) aware of family and life circumstances, as well as other characteristics, to more meaningfully support the work enthusiasm of people connected by a common cause, instilling in them confidence in success, preventing them from being distracted by unimportant, secondary trifles.

The manager's mediation in terms of the amount of managerial work spent on resolving conflicts among staff, of course, depends on the scale and technical equipment of the enterprise, the characteristics of the products or services provided, the intellectual and qualification potential of employees, the moral and psychological atmosphere in the team, the state of social infrastructure of the industry, the region and the organization itself. All this under normal conditions is permeated by a complex interweaving of social and labor relations, which can be of various types upon inspection. The art of management consists precisely in not losing sight of the main guidelines even in a conflict situation; based on them, choose appropriate decisions; act judiciously, cautiously but always consistently. The conflict must be resolved jointly, with the necessary participation of the opponents, active mobilization, and coordination of their capabilities. Conflict resolution is a process aimed at resolving conflicts between parties in a conflict situation. Peculiarities of conflict resolution depend on its type, level, phase, behavior styles, and resolution methods. Some general features of conflict settlement may be as follows (Fig. 9.2):

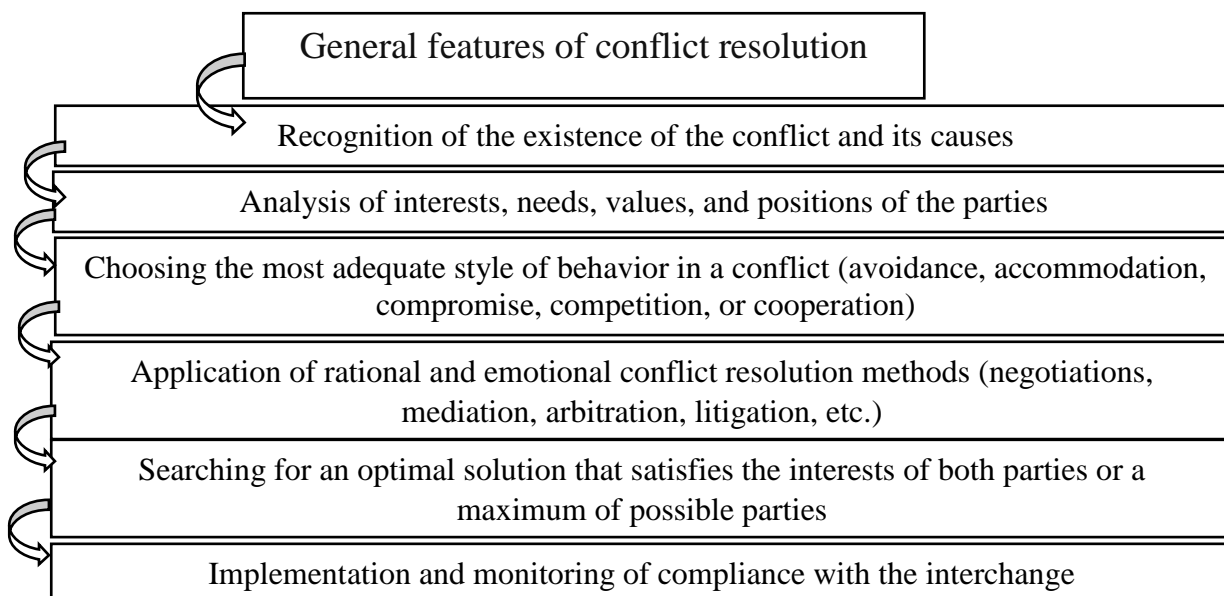


Figure 9.2. General features of conflict resolution

Leader mediation is an important component of his/her functions. A leader can act as a subject or mediator in conflict situations, depending on the circumstances and goals. The manager must possess the skills of analysis, forecasting, settlement, and prevention of conflicts, as well as consider psychological, social, and organizational factors affecting the behavior of personnel.

An example of the mediating role of an influential leader in settling a major social conflict was shown by the American billionaire John Rockefeller⁶⁸.

The case took place in 1914 in the state of Colorado, when a crisis broke out there, and a “cool” strike began in the mining industry. Driven to despair, the belligerent miners demanded an increase in wages from their company. The strike continued for almost two years. There were cases of destruction of company property. Troops were called in and opened fire on the strikers⁶⁹. The tension of passions reached the extreme limit, and the atmosphere of hatred thickened.

That is why the following simple rules are quite appropriate in the commandments of a manager who finds himself/herself in the role of a mediator or an arbitrator desired by conflicting parties (Fig. 9.3).

⁶⁸Upravlinnyya konfliktamy [*Conflict management*]. Opornyy konspekt lektsiy dlya studentiv spetsial'nosti 073 – menedzhment vsikh form navchannya / Ukl.: Mekshun L.M. Chernihiv: CHNTU, 2019. 72 s. [in Ukrainian].

⁶⁹ Ibid

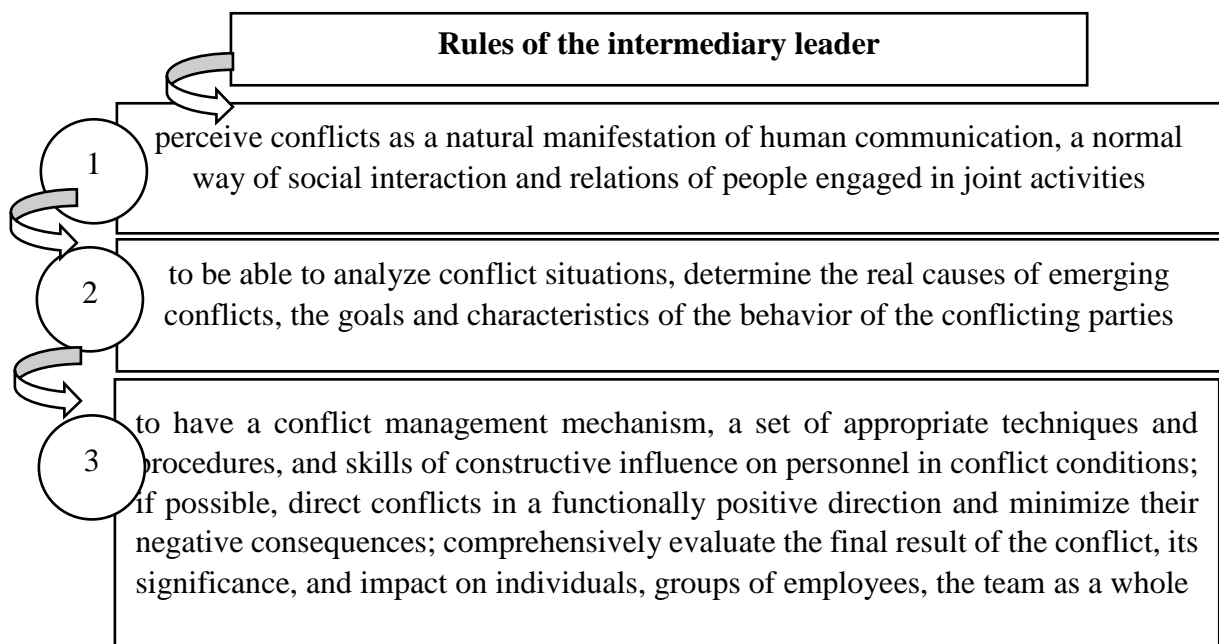


Figure 9.3. Basic rules of the leader-intermediary

That's when Rockefeller headed to Colorado because the company whose plants were on strike was controlled by his financial group. He intended to settle a sharp and inordinately long conflict. The seventy-five-year-old banker spent several weeks visiting the coal mines directly, visiting the miners' homes, talking to almost every responsible representative of the strikers, and then bringing them all together. The voluntary mediator showed due attention to the complaints of the workers and maintained a friendly tone in communication with them until the end. As a result, the strike was stopped ⁷⁰.

The direct relationship to mediation, as well as to conflict management in general, has an important point of interrelationship between conflict and social partnership. The practice of developed countries shows that effective prevention and resolution of conflicts in the economic, social, and labor spheres can be achieved above all by relying on trust and partnership relations.

⁷⁰Upravlinnya konfliktamy [*Conflict management*]. Opornyy konspekt lektsiy dlya studentiv spetsial'nosti 073 – menedzhment vsikh form navchannya / Ukl.: Mekshun L.M. Chernihiv: CHNTU, 2019. 72 s. [in Ukrainian].

3. Personal example of a leader in overcoming conflicts and stress

The leader must possess qualities that can be generally characterized as follows

(Fig. 9.4):

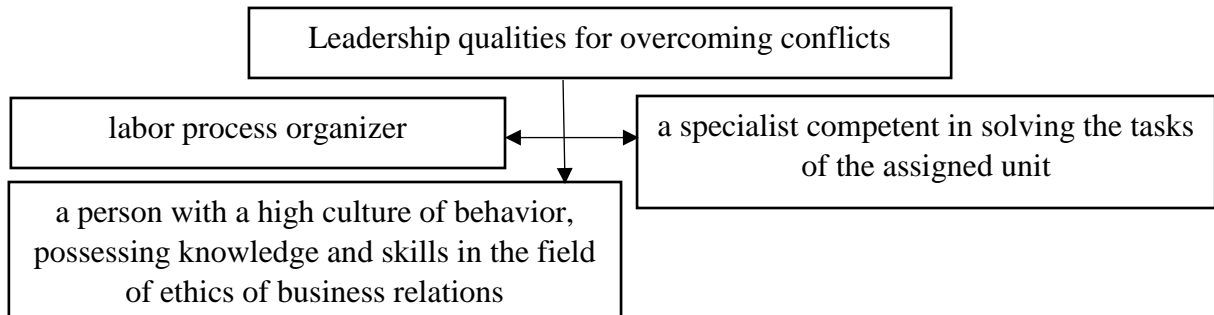


Figure 9.4. Leadership qualities for overcoming conflicts

The key to the systematic and conflict-free work of a particular unit is the ability and desire of the manager to perform general management functions. These include planning, organization, regulation, and control.

An integral part of specified management functions is the manager's performance of coordination tasks (Fig. 9.5):

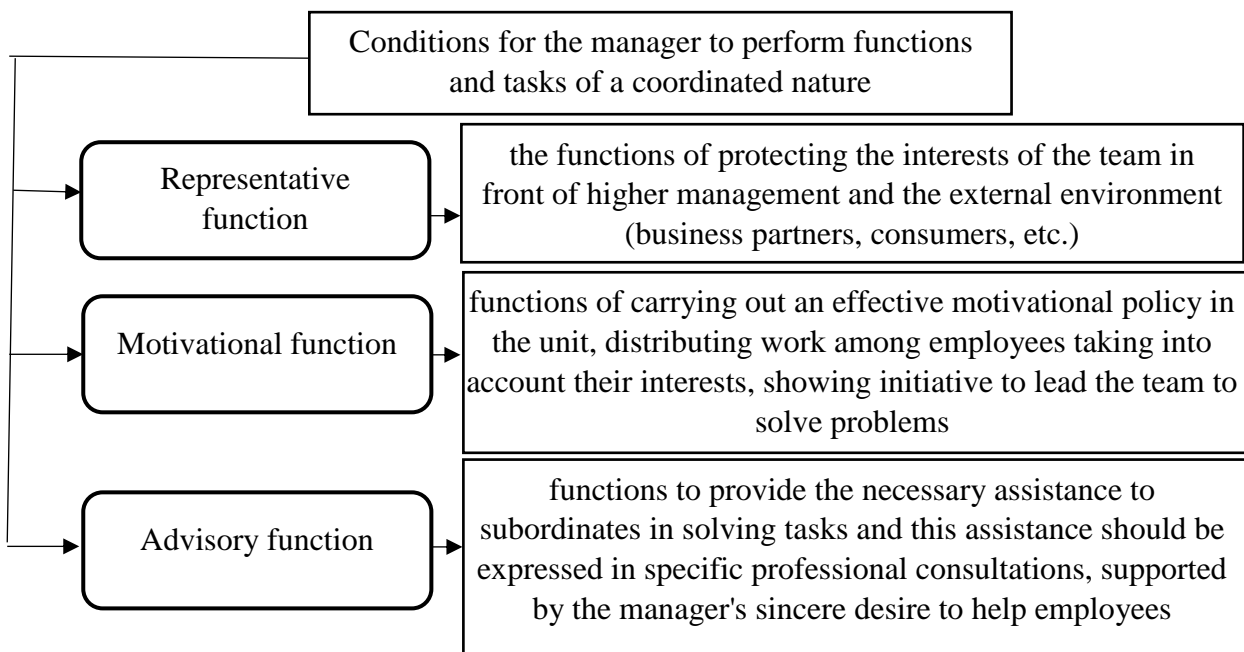


Figure 9.5. The essence of the manager's performance of functions and tasks of a coordination nature

High-quality performance of the specified general and coordination functions is unthinkable without the manager having broad and thorough knowledge in the field of his/he professional activity. Additionally, to maintain a favorable social and psychological climate in the team, the manager must have and skillfully use the legal baggage of knowledge on issues of labor relations. Knowing their basics, and referring to the appropriate guides or specialist consultants promptly is an important condition for an effective personal example of a manager.

The qualities listed above characterize the manager as a good organizer of the labor process and a competent specialist in his/her field. The presence of these qualities is not enough for the manager to contribute to the prevention and overcoming of conflicts and stress in the team by personal example ⁷¹. As already indicated, he/she has to comply with one more condition related to the fact that his/her subordinates see him/her as a person with a high culture of behavior, who has knowledge and skills in the field of ethics of business relations.

There is no doubt that any manager must be a psychologist to some extent. This presupposes a certain amount of knowledge, on which the skills of the leader's behavior in relations with subordinates are based. This kind of knowledge usually includes an understanding of the basic patterns of interpersonal relationships that are revealed in the process of managerial activity.

The leader should know and understand that different people – whether it is one person or a group – at different times can react completely differently to the same actions, expressed through instructions, orders, and requests. This often happens because the manager can choose a way of influencing employees that is inadequate to their abilities, motivations, and properties, and subordinates choose as means of protection any ways that can defend their dignity and self-respect.

In other words, the manager must correctly imagine that in the sphere of managerial activity, there is an objective dependence of people's perception of external actions on their socio-psychological traits, that is, behavioral motivations, abilities, and

⁷¹. Управління конфліктами [*Conflict management*]. Опорний конспект лекцій для студентів спеціальності 073 – менеджмент всіх форм навчання / Укл.: Мекшун Л.М. Черніхів: ЧНТУ, 2019. 72 с. [in Ukrainian].

arameters.

It is worth emphasizing again that oppression of a person's self-esteem, self-respect, and personal status is a direct path to conflicts and stress. This, in particular, requires that in several cases the manager, in a correct and unobtrusive form, gives explanations to his/her employees about what lies at the basis of his/her written and oral instructions, and requests.

The leader must know and constantly remember that any person is included in the system of social connections and relations, and therefore is their expression and reflection. A person changes according to the law of age asynchrony, that is, at any moment, a participant in the production process can be at different levels of intellectual, emotional, physical, motivational, and social state and development. It follows from this that no assessment by the manager of the results of activity, professional behavior, and personal qualities of employees can be final, since any person is in development, and changes the manifestations of his/her abilities and properties. The finality and stereotyping of the manager's assessments, which ignores the psychological inadequacy of the reflection of a person by a person, usually lead to conflict and stressful situations.

In addition, the manager should be aware that in the process of managerial activity, the pattern of distortion of the meaning of information manifests itself. The language in which management information is transmitted is a natural language, the conceptual structure provides for different interpretations of the same message. At the same time, people who participate in the process of transmitting and processing information may differ in intelligence, education, physical and emotional state, which affects the understanding of certain messages. Clarity and unequivocal interpretations, necessary explanations, the transmission of instructions without intermediaries, and control of information perception – these are the steps that will help the manager avoid the aggravation of relations between the participants of the information process ⁷².

The culture of a manager's professional behavior is determined by the general

⁷²Upravlinnya konfliktamy [*Conflict management*]. Opornyy konspekt lektsiy dlya studentiv spetsial'nosti 073 – menedzhment vsikh form navchannya / Ukl.: Mekshun L.M. Chernihiv: CHNTU, 2019. 72 s. [in Ukrainian].

level of his/her intelligence, the breadth of erudition, and the general level of education and upbringing. Universal norms and rules of conduct, and universal foundations of ethics and morality operate and find their manifestation in both industrial and domestic spheres of life. However, a manager's professional behavior requires him/her to have certain specific knowledge and skills, which in many cases prevent the occurrence of a conflict or stressful situation in relationships with subordinate employees.

The manager's ability to create a friendly and constructive atmosphere during the conversation is a quality that contributes to the fact that subordinate employees will not keep silent about their problems but will strive to solve them together with their manager. Moreover, the manager should encourage them to do so. When signs of a conflict situation appear, when any of the team members exhibit behavioral traits characteristic of stress, the manager can (and under certain conditions must) personally intervene in the situation by holding a conversation.

Business ethics assumes that the manager owns the following tools (Fig. 9.6).

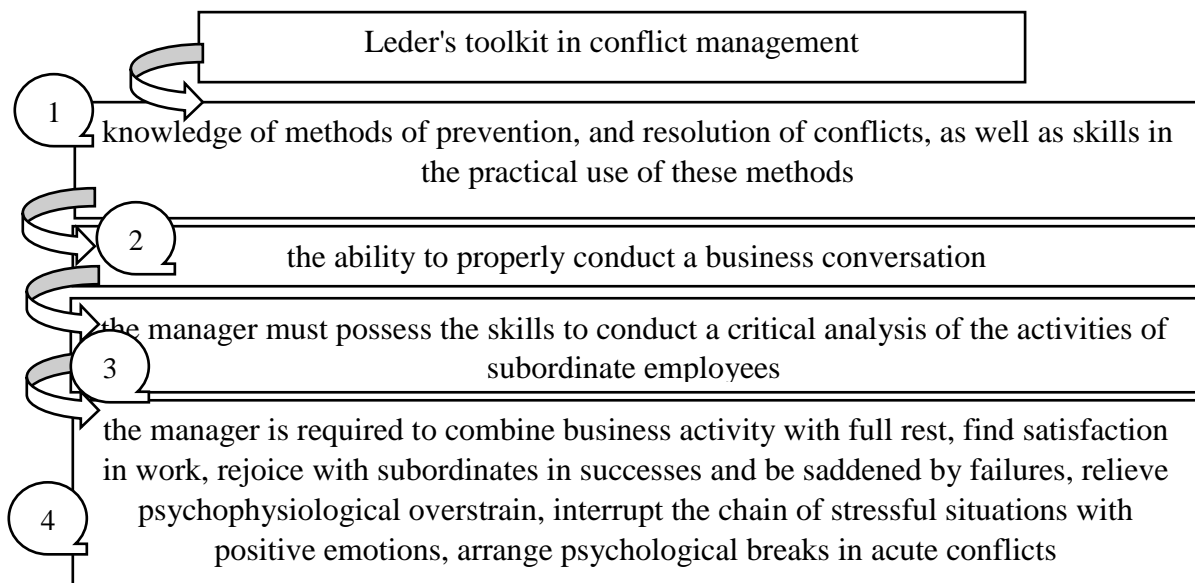


Figure 9.6. Leader's toolkit for business ethics

As can be seen from item 2 of the scheme, the manager's fulfillment of the main requirements when conducting a conversation with employees – the creation of a friendly, trusting atmosphere, the ability to listen correctly and with interest to the interlocutor, the manager's ability to perceive non-verbal information during the conversation – is a direct path to his/her participation in timely detection, prevention

and resolution of conflicts or stressful situations.

The personal involvement of the manager in solving business and moral and psychological problems of employees should not be episodic. The practice of conducting conversations is effective if it is periodic (regardless of whether acute problems have arisen or not).

Failure by the manager (item 3) to follow the rules of criticism, which have been accumulated over many years of experience in communicating with people, is a common mistake that leads to the aggravation of relations in the team, the creation of a conflict or stressful situation. Criticizing employees is an objective necessity in the work of any manager. However, at the same time, he/she must show a personal example of a correct, constructive attitude to the situation, and not allow oppression of the personal status and self-esteem of the criticized employee. Based on this, the manager should not: criticize someone in the presence of third parties; start a conversation directly with criticism; subject to analysis of personal qualities, and not the actions of the employee.

Ensuring good rest for employees (item 4), rational use of free time, and maintaining their health, that is, a state of complete physical, spiritual, and social well-being, is a subject of primary care for the manager. It stimulates the business spirit of people, increases their energy, improves vitality, and ultimately helps to overcome conflicts and stress.

The manager's qualities depend on whether he/she can be an example of highly professional behavior for employees or, on the contrary, serve as a visual guide on how not to manage.

Self-test questions:

1. How should a leader behave as a conflict mediator?
2. What tasks does a leader face in a conflict resolution situation?
3. What are the manager's behavior strategies during a conflict?
4. Should I behave as a leader as a participant in the conflict?
5. How can a manager, by example, overcome conflict and reduce the tension of a stressful situation?

QUESTIONS AND TASKS FOR INDEPENDENT CONTROL

According to the Great Explanatory Dictionary of the Modern Ukrainian Language, “security” is:

- A. absence of danger;
- B. reliability;
- C. protection against dangers at the system level;
- D. a state when nothing threatens anyone or anything.

According to the occurrence at the stages of business activity, threats are classified:

- A. by reason of occurrence, by object;
- B. by the nature of occurrence;
- C. at the stage of enterprise organization; at the stage of development of entrepreneurial activity; at the stage of decline of the enterprise;
- D. nationwide; local

Threats are classified by distance in time:

- A. long-term, the impact of which can be traced for 5-10 years or more;
- B. one-off, the impact of which is determined by certain circumstances;
- C. immediate; distant;
- D. nationwide; local

The economic security system of the enterprise is this...

- A. a complex of organizational-management, regulatory, technical, preventive, and propaganda measures aimed at ensuring the enterprise's activity and implementing the protection of its interests from external and internal threats;
- B. provision of financial resources sufficient for extended reproduction and fulfillment of existing obligations, financial stability, protection from external as well as financial and economic interests of the enterprise;

- C. provision of the enterprise with management as well as industrial and production personnel, reduction of staff turnover at the enterprise;
- D. ensuring the condition and activity of the enterprise.

The program-target method allows...

- A. ensuring the economic security of the territories and is one of the main means of approaching European standards;
- B. creation of a small system of documents;
- C. determine the risks of resource provision of activities;
- D. meet the immediate need for the implementation of integration processes in various areas of management.

The administrative function of the enterprise economic security system is...

- A. in the preparation of decisions on the creation and maintenance of a security system; distribution of duties, rights, powers; establishing the responsibility of employees of the enterprise for ensuring economic security;
- B. in highlighting the most important areas of financial and commercial activities and work to identify external and internal threats to the financial stability and sustainability of the facility;
- C. in establishing control over critical situations of partners;
- D. in the participation of the ESS in the creation and maintenance of the effective functioning of the structure that manages the security process, as well as flexible temporary structures in certain areas of work, the organization of interaction and coordination between individual parts of the system to achieve the goals set.

Scientific and methodological function of the enterprise economic security system is...

- A. in the preparation of decisions on the creation and maintenance of a security system; distribution of duties, rights, powers; establishing the responsibility of employees of the enterprise for ensuring economic security;

B. in highlighting the most important areas of financial and commercial activities and work to identify external and internal threats to the financial stability and sustainability of the facility;

C. in the accumulation and development of experience in ensuring security; organizing training for employees of the enterprise; in the scientific analysis of the emerging problems of ensuring security and methodological support for the activities of the enterprise's divisions in this area;

D. in the participation of the ESS in the creation and maintenance of the effective functioning of the structure that manages the security process, as well as flexible temporary structures in certain areas of work, the organization of interaction and coordination between individual parts of the system to achieve the goals set.

Identification of the severity of threats for a particular enterprise is proposed to be carried out using...

A. a “threat-loss” matrix that determines the position (a zone of critical, high, medium, low and minimum levels of danger) based on two benchmarks – the probability of a threat and the possibility of losing the achieved level of economic security;

B. highlighting the most important areas of activity and work to identify external and internal threats to the financial stability and stability of the facility;

C. correlation and regression analysis data;

D. Saaty method.

Application process of the hierarchy analysis method consists of...

A. three stages;

B. two stages;

C. four stages;

D. positions of alternatives priority.

Improving the management processes of the EES system is possible due to...

A. use of new universal formalized qualitative characteristics (communicativeness,

maneuverability, stability and adaptability);

B. self-preservation;

C. stabilization;

D. competitiveness.

Monitoring the state of the enterprise is...

A. a special system of methods and tools aimed at functional support of enterprise management in the field of information security;

B. regulation of settlement forms between enterprises and consumers;

C. minimization of the destructive impact of the results of production and economic activity on the state of the environment;

D. the financial condition of the enterprise, if at a specific moment, as a result of a random combination of circumstances, a certain amount of funds available to it and highly liquid assets is temporarily insufficient to pay off the current debt.

Identification of threats to the external and internal environment of the enterprise, their evaluation by probability of realization and possible losses; calculation of indicators of financial and economic security of the enterprise involves the performance of the following management function:

A. analysis;

B. monitoring;

C. information support;

D. control

Diversification as a method of neutralizing financial risk:

A. allows to reduce the level of risk of the portfolio of securities, but at the same time reduces the overall level of its profitability;

B. allows to reduce the level of risk of the portfolio of securities, but does not reduce the overall level of its profitability;

C. allows to neutralize all types of financial risks;

D. neutralizes only some types of risks, in particular, inflation, tax, etc.

The main goal of financial management of the enterprise:

- A. assessment of the economic condition of the enterprise based on management accounting;
- B. analysis and assessment of the financial and economic state of the enterprise;
- C. analysis and assessment of the financial and production state of the enterprise;
- D. growth of shareholders' property in the long term and solvency (profitability) in the short term.

The purpose of monitoring the enterprise's financial condition:

- A. control of the financial and economic condition of the enterprise;
- B. determination of the risks of the financial and economic state of the enterprise;
- C. forecasting, analysis and control of the enterprise's accounting system;
- D. informing about the state of achievement of strategic and tactical goals of the enterprise, deviation of forecasted and planned indicators of the state of the enterprise from the specified values, calculation of analytical indicators of analysis and assessment of the financial state of the enterprise, indicators of the state of the enterprise in the industry and markets (commodity and financial).

Depending on the stage (depth) of the crisis, anti-crisis management is differentiated into ... subtypes:

- A. two subtypes;
- B. three subtypes;
- C. four subtypes;
- D. there is no correct answer.

Depending on the timing of the beginning of the crisis period, different concepts (models) of anti-crisis management can be implemented:

- A. "adjustment", "exit from the crisis", "stabilization of the situation";

- B. “approach”, “removal”, “non-interference”;
- C. “exiting the crisis”, “facilitating the deployment”, “consequences of the crisis”;
- D. “duration of the crisis”, “neutrality”, “causes of the crisis”.

Depending on the object of management monitoring, different concepts (models) of anti-crisis management can be implemented:

- A. “adjustment”, “exit from the crisis”, “stabilization of the situation”, “external anti-crisis management”;
- B. “approach”, “removal”, “non-interference”, “combined anti-crisis management”;
- C. “exiting the crisis”, “facilitating the deployment”, “consequences of the crisis”, “external anti-crisis management”;
- D. “consequences of the crisis”, “duration of the crisis”, “causes of the crisis”, “combined anti-crisis management”.

The principle of the main link is aimed at:

- A. the implementation of constant control throughout the carrying out the management measures with the aim of its constant adaptation to the conditions of the internal and external environment of the enterprise, which change in times;
- B. optimization of the methodological tools for researching the problems of the enterprise and diagnosing the threat of its bankruptcy, the optimal ratio of operational, tactical and preventive anti-crisis measures, taking into account the stage of the crisis, the probable term of the bankruptcy situation, the causes and factors that led to the emergence of crisis phenomenon;
- C. search and priority solution of the main problem (catalyst of the crisis), increased attention to the sphere (direction) of activity that determines the emergence and spread of the crisis or in which the further deepening of the crisis has the most negative impact on the functioning of the enterprise as a whole;
- D. knowledge and use in the interests of the enterprise of the legal principles that regulate the implementation of business activities, the implementation and consideration of a bankruptcy case, determine the possibilities of financial recovery

and rehabilitation of enterprises, the choice of financing sources, etc.

There are ... stages of anti-crisis management:

- A. two stages;
- B. eight stages;
- C. six stages;
- D. nine stages.

The main purpose of competitive intelligence is to:

- A. Market changes anticipated;
- B. Studying the successes and failures of competitors;
- C. Support and management decision making;
- D. Learning new technologies.

Competitive intelligence includes:

- A. Consumer data;
- B. Product development;
- C. New technologies;
- D. All answers are correct.

Analysis of telephone activity is:

- A. Activities of the CI service to study the parameters and content of telephone conversations of the research object;
- B. Structured information about the mobile operator;
- C. General information about the phone user;
- D. Study of the total number of calls per day.

When searching through global search engines, you can use:

- A. Operators to limit the search to the desired social network;
- B. Calling the hotline;

- C. SMS message;
- D. The correct answers are A and B.

The tasks of CI, solved with the help of recruiting, are:

- A. Intelligence of the competitor's personnel management system;
- B. Studying the markets of interest;
- C. Reconnaissance of competitor's intentions;
- D. All answers are correct

Groups of information sources:

- A. Publications;
- B. News aggregators, market player websites;
- C. Competitor company;
- D. All answers are correct.

Representatives of different companies can provide information about:

- A. Customers, Suppliers;
- B. Resellers, distribution channels;
- C. Actions of the enterprise in the market;
- D. All answers are correct.

Information that can be found by analyzing the details in the photo in the profiles of social network users:

- A. Place of work of the object;
- B. Involvement in the event;
- C. Relationship with an important person;
- D. All answers are correct.

Setting up the release of new products is related to:

- A. Changing the technical chain by purchasing new components, buying new

machines, and hiring new workers;

B. New market research, preliminary search for dealers, partners, and customers;

C. Carryout additional organizational changes in the structure of the enterprise;

D. The correct answers are A and B.

The expansion of production and development of a new type of product can be accompanied by:

A. Acquisition of new areas for production organization;

B. Purchasing additional or new equipment;

C. Purchasing a larger volume of raw materials or attracting new raw materials;

D. All answers are correct.

Hiring employees is:

A. Purchasing new equipment;

B. Recruiting company employees;

C. The activity is aimed at finding new employees for the company's branches;

D. Publication of a vacancy announcement and conducting an interview.

A press release is:

A. Official statements on behalf of the company, especially about new technologies;

B. Official statements on behalf of the company, especially about new directions;

C. Official statements on behalf of the company about the results of financial and innovative activities;

D. The correct answers are A and B.

Private statements of company employees are:

A. Information expressed by employees of the company under investigation on forums, blogs, and private conversations;

B. This is almost the same as a press release, but in a freer form;

C. These are official statements made by employees on behalf of the company;

D. Statements of company employees by order of management.

Purchases (tenders) of the company are:

- A. This is new equipment that the company is purchasing;
- B. Involvement of outsourcers;
- C. Desire to purchase a new product by the company;
- D. The correct answers are A and B.

The company's activity in the M&A market is characterized by:

- A. Acquiring the organization or conducting takeover negotiations;
- B. Cooperation with those who are “pressured” and with those who are being negotiated;
- C. The number of sales in the market for a certain period;
- D. Answers A and B are correct.

The main task of exhibitions, conferences, and presentations is:

- A. Exchange information between participants
- B. Help attendees find new contacts, resources
- C. Skill display
- D. All answers are correct

The strategy of the CI at market events consists of:

- A. Stage 1 – preparatory, stage 2 – information gathering, stage 3 – post-exhibition work;
- B. Stage 1 – training, stage 2 – fundraising, stage 3 – post-exhibition work;
- C. Stage 1 – organizational, stage 2 – motivational, stage 3 – technical;
- D. There is no correct answer.

The 1st “preparatory” stage of the CI at market events consists in:

- A. Identifying potentially interesting events;

- B. Preparing for selected events;
- C. Building an event team;
- D. All answers are correct.

The 2nd “gathering information on the market” stage of the CI at market events consists in:

- A. Preliminary data collection;
- B. Studying competitors' stands;
- C. Interviewing selected targets;
- D. All answers are correct.

The 3rd “post-exhibition work” stage of the CI at market events consists in:

- A. Collection of related information;
- B. Systematization of data;
- C. Reporting;
- D. All answers are correct.

4. Preparation for the exam. The exam is a form of final control, conducted orally and in the form of test tasks. To prepare for this exam, you need to use:

- 1) the list of examination questions presented below;
- 2) lecture notes;
- 3) textbooks and manuals included in the academic discipline's curriculum;
- 4) consultations that can be obtained from the lecturer.

For effective preparation for the exam, it is necessary to update and systematize knowledge on each question submitted for the exam. It is better to do this in writing. It systematizes and mobilizes knowledge on the subject.

The main questions for the examination on the subject “Management of enterprise security activity” are:

1. The essence of security and economic security of the enterprise.
2. Grouping of dangers and threats to the economic security of an institution, organization, and enterprise.
3. Hierarchical levels of the enterprise economic security.
4. The phenomenon of the concept of “security”.
5. Paradigm and genesis of the term “security”. Philosophical aspect of understanding security.
6. Comparative characteristics of approaches to the definition of “security”. The concept of “interest”, “risk”, “threat”, “danger”.
7. Fundamentals of the enterprise economic security.
8. The essence of enterprise security and economic security.
9. Functional objectives of the enterprise economic security (EES).
10. Hierarchical levels of economic security.
11. Factors of economic security.
12. The impact of the external environment on the system of economic security.
13. The internal environment of the enterprise and its impact on the EES system.
14. Definition of the concept of “security activity”.
15. Mechanisms of the enterprise security management.
16. Formation of a security system. Features of hierarchical systems.

17. The essence and components of the economic potential of the enterprise.
18. Model representations of the essence of the “security” category.
19. Definition of the concept of “security activity”.
20. Security activity mechanisms.
21. Threat prevention mechanisms.
22. Fundamentals of organizing the management of the economic security of an enterprise
23. Principles of organizing the management of the economic security of the enterprise.
24. Functions of the department of economic security of the enterprise.
25. The main components of the concept of managing security activity.
26. Formation of the system of economic security of the enterprise.
27. Functional structure of the enterprise management system.
28. Management of financial and economic security of the enterprise
29. Economic Security Functions
30. The concept of the of enterprise economic security system.
31. Basic principles of construction and organization of the system for ensuring the enterprise economic security.
32. Elements of the enterprise economic security system.
33. Organization of the interaction of the components of the enterprise economic security system
34. Components of Ukraine's economic security and their assessment methodology
35. Regulatory and legal provision of economic security in the system of corporate management of the enterprise.
36. The main spheres and directions of activity of the economic security services, tasks and functions.
37. Elements of the financial security system.
38. A mechanism for ensuring financial security.
39. Threats to the financial interests of the enterprise while ensuring its financial security.
40. Ensuring information security of the enterprise.

41. Directions of information security.
42. Accounting support of the information component of the enterprise financial security.
43. Analysis of the financial state of the enterprise.
44. Fundamentals of the organization of financial security management of an enterprise.
45. Functions of the enterprise's financial security department.
46. Management mechanisms of the enterprise's financial security
47. Methods for assessing the personnel of financial and economic security services.
48. Corporate culture and employee loyalty.
49. Types of corporate culture. Types of personnel behavior.
50. Components and elements of the personnel loyalty system of enterprises.
51. The essence of the enterprise's personnel safety, the main criteria for personnel safety.
52. Threats to the personnel security of the enterprise.
53. Characteristics of the personnel assessment parameters.
54. The main reasons for using a polygraph
55. Certification of personnel and methods of personnel verification.
56. Concepts and types of information at the enterprise.
57. Ways of presenting information during mass events.
58. Legal regime of information resources. Documentation of information.
59. Confidential information protection system
60. The process and mechanism of the enterprise's CI activity.
61. The complex of advantages of CI at the enterprise.
62. The consequences of ignoring the CI at the enterprise.
63. Ethical standards for conducting CI at the enterprise.
64. Organization of information security during exhibitions, conferences, and negotiations.
65. Organization of information security when working with clients.
66. Organization of information security when concluding contracts.

67. Organization of regime activity of the enterprise.
68. Actions of the security service in crisis situations.
69. Security activity and organization of object protection.
70. The essence of the strategy of economic security of the company, institution, and organization.
71. Stages of the process of developing and implementing a strategy for ensuring the financial security of the company.
72. Countering unfair competition and hostile takeovers (raiders).
73. Perspective and current plans for the activity of an institution, organization, enterprise and structural divisions.
74. The concept, essence, goals and objectives of anti-crisis management.
75. Types of anti-crisis management strategies.
76. Task and style of management in crisis situations.

PRACTICAL TASKS⁷³

Task 1. Identify the structural components of conflicts in interpersonal relationships from your own experience. Describe your behavior in these situations.

Task 2. Determine the level of inevitability of conflicts in Ukraine's foreign policy depending on the existence of a conflict situation between our country and its strategic partners.

Task 3. Analyze the constructive and destructive functions of one of the industrial conflicts you have witnessed.

Task 4. Students are asked to complete the Inferiority Complex Self-Assessment using the following procedure. Read each statement and indicate your level of agreement with it using numbers:

1 - completely agree;

2 - not completely agree;

3 - disagree.

1. People do not understand me.
2. I feel like a fish out of water.
3. I am an optimist.
4. It is unreasonable to be happy about anything.
5. I would like to have the same abilities as others.
6. I have too many shortcomings.
7. Life is beautiful!
8. I feel useless.
9. My actions are incomprehensible to others.
10. I am told that I do not live up to expectations.
11. I have many advantages.
12. I am a pessimist.

⁷³ Bortnik S.M. Corporate conflicts and methods of their overcoming: methodical instructions. Lutsk: Vezha-Druk, 2014. 58 c.

13. Like every thinking person, I analyze my behavior.
14. Life is a sad thing!
15. Laughter is health.
16. People underestimate me.
17. I judge others too harshly.
18. Success always comes after a losing streak.
19. I behave aggressively.
20. I can be lonely.
21. People are unfriendly.
22. I do not believe that you can achieve what you really want.
23. Life's demands on me exceed my capabilities.
24. Probably everyone is dissatisfied with their appearance.
25. When I do or say something, sometimes people do not understand me.
26. I love people.
27. Sometimes I doubt my abilities.
28. I am satisfied with myself
29. I think that I should be more critical of myself than of others.
30. I believe that I have the strength to realize my life plans.

Convert your answers into points using the table below.

No. of questions		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Answers	1	0	0	5	0	0	0	5	0	0	0	5	0	0	0	0
	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
	3	5	5	0	5	5	5	0	5	5	5	0	5	5	5	5
No. of questions		16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Answers.	1	0	0	5	0	0	0	0	0	0	0	5	0	5	0	5
	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
	3	5	5	0	5	5	5	5	5	5	5	0	5	0	5	0

Scoring. If you did not score the same number of points in pairs of answers to questions 3 and 18; 9 and 25; 12 and 22 (i.e., the answers must be the same in these pairs), your test result is invalid. For example, zero points in both questions 3 and 18), the test result

is unreliable.

0-40 points. High complexity. You evaluate yourself negatively, focusing on your shortcomings and mistakes. You are constantly fighting with yourself, and this only deepens your complexes and complicates your relationships with others. Try to think about yourself differently: focus on your strengths and you will see that your attitude towards yourself and others will soon change.

41-80 points. You have every opportunity to overcome your complexes on your own. In general, they do not interfere with your life too much. Sometimes you are afraid to analyze yourself and your actions. Remember: burying your head in the sand is a futile exercise, it will not lead to good and can only temporarily relieve tension. You cannot hide from yourself. Go for it!

81-130 points – you are not without complexes, like every normal person, but you are excellent at overcoming your problems. You objectively assess your and others' behavior. You control your destiny. You feel at ease and free in a company. The people around you feel the same way. Tip: keep it up!

131-150 points. You think you have no complexes at all. Don't fool yourself – it doesn't happen. The world you have invented and your image are far from reality. Self-deception and overestimation are dangerous. Try to look at yourself from the outside. After all, complexes are meant to be overcome or... loved. Otherwise, your narcissistic complex will grow into arrogance, cause ill will from others, and ruin your life.

Identify the types of conflicts in such situations:

1. Litigation over the distribution of inheritance.
2. Disputes between the board of directors and ordinary shareholders over amendments to the charter documents.
3. Confrontation between depositors of a commercial bank and its management over non-payment of funds from their accounts.
4. Internal resistance of an employee to the management's proposal to work on weekends to finalize the annual report.
5. Rivalry between two employees for a vacant managerial position.

Task 5. Determine the nature of the conflict (type A, B, C) in the following situation and formulate the rules for its resolution. When communicating with an applicant for a vacant position, the manager promises to promote him/her in the future. The employee starts working with vigor, shows high efficiency and good faith. At the same time, the management constantly increases the workload without increasing the salary or promoting the employee. After a while, the employee begins to show dissatisfaction. A conflict is brewing.

Task 6. Conduct a transactional analysis of interpersonal interaction and assess the degree of its conflict.

Transactional analysis algorithm

Initiator

Addressee

Father.

Adult

role description:

CHILD – shows feelings (of resentment, fear, guilt, etc.), obeys, is capricious, shows helplessness, asks questions: “Why me?”, “Why was I punished?”, apologizes in response to comments, etc.

PARENT – demands, evaluates (condemns, approves), instructs, guides, protects, etc.

ADULT – works with information, reflects, analyzes, clarifies the situation, talks on equal terms, relies on reason, logic, etc.

2. Select the initiator and recipient.

3. Determine the role of the initiator and the addressee.

4. Find out which role of your opponent is targeted by each participant's influence and mark their interactions with arrows in the table.

5. Conclude: if the arrows intersect at a 90-degree angle, the maximum level of conflict is reached; if the arrows are parallel, there is no conflict situation; other cases are an average degree of conflict.

Situation 2.1 An entrepreneur approaches a tax inspector: “On what grounds did you impose a fine?”. Inspector: “Let's find out”. And, using documents, explains the reason

for the fine.

Situation 2.2 A manager asks his/her deputy: “What do you think should be done to prevent employees from being late for work?”. Deputy: “I have some thoughts on this”.

Situation 2.3 The manager addresses his/her deputy with words of reproach: “You failed to ensure that the task was completed on time”. Deputy: “I was distracted by family circumstances”.

Situation 2.4 At the end of the day, the head of a department asks an employee to stay after work to prepare an urgent report. The employee refuses, citing fatigue and the fact that the working day is already over.

Task 7. As you engage in communication in real-life situations, try to identify the positions of your partners. Try experimenting with your position, observing and analyzing the consequences of changing it each time. Which particular transactional combinations lead to an aggravation of the situation and which lead to constructive communication?

Task 8. Analyze the usual transactions of your family members, friends, and colleagues. With whom do you find it easier and more pleasant to communicate: Parents, Children, or Adults? Why do you think this is? Do you have a “favorite” position? Do you change your transaction depending on the situation? Do you need to coordinate your position with that of your partners?

Task 9. Make a mapping analysis of the conflict in the following situation. An employee of your department complains to his/her colleague about numerous and often repeated mistakes in his/her work. The colleague, in turn, perceives the complaints as an insult, and as a result, a conflict arises between them based on opposing opinions on this issue.

Task 10. Determine the algorithm of the manager's activity to manage a conflict situation in the following example. You are a manager of a production site that has a “unit” that has become a “ballast” for the team. It is practically impossible to provide this person with a job, and there are no legal grounds to fire him or her. It has a negative impact on employees, especially young people. The team creates an atmosphere of inactivity and conflicts arise.

Task 11. Build a model for making an evidence-based decision to manage conflict in the following situation. You are the head of the personnel department of a manufacturing company. An employee is hired and you have promised him/her certain benefits if he/she proves himself/herself to be a good worker. Six months later, he/she has demonstrated his/her high qualifications. When it came time to distribute vacations, this employee complained to the foreman that he /she was offered the least suitable month for his/her family to take a vacation. Then you forgot to include him/her in the order of gratitude, and the vacation voucher he/she asked to be allocated was given to your deputy. You simply forgot about your promises to this employee. As a result, he/she handed in his/her resignation.

Task 12. You criticize your employee, and she reacts very emotionally. You are forced to stop the conversation every time without completing it. And now, after your remarks, she burst into tears. How can you convey your thoughts to her?

Problem 2 During a business meeting, your employee from the advertising department became very irritated when you made comments about a new advertising project. You cannot allow your subordinate to behave like this because it undermines your authority. What should you do?

Task 13. The K. Thomas Questionnaire The following test will help you identify the forms of behavior you use in conflict situations. There are 30 options for statements, each of which has two types of answers – “A” and “B”. Carefully read each option and choose the statement (“A” or “B”) that best describes your behavior in conflict situations, making a note in the survey sheet (Table 6.1).

1. A. Sometimes I let others take responsibility for a common issue. B. I try to pay attention to what we both agree on before discussing what we disagree on.
2. A. I try to find a compromise solution. B. I try to settle the matter with all the interests of the other person and my own in mind.
3. A. I usually try hard to get my way. B. Sometimes I give up my interests for the sake of another person's interests.
4. A. I try to find a compromise solution. B. I try not to hurt the other person's feelings.
5. A. When dealing with a dispute, I always try to find the other person's support. B. I

try my best to avoid unnecessary tension.

6. A. I try to avoid trouble. B. I try to get my way.

7. A. I try to postpone the resolution of a controversial issue to resolve it in the end. B. I consider it possible to give up something to get my way.

8. A. I usually work hard to get things done. B. I am the first to try to identify all the interests and issues at stake.

9. A. I think that it is not always necessary to worry about disagreements that arise. B. I make efforts to achieve my goals.

10. A. I am determined to get my way. B. I try to find a compromise solution.

11. A. First, I try to clearly define what all the interests and issues at stake are. B. I try to reassure the other person and maintain our relationship.

12. A. I often avoid taking a position that might cause controversy. B. I give the other person the opportunity to stand by his/her opinion if he/she also meets me halfway.

13. A. I propose a compromise position. B. I insist on doing things my way.

14. A. I tell the other person my point of view and ask them about their views. B. I try to show the other person the logic and advantages of my views.

15. A. I try to calm the other person down and maintain our relationship. B. I try my best to avoid tension.

16. A. I try not to hurt the other person's feelings. B. I usually try to convince the other person of the advantages of my position.

17. A. As a rule, I try hard to get things done. B. I try my best to avoid unnecessary tension.

18. A. If it will make the other person happy, I will allow them to get their way. B. I will give the other person the opportunity to keep his or her opinion if he or she meets me halfway.

19. A. First, I try to identify all the interests and issues at stake. B. I try to postpone the disputed issues so that I can resolve them in a final way over time.

20. A. I try to resolve our differences immediately. B. I try to find the best balance of benefits and costs for both of us.

21. A. When negotiating, I try to be considerate of the other person. B. I always prefer

to discuss the problem directly.

22. A. I try to find a position that is in between my position and the other person's. B. I always defend my position.

23. A. I am generally concerned with satisfying everyone's desires. B. Sometimes I let others take responsibility for resolving a disagreement.

24. A. If the other person's position is very important to him/her, I try to meet him/her halfway. B. I try to persuade the other person to compromise.

25. A. I try to convince the other person that I am right. B. When negotiating, I try to be attentive to the other person's arguments.

26. A. I usually offer a middle ground. B. I almost always try to satisfy the interests of each passer.

27. A. I often try to avoid arguments. B. If it will make the other person happier, I will allow him/her to insist on his/her way.

28. A. I usually try hard to get my way. B. I usually try to find the support of others when dealing with a situation.

29. A. I propose a middle ground. B. I think that we should not always worry about disagreements.

30. A. I try not to hurt the other person's feelings. B. I always take a position in a dispute so that we can achieve success together.

To determine your style of behavior in conflict, you need to calculate the sum of points for each style (column) according to the scheme shown in the table (each correct answer: 1 point). After the scores are calculated, a graphical representation of the styles of behavior in conflict according to K. Thomas is constructed (see Fig. 1-2⁷⁴).

⁷⁴ Bortnik S.M. Corporate conflicts and methods of their overcoming: methodical instructions. Lutsk: Vezha-Druk, 2014. 58 c.

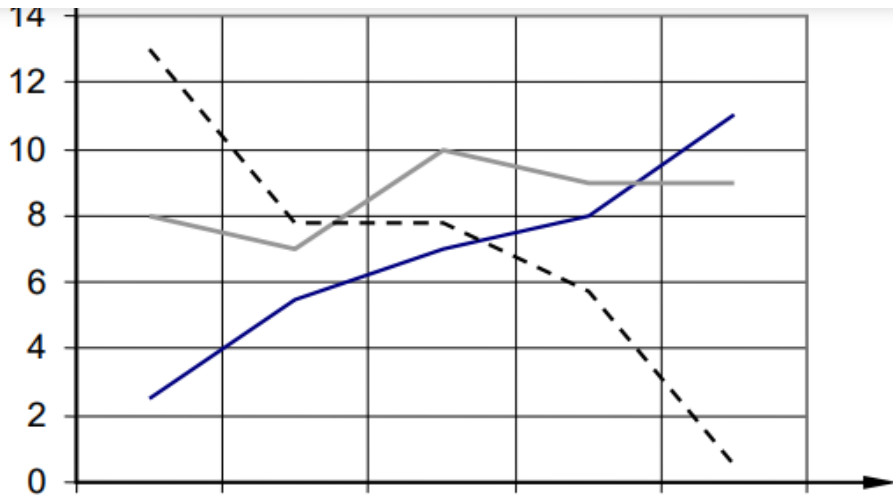


Figure 1. A graphic representation of conflicts according to Thomas

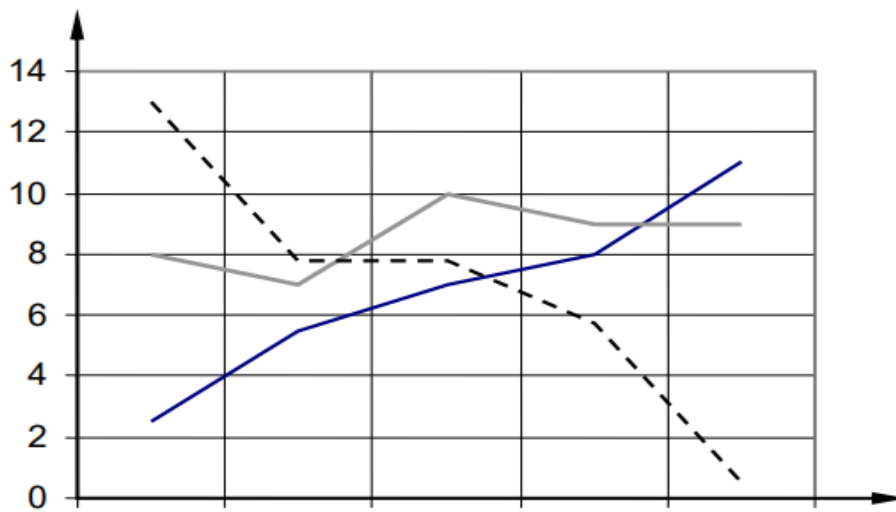


Figure 2. A graphic representation of conflicts according to Thomas

Table 1. The key to the K. Thomas test

Serial number	Coercion	Cooperation	Compromise	Evasion	Concession
1				A	B
2		B	A		
3	A				B
4			A		B
5		A		B	
6	B			A	
7			B	A	
8	A	B			
9	B			A	
10	A		B		
11		A			B
12			B	A	
13	B		A		
14	B	A			
15				B	A

16	B				A
17				B	A
18			B		A
19		A		B	
20		A	B		
21		B		A	
22	B		A		
23		A		B	
24			B		A
25	A				B
26			B	A	
27				A	B
28	A	B			
29			A	B	
30		B			A

Task 14. Take the Conflict Self-Assessment Test as follows: for each statement, select one of the three options. If none of the choices is appropriate, the statement is worth 2 points in the calculation.

1. Imagine that an argument starts in public transportation. What would you do? a) avoid interfering in the dispute; b) I may intervene and take the side of the victim, the right one; c) always intervene and defend my point of view to the end.
2. At meetings, do you criticize the management for mistakes made? a) always; b) yes, but depending on my attitude towards the manager; c) no.
3. Your immediate supervisor presents a work plan that seems irrational to you. Will you propose your plan, which seems better to you? a) if my friends support me, then yes; b) of course, I will propose my plan; c) I am afraid that I may be deprived of my bonus for this.
4. Do you like to argue with your colleagues and friends? a) only with those who are not offended and when the arguments do not spoil our relationship; b) yes, but on a fundamental, important issue; c) I argue with everyone and about anything.
5. Someone tries to beat you in line. What is your reaction? a) I think that I am not worse than him/her, I will also try to beat the queue; b) I am indignant but to myself; c) I openly express my dissatisfaction.
6. Imagine that you are considering a project that has some bold ideas, but also some mistakes. You know that your opinion will determine the fate of this work. What would

you do? a) speak out about both the positive and negative aspects of the project; b) point out the positive aspects of the project and offer to allow to continue developing it; c) criticize: to be an innovator, you cannot make mistakes.

7. Imagine that your mother-in-law (mother) is telling you about the need to save and be frugal, about your wastefulness, and she is buying expensive antiques. She wants to know what you think of her latest purchase. What do you say to her? a) I approve of the purchase if it brought her pleasure; b) this thing has no artistic value; c) I constantly quarrel and argue with her about it.

8. In the park you meet children who smoke. How do you react? a) I remark on them; b) I think: why spoil my mood because of other people's badly brought up children; c) if it was not in a public place, I would show them.

9. In a restaurant, you notice that the waiter has shortchanged you: a) in this case, I will not tip him, although I was going to do so; b) I will ask him to make up the account once again in my presence; c) I will tell him everything I think about him.

10. You are in a vacation home. The administrator is engaged in extraneous activities, having fun himself/hersself, instead of fulfilling his/her duties: cleaning the rooms, preparing the menu... Does this outrage you? a) I find a way to complain about him/her, let him/her be punished or even fired from his/her job; b) Yes, but even if I express my complaints, it is unlikely to change anything; c) I pick on the staff – the cook, the cleaner or take out my anger on others.

11. You are arguing with your younger brother and you are convinced that he is right. Do you recognize your mistake? a) no; b) yes, I do; c) I will try to reconcile our views.

Scoring .

Table 2. Each answer is scored from 1 to 4 points. You can find the scoring in the table below

answer	question										
	1	2	3	4	5	6	7	8	9	10	11
A	4	0	2	4	2	4	0	4	0	0	0
B	2	2	0	2	4	4	2	4	2	4	4
C	0	4	4	0	2	0	0	2	0	2	2

Assessment of the level of personality conflict.

From 30 to 44 points. You are tactful. You don't like conflicts. You know how to smooth them out and easily avoid critical situations. When you have to get into a dispute, you consider how it may affect your official position or friendships. You strive to be pleasant to others, but when they need help, you are hesitant to help them. Do you think that by doing so you lose respect for yourself in the eyes of others?

From 15 to 29 points. People say you are a conflicted person. You strongly defend your opinion, regardless of how it affects your work and personal relationships. And you are respected for it.

Up to 14 points. You are petty, looking for reasons to argue, most of which are unnecessary. You like to criticize, but only when it benefits you. You impose your opinion, even if you are wrong. You will not be offended if you are considered prone to scandals. Think about whether your behavior may be hiding an inferiority complex.

Practical tasks:

Task 15. Analyze the psychological structure of the parties to the conflict. Petrenko's daughter Maria grew up in the family. She studies at the university, spends a lot of time studying, and gets tired. Her parents believe that the girl should have a rest during the holidays, go to a boarding house or a rest home, and buy vouchers for joint trips (with them). Her parents know that Mariia loves to travel, but she has started to refuse to go, even though she used to enjoy it. Recently, she has been trying to stay at home or go out with friends, but not with her family. Her parents are offended. But they don't know what to do.

Task 16. Identify the needs of the individual that he/she wants to fulfill. In the hairdresser's shop, Smirnova, a regular client, has her hair done by master Ivanenko. Over time, the client decided to change her hairdresser and went to Dmytrenko, who works the same shift. Ivanenko and Smirnova live in the same building and always greet each other and talk when they meet. After the client switched to another hairdresser, Ivanenko stopped noticing Smirnova, and does not greet her in the hairdressing salon or the yard.

Task 17. Test “Maslow's Hierarchy of Human Needs” Students are asked to answer 20 questions in the text with seven possible answers (Table 3). They should choose and write down in the blank cells one of the most appropriate answers that characterizes personal behavior or attitude to a particular event, phenomenon, or process. After answering the questions, students use the key to calculate the algebraic sum of points by type of need according to Table 3 and determine the nature of the structure of their personality needs.

Table 3. Answers to the test questions, points

Serial number	I completely agree	I agree	More agree than disagree	I don't know	Almost disagree	Disagree	Strongly disagree
	+3	+2	+1	0	-1	-2	-3
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							

Test questions:

1. Salaries are usually raised for those who perform well.
2. A detailed description of the work to be performed is useful because the employee knows exactly what is expected of him or her.
3. Employees need to be reminded periodically that their work is critical to the organization's competitiveness.
4. The manager should pay more attention to maintaining the physical condition of employees.
5. A manager should spend a lot of effort to create a favorable, friendly working

atmosphere among his or her subordinates.

6. The individual ability to perform better is of great importance to the employee.

7. Impersonal responsibility often leads to a dulling of its perception by the employee.

8. Employees want to believe that their professionalism and knowledge will be useful in their work.

9. An important factor in retaining employees is the payment of severance pay to insurance programs.

10. Almost every job can be made more motivating and interesting.

11. Many workers are not ready to recognize the superiority of another in what they do.

12. A manager can demonstrate a strong interest in employee exercise by organizing leisure activities outside of work.

13. Pride in your work is a significant reward for an employee.

14. Employees want to consider themselves to be the best at what they do.

15. Relationships in informal groups are a prerequisite for good team performance.

16. Personal incentives through bonuses improve the quality of work performed.

17. The ability to communicate with senior management means a lot to an employee.

18. Employees are interested in minimal control when drawing up a work program and implementing it.

19. Occupational safety is important to the employee.

20. According to employees, good equipment is a prerequisite for successful work.

The key to the test:

The need for self-expression (assessed by the sum of the scores for questions 10, 11, 13, 18).

The need for respect (assessed by the sum of the scores for questions 6, 8, 14, 17).

Social need (assessed by the sum of the scores for questions 5, 7, 12, 15).

Security needs (assessed by the sum of the scores for questions 2, 3, 9, 19).

Physiological needs (assessed by the sum of the scores for questions 1, 4, 16, 20).

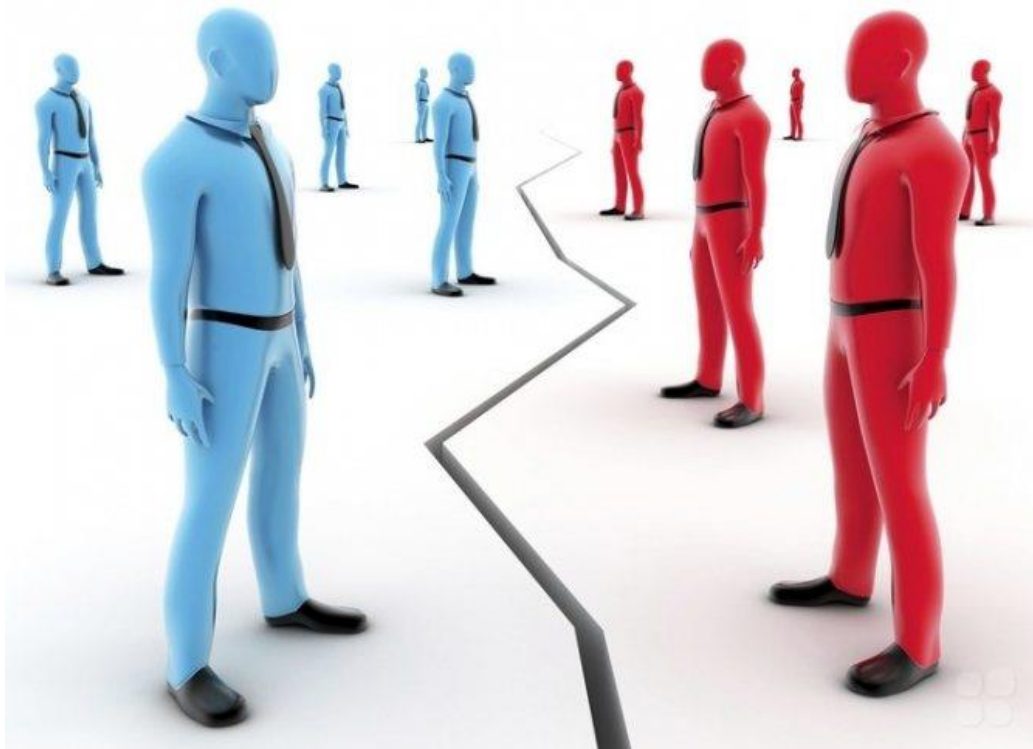
To visualize the test results, it is suggested that you draw a graph of personality needs, for which you should draw and connect the points in Table 1.2 according to the results

of the calculations. For example, after summarizing the answers, you have: self-expression needs – 7 points; respect needs – 6 points; social needs – 1 point; safety needs – 3 points; physiological needs – 7 points. The graph based on these results shows that the most important needs for a particular person are self-expression and physiological needs (7 points each), and the least important are social needs. Such a person is focused on individual, creative work and is not very interested in working in a team. Therefore, to create a system of motivational incentives and employment for this person, the manager should provide him or her with individual activities to prevent a conflict situation. Each of the students can compare his/her test results with the structure of needs according to A. Maslow, identify partial patterns and formulate principles of action for a conflict-free model of behavior in the future.

PRACTICAL TASKS AND CASE STUDIES

A conflict situation is the presence of opposing interests, motives, and outlooks on life. For example, a manager and his/her deputy have different visions of the company's strategy, but both are interested in its development. This is a conflict situation. It can potentially develop further when each party imposes its vision on the other. In this case, the situation turns into a full-fledged conflict.

The main difference between a conflict situation and a conflict is that the latter is an existing clash, while the former is only a precondition for it.



Conflict situation

In everyday life, these concepts are not distinguished as they are in the literature on psychology or conflictology. Therefore, to simplify the understanding of the topic, we will consider a conflict situation and a conflict to be synonymous.

Conflictology distinguishes between the concepts of the subject and the object of a conflict. The subject is the underlying contradiction. The object is the value over which the conflict is based. It can be not only money but also good positions in the

organization or role rights (when people want to become a boss, get their relatives a good job, etc.).

Conflict is a situation where two or more parties face differences in views, interests, values, or goals, which can lead to negative interactions and disputes.



Conflicts can arise at all levels of human interaction, including personal life, professional life, and global relations.

The need to resolve the conflict:

1.	Maintaining productivity:
	<ul style="list-style-type: none">• Conflict can divert attention and energy away from tasks and goals. Resolving conflict helps maintain productivity and contributes to the effective functioning of an organization or team.
2.	Improvement of interaction and communication:
	<ul style="list-style-type: none">• Conflict resolution can help improve communication between parties, increase mutual understanding, and build positive relationships.
3.	Maintaining mutual respect:
	<ul style="list-style-type: none">• Conflicts can cause tension and a breakdown in mutual respect. Conflict resolution helps to avoid negative impacts on mutual relationships and maintains an atmosphere of mutual respect.
4.	Improving the working climate:
	<ul style="list-style-type: none">• Conflict resolution contributes to a positive work environment where employees feel supported and not confronted.
5.	Personal and team development:
	<ul style="list-style-type: none">• The process of conflict resolution can serve as a learning and development opportunity for all parties. Conflict resolution requires the ability to listen, understand, and act constructively.

6.	Reducing stress and tension:
	<ul style="list-style-type: none"> Conflicts can create stress and tension that negatively affect the health and emotional well-being of participants. Conflict resolution helps to reduce this stress.
7.	Stimulating creativity and innovation:
	<ul style="list-style-type: none"> Properly resolved conflicts can lead to new ideas and innovations, as diversity of opinion can stimulate creativity.
8.	Maintaining reputation:
	<ul style="list-style-type: none"> Conflicts can negatively affect the reputation of both individuals and organizations. Conflict resolution helps to maintain a positive image.

Conflict resolution is an important element of effective management and contributes to a healthy and productive work environment.

Consider the situation

1. Parties to the conflict

The participants in the conflict were two young professionals who worked in shifts as system administrators.

The first, Tymofii, is a choleric by temperament, often skipping work, telling his partner that he will work next time. He is not interested in the opinions of others and does not think about the consequences of his actions. In fact, he is going to change his type of activity to “freelance” soon.

The second, Andrii, is calm, balanced man who doesn't like intrigue and always tries to avoid scandals, but he doesn't always succeed because he doesn't like being accused of anything. He tolerates the work and keeps everything to himself.

Both specialists do not like their jobs. Everyone got a job because of an acquaintance in administrative circles.

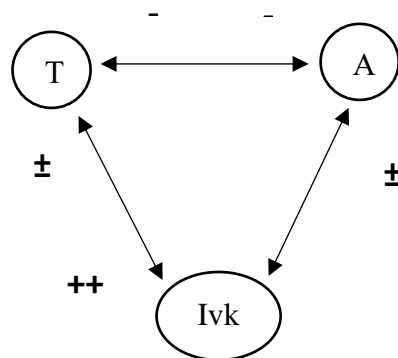
2. Description of the situation

Andrii got sick and asked Tymofii to work his shift, explaining that he had a high fever. Tymofii worked one shift alone and did not go to the next shift because he thought that Andrii should have already come to work. Meanwhile, Andrii was still sick and had a fever. As a result, no one went to work during Andrii's 2 shifts. The HR inspector called the specialists “on the carpet”. Only there did the specialists find out that no one had come to work. When asked by the HR inspector why no one was

coming to work, Tymofii replied that it was Andrii's turn. In turn, Andrii insisted on his version: I'm sick, I can't get out of bed, I have a high fever, I'm on bed rest, and you want me to come to administer a Linux server?! Tymofii chimed in with the same tone: “Why didn't you tell me you were still sick? Why didn't you tell me to work alone for two more days?” Andrii reacted: “Why don't you ask me if I've recovered, if I'm going to work?” to which Tymofii was indignant: “Why do I have to ask?”

As a result, each party to the conflict was left with his opinion: we were both to blame, but mine was less to blame. After an explanation with the HR inspector, or, more precisely, a clarification of the relationship between them, both specialists went and sorted out the backlog of emails from dissatisfied server users.

3. Scheme.



4. Interests of the parties

Tymofii	Andrii	Inspector of the HR department
Respect for himself	Respect for himself	It is necessary to deal with the conflict
Proving his case	Proving his case	Save the status of the company
Self-affirmation	Self-affirmation	
He didn't want to work harder than his partner	He wanted to be taken care of	

5. Cause, pretext, behavioral strategy, type and method of conflict resolution

The conflict was caused by the fact that each of the parties to the conflict wanted to get away with it at the expense of his partner.

The reason for the conflict was that the HR inspector called them “on the carpet” and demanded explanations, meaning that they were accused of being equally to blame for what happened.

In this conflict situation, both experts chose rivalry as a strategy of conflict

behavior.

Type:

- 1) interpersonal
- 2) social and psychological
- 3) horizontal
- 4) open
- 5) destructive

The method of conflict resolution is to establish a norm.

Consequences: reprimand to both specialists.

And the management has its own mistakes here:

We had to control who came to work and when, and not leave it to their conscience.

There are five strategies of behavior in conflict:

1. Adaptation. A person acts in his/her interests for the sake of the interests of another. This is how children who are oppressed by their teachers in elementary school behave because they have no other choice.
2. Rivalry. A person defends his² or her interests, ignoring the other side and willing to compromise.
3. Avoidance. A person does everything to avoid conflict. Examples of this are everywhere. A husband sees his wife getting mad and just leaves so as not to make her even angrier.
4. Compromise. People build communication in such a way as to achieve partial satisfaction of their interests. This can be seen very well in market trading. One person wants to buy a product at one price, while the seller does not want to sell it at that price. As a result, they agree on an amount that is something in between.
5. Cooperation. Focus on mutually beneficial results.

It is important to provide examples of conflict situations and their resolution to understand how to resolve them in more detail.

In life. Any conflict in life is resolved in the following way: you need to clearly define your and other people's interests, find the main contradiction, focus on it, and think about how to resolve it. This scheme is taken from the theory of inventive problem solving (TIPS). Resolving any conflict is a creative task; there is no single correct action. It should be as close as possible to the ideal result.

The following is an example of a conflict description for the subject of “conflict theory” (and its analysis). A friend has borrowed money but does not want to pay it back. The amount is decent, so the conflict cannot be resolved easily. Given that everyone is emotional, the scandal later spreads to other areas that are no longer related to the subject of the conflict.

A scheme for resolving a problem situation in this case:

1. The parties calm down.
2. They determine the essence of the problem situation in detail. The borrower took the money at the time, but the amount of debt is so large that he does not want to pay it back. In turn, the lender demands this money. It's all in the details.
3. The contradictions that need to be resolved are sharpened. All this information needs to be reduced to one or more contradictions, the two parts of which are completely opposite. For example, for Party A to be satisfied, it is necessary to pay off the debt. For Party B to be satisfied, it does not need to pay off the debt.
4. Ways are being found to overcome them. According to the theory of TIPS, the ideal result (IR) is when the action/object is absent as a function is performed. In this situation, you should not pay off the debt, but ensure that the money is returned. It is necessary to find the option that is closest to the IR. Possible ways to resolve the situation are: installments, assistance in a business that will help save Party A an amount equal to the debt, working for Party A for some time, organizing a joint business, and receiving a smaller percentage of each transaction for some time until the debt is repaid, or provide such strong assistance that Party A will forgive the debt out of gratitude. By the way, the latter option is the closest to the ideal result. You don't have to pay back the money, and the function is fulfilled (the debt is written off).

There are other examples of conflicts at work.

Conflicts at work can be between a subordinate and a superior, different subordinates, entire departments, a department, and a supervisor. Each has its specifics. Intergroup conflicts are always more difficult than individual conflicts, but if two heads of adjacent departments quarrel with each other, then each subordinate can get hurt.



Mediator during a conflict

Usually, conflicts at work require the involvement of a separate independent person – a mediator. This is an intermediary whose task is to find the interests that are the subject of the conflict and reconcile the warring parties. Ideally, the mediator should find a solution that would satisfy everyone. In practice, this is difficult to do, so the conflict is regulated in several stages:

1. Identification of interests.
2. Reaching a compromise.
3. Finding a mutually beneficial solution.
4. Implementation of the solution.

First, we need to put out the fire and find a compromise. This is only a temporary measure because the dissatisfaction of each party sooner or later turns into a new conflict. Therefore, after reaching a compromise, it is imperative to look for a more

effective way to resolve the problem situation.

How to resolve conflicts at work: tips

- *Find out the source of the conflict*

This is the main step in solving any problem, which will allow you to understand where it all started and how it developed. It is better to do this in the presence of a third party, for example, a supervisor, who will be an independent judge and judge you and your opponent. The parties need to discuss the points that do not suit both of them and present their point of view in as much detail as possible, giving arguments. By collecting testimony from both parties and asking questions (if necessary), you can observe a minimum understanding.

- *Conflict without witnesses*

Before trying to resolve any issue, find a safe and private place to talk. You can have a constructive conversation on neutral ground in a separate office. No one should disturb you during the conversation. The conversation will be as honest as possible if it takes place face-to-face, as some people like to play to the public. You also need to make sure that each party to the conflict has enough time to present their views.

- *Adhere to time limits and regulations*

Each party to the conflict should express its opinion on the problem. To do this, you need to decide on the rules of the conversation and set time limits (say, 10-15 minutes for each person to express his/her opinions), everything should be fair, and no one has an advantage. It is advisable to tune in to the positive (as much as possible). If everyone has his/her time to speak, one opponent will listen to the other and not interrupt, because they know for sure that they will also have the opportunity to speak.

- *Decide on a behavioral strategy for the future*

Even if you have managed to resolve the conflict, continue to monitor the problem and evaluate whether you have made an effective decision and done everything right. After all, there is no guarantee that a new conflict will not arise. Decide on preventive strategies for the future. Think about what useful lessons you can learn from the previous conflict. This will help if a problem arises again in the future.

Objectives:

1. Select examples of conflict situations related to the performance of professional activities.
2. Find examples of conflict situations related to bonuses in the team.
3. Find examples of conflict situations related to appointments.
4. Select examples of conflict situations related to the dismissal of staff.
5. Find examples of conflict situations related to the establishment of a company by several co-owners.
6. Create a situation to agree on a compromise in resource allocation or resolve an issue in the company.
7. Create a situation where it is necessary to identify common interests when a conflict situation arises.

Resolve conflict situations, indicate ways to resolve them, methods and tools that you think are more effective.

1. **Situation description.** The director of a state-owned enterprise, by the charter of the state-owned enterprise and the contract concluded with him, is vested with a wide range of official powers that are exercised about all employees of the enterprise. In particular, he has the right to apply incentive measures, including setting bonuses and determining their amount. The director's relatives, a daughter, and a son, work at the company. In such circumstances, there is a private interest in the exercise of the director's official powers, which may, under certain circumstances, affect the objectivity of decision-making and actions taken within the exercise of his/her powers, including bonuses. Your actions to resolve the conflict.

2. **Description of the situation.** Two co-owners of a company have one common goal, but different views on how to achieve it. The hired director of the company supports the point of view of one of the co-owners on the use of modern technologies to ensure the reliability of personnel but knows the character of the other co-owner, who adheres to the old proven authoritarian way of management and does not want to invest extra money in software, etc. A conflict situation is brewing. Your actions to

resolve the conflict.

3. Description of the situation. *The* use of e-learning systems in a firm can help improve the skills and competencies of employees, increase their efficiency, and contribute to the overall development of the organization – this is the concern of the HM manager, a young specialist. However, the *firm's* director (a senior and experienced employee) believes that the manager is an upstart, showing off his/her skills and propping him/her up. A conflict is brewing. Your actions to resolve the conflict.

4. Description of the situation. A young and creative person was appointed top manager of a female team of an enterprise. Competent, but ambitious and arrogant, she immediately divided the team into “favorites” and labor force. Quarrels and conflicts began in the team over the incorrect distribution of workload, and eventually, remuneration. Your actions to resolve the conflict.

5. Situation description. An older woman who is prejudiced against people of the opposite sex has been appointed as a manager of a male team. She gives every instruction and even a small remark with pressure, not hiding her attitude. One of the employees, while being harassed, switches to a raised tone of voice and, after a quarrel, defiantly leaves the workplace. Your actions to resolve the conflict.

6. Situation description. The production process at the factory includes technological lines, the shift supervisor has arranged people, but they cannot work in a team. They quarrel and blame each other for poor performance. What didn't the manager take into account? How to avoid conflict? Your actions to resolve the conflict.

7. Situation description. Two friends work in the accounting department of an enterprise in identical positions and are both in love with the chief accountant, who is married, but does not advertise this, and does not pay attention to them, or, on the contrary, prefers one or the other, which increases the enmity between the girls. The girls are quarreling and have begun to set each other up in bills and accounting documents. Your actions to resolve the conflict.

8. Situation description. Three families of internally displaced persons live temporarily in a communal apartment. The women and one of the family members

work at the same enterprise, where they have a probationary period of 2 months. Constant domestic quarrels are transferred to the workplace, which leads to unsatisfactory working conditions for other employees and reduced productivity. Your actions to resolve the conflict.

9. Description of the situation. Four specialists from one company are sent on a business trip abroad. One of the employees constantly monitors his/her colleagues and tries to gain everyone's trust, offers to add falsified documents to the report, and misappropriates the saved funds. One of the employees refuses to participate in the falsification, but the others agree. After returning from a business trip, they submit individual reports and force the employee to make a material report on the falsified documents, and when she refuses, they go to the accounting department and the manager and accuse the employee of everything. Your actions to resolve the conflict.

A woman with a foster child (17 years old), who is used to constant social payments, does not work, constantly quarrels with neighbors, social services and demands benefits and payments, and is forced to go to work. The woman's character is combative and not flexible. She demonstrates her authoritarian attitude in the workplace and demands benefits and privileges. The team perceived her as a disadvantaged poor person and helped her in every way possible. However, the person's aggression and demands took over and she starts to make scandals, perform poorly, and everyone in the team is to blame, but not her. Your actions to resolve the conflict.

Managing human resources to avoid conflicts requires productive planning, an effective communication approach, and consideration of the needs and individual characteristics of employees. Thus, productive HR planning is a key element in eliminating conflicts and creating a healthy organizational climate. Here are some of the aspects that are important when planning HR management and avoiding conflicts:

1. Clearly define roles and responsibilities:
 - Simplifying the work structure so that each employee has clear roles and clearly defined and communicated responsibilities.
 - Ensure clarity about the expectations and contribution of each employee.

2. Developing transparent management and production procedures:
 - Define clear policies and procedures related to human resources management and conflict resolution.
 - Designating transparent ways to receive applications and resolve disagreements.
3. Training in communications and conflict resolution:
 - Providing employees with training in communication and conflict resolution skills.
 - Expanding effective techniques for conflict prevention and resolution.
4. Creating a positive working environment:
 - Focusing on creating a work environment where mutual understanding and support are valued.
 - Providing opportunities for joint events and interaction between colleagues.
5. Regular reviews and feedback:
 - Conduct regular reviews of employees to discuss their successes and challenges.
 - Providing constructive feedback and listening to employees' feedback.
6. Create a reward and recognition system:
 - Rewarding and recognizing employee success.
 - Develop a reward system to incentivize and motivate.
7. Privacy and fairness management:
 - Maintaining the confidentiality of important information.
 - Implementation of personnel management taking into account the principles of justice and equality.
8. Adequate response to challenges:
 - Development of action plans and responses to all events in the team.
 - Prediction of negative or positive phenomena.

What are the consequences of unresolved conflicts?

Different life situations can cause a wide variety of conflicts. Accordingly, the consequences can range from manageable to very critical. In some cases, reconciliation is difficult to achieve. Personal or professional disputes, for example, have less impact than political disagreements. Friedrich Glasl's model of nine levels of escalation is used to understand as well as analyze conflicts. In the following, we take a closer look at the phases involved.

1) hardening

The first signs of conflict are tensions and differences of opinion. If two parties do not agree with each other's point of view or opinion but insist on their point of view, the fronts become increasingly strong. Without a willingness to broaden one's horizons, to question one's attitudes, or to open oneself to other positions, there can be no rapprochement.

2) debate

Disputes and debates are used to try to convey the meaning of the conflict. In principle, this is a good approach, but an uncontrolled discussion can quickly escalate into another argument. This level of escalation is reached when the goal of the conversation is to convince your dialog partner of your point of view. He or she should be persuaded to give up their position. At this point, the arguments of the other side of the conflict are no longer recognized or are recognized only insufficiently. Own positions are classified as right, others as wrong, and gradually the conflict conversation turns into a power struggle.

3) Actions instead of words

This is where verbal communication stops and pressure is put on the other person. Empathy or logical arguments are then no longer relevant and are not communicated either. There is a clear escalation of the situation with an emphasis on forcing an

immediate change. This is followed by immediate action, and the interlocutor is forced to both react and act. In this phase, the communication partner is viewed as an “opponent” to whom personal dissatisfaction is signaled. It is clear how unfairly one is being treated and that he/she sees the other party as guilty. Facts and figures are intended to deprive the other of the basis for argumentation.

4) coalition

From this level of escalation, the conflict is on another level. It is now almost impossible to find a compromise or a solution that would satisfy both sides. It is no longer about overcoming the conflict, but about being right. As the dispute develops, there is likely to be a winner who will suffer negative consequences. Another aggravating factor is that directly conflicting parties may look for allies to justify their point of view. This reinforcement strengthens the personal opinion and suppresses the views of the other person that are considered wrong.

5) loss of face

From that point on, it's all about harming the other person. Empathy has long been out of the picture here, and moral concepts are also increasingly rejected. Almost any means are right for the end, i.e. humiliation and degradation of another person. The controversy has now escalated to the point where the “destruction” of another is acceptable or almost desirable.

6) threat

Here, a power struggle is carried out through threats, i.e. the announcement of unpleasant measures or consequences. Both sides of the conflict try to outdo each other. The goal is to intimidate until the person gives in, fearing the consequences. A crucial factor for success is to radiate as much trust as possible. Ultimately, the one using the most convincing threat strategy will gain the upper hand and thus the conflict. As a result, the losing side of the conflict is humiliated and degraded.

7) Limited destruction

Once this level of escalation is reached, the transition to the third and final level of conflict takes place. There are no winners here because the conflict will have negative consequences for everyone. It is even possible that both parties to the conflict realize that they will be harmed and will suffer to some extent as a result of the conflict. However, it is accepted if there is a chance that the other person will get worse as the conflict progresses. At this stage, there is no morality or compassion, but rather selfishness, mirth, and a certain amount of anger. Preparing the other for the biggest possible defeat is all that matters.

8) fragmentation

Here, the conflict has escalated to the point where not only the warring parties to the conflict have suffered, but also all those who acted as supporters and allies. The entire hostile system should be systematically dissolved and destroyed – through psychological, social, or mental attacks. In this way, the quarrelsome partner becomes isolated, loses support, and becomes vulnerable.

9) Together into the abyss

At the last level of escalation, the conflict is fought with a high risk of loss. At this point, it is generally accepted that one's “destruction” is not only possible but also very likely. But this is accepted if the enemy falls into the abyss with one. There is no more attention to oneself or one's environment.

How can conflicts be recognized early?

Conflicts do not arise spontaneously. They also do not start at a high level of escalation, but usually develop gradually and intensify. To avoid serious conflicts, it is important to recognize conflicts at an early stage so that appropriate attempts can be made to resolve them. This requires attention from both managers and individual team members. If everyone pays attention to each other, sources of obstacles and conflict signals can be found quickly and appropriate conflict management can be initiated. The

lower the level of escalation at the time a conflict is identified, the more successfully and quickly the inconsistencies can be resolved.

Why can conflicts in a team be positive?

Conflict is an opportunity for personal and professional development. A dispute can also provide information about how a personal tone or individual manner is perceived. However, since there are usually no professional rules for feedback, it is difficult not to interpret these statements as a personal attack at first. Some distance or a mediator is needed here to create space for introspection.

Conflict can also help break down rigid team thinking and habits, and encourage creative ideas and solutions. For example, new team members or large project work is an incentive for positive change. Different ways of working and innovative solutions can be promoted through an open exchange of ideas.

Some best practices and examples of conflict resolution

The world of work is also a social sphere that is not free from conflict. However, with the right discussion strategies and smart decisions, it is possible to intercept the inevitable disputes in time and bring harmony back to the team. The disciplines of psychology, applied and theoretical social sciences, communication, and philosophy offer various models for analyzing and dealing with conflict situations. Procedures for effective and sustainable conflict avoidance and resolution can be derived from this.

1) Recognizing the conflict

Effective conflict resolution in the workplace depends entirely on how involved you are. Are you directly involved as an ally or are you simply aware of the conflict situation as an outsider?

In the previous paragraphs, we have already explained how conflicts can be recognized at an early stage. Usually, those involved are aware that there are differences. However, their pride prevents them from taking a step toward each other. It may also happen that the conflict is not even recognized by the other party. Whatever the situation, the disagreement will not resolve itself. For this reason, it is important to

approach your coworker and resolve the problem. However, this should be done in a quiet place. The following applies here: the sooner the conflict is resolved and a resolution strategy is developed, the better.

2) Find out the causes of the conflict

Before you can resolve a conflict, you must first find out why it arose. To identify the points of conflict, you need to find the relevant causes. When did a conversation or situation turn into a confrontation? Where do you see the cause of the dispute? When investigating the cause, you need to consider all parties. Accordingly, the other party to the conflict should also be asked about the dispute. A solution-oriented approach should be used to prevent the dispute from arising again. This intention must be communicated.

3) Joint discussion

A joint discussion should be held under the slogan “describe, not judge”, and no hostile accusations should be made. Open attacks and accusations only lead to strong fronts between the controversial – in the sense of: “You *can't talk to him/her anyway*”. It is only through non-violent communication that a constructive culture of debate can be created and differences quickly resolved.

4) Application of the Harvard concept

The so-called *Harvard framework* consists of several principles of negotiation. These strategies should lead to a win-win situation, i.e. an outcome based on consensus or compromise that satisfies both conflicting parties. This concept can also be applied in the workplace and follows two guiding principles:

Firstly: “Tough on business, but soft on people”. People and issues should always be treated separately. Even if there is a strong disagreement on the factual issue, friendly and interpersonal relations should always be maintained. This way, a peaceful agreement can be reached and a solution can be found.

Secondly: “We need to pay attention to interests, not positions”. Behind every

position, decision, and action are individual interests. Since they are not always obvious, they should be discussed openly. Only if interests are known they can be taken into account and ideally aligned.

5) Formation of a common language platform

Conflict refers to a difference of opinion that separates two communication partners. However, conflict negotiation should ensure that the focus is not only on the differences. Similarities are the best basis for finding a solution. Ideally, the first common goal should be to end the conflict. It is also in the interest of both parties to re-establish a pleasant work environment in which people feel comfortable and can be productive. Perhaps the conflicting parties are compatible for other reasons, such as the motivation to master a large-scale project together. By addressing these common needs, stronger interpersonal relationships can be built. This connection can help to mitigate and resolve conflict.

6) Communicate with respect and compassion

Conflicts are often based on disagreements and misunderstandings. However, it is easy to make the mistake of taking a one-sided and inflexible position when defending your point of view. If you stubbornly insist on your arguments and the other person needs to be convinced to change his/her mind, tension can quickly build. Respect, trust, and acceptance of other opinions are the foundation of a healthy team culture.

Conflicts can arise simply because a teammate does not feel valued. However, this can be prevented by careful communication:

- Always let your interlocutor finish the conversation.
- Listen actively.
- Never look down on other opinions.
- Be open and tolerant.
- You should never express prejudice or accusations about nonverbal communication.

Even if you don't want to deviate from your own opinion, you should know that the other person may feel the same way. Don't close your mind, but keep it open to other views and points of view. This allows you to get closer despite having different opinions and have a lively discussion instead of a conflict.

7) Conflict management in the company

Minor differences of opinion between team members can certainly be resolved in person. This requires both parties to the conflict to be solution-oriented and to follow the appropriate rules. But what happens when the escalation has already progressed and the parties are unwilling to – take radical measures.

8) Take care of yourself

If you regularly communicate with a person, you get to know them – in particular, what they like, what guides his/her choices, and what he/she dislikes. And as practice shows, when you care about the client more than he/she does, the result will be tremendous. How does this apply to conflict situations?

There will always be ups and downs in relationships with any client. And they have two reactions to bad news:

- They will get angry, shout, and indignant. And blame you for the problems;
- They will call you to discuss the issue and suggest ways to solve it.

If your customers know that you care about them, you can hope for the second option. After all, they know that you don't have to explain away bad things, or to judge them. You got the idea. And for you, this means that, most likely, they will not resort to shouting and accusations, but will try to find positive solutions with you.

9) If I do this, will you be happy?

Imagine a situation where you have been working for a month. We are happy that all tasks have been completed and all goals have been achieved. We are happy to write the monthly report, and the clients are... disappointed and unhappy. This is an unpleasant situation. But it can be prevented!

Before starting cooperation, *write a rough work plan*. Show it to the customer and ask: “If I do this, will you be happy?”. If the answer is “no”, you have a problem. If the answer is “yes”, and you will fulfill your obligations, there should be no more irritation.

Remember, or even better, *write it down: promise only what you can control, that is, what depends on you*. If you don't follow through on what you promised, your relationship with the client will be ruined.

10) Write it all down

After every conversation with a client, agreement reached, important emails and letters, **write down the main points**. This way, you can prove your point of view in possible disagreements that will arise. This is especially true for relationships with clients who tend to change their minds or their decisions frequently.

11) Do not get caught in the wrong

Another common problem for entrepreneurs is *making decisions for the client*. It can be anything:

- Overlay of your product;
- Introducing certain terms of cooperation that should be better for the client;
- Comments on the design of your website/office/images if your opinion has not been voiced to the client.

This attitude puts your view of things above the customer's. In this way, you not only show bad manners but also doubt that your customer is capable of making decisions on his/her own. No one likes that. Your opinion is good, but don't voice it unless you are asked, that is, don't impose it.

12) Exercise the right of first refusal

Imagine, on Monday morning, you arrive at work and find out that the customer has not received the order/did not wait for the call/did not receive what was promised. What will you do? Will you ask no one to enter the office and answer the phone saying that you are not there? Will you flee the country?

No, no! *You need to be ahead of the customer and call first!* If you don't do anything to correct the mistake, you'll end up with an angry customer. A very angry customer is a difficult one to negotiate with. He/She will have two reasons to tell you everything he/she thinks because you:

A) you do not keep your promises...

B) you don't pay attention to the mistake, and he/she notices it.

Always take the opportunity to take the first step. It won't be easy. Customers may scream and be outraged. But the fact that you haven't abandoned them will soften their anger. Explain the situation and tell them that your team is already working on the problem.

If the conflict is unavoidable...

If you managed to avoid an unpleasant situation, congratulations! You did everything right. *But what if difficulties still arise?* What if you find yourself in the middle of a conflict?

Imagine you receive an angry letter from a client saying that they are very unhappy with their work and want nothing more to do with you. What then?

Here are 4 solutions to the problem that you can use:

1. Do not argue

In his book "How to Make Friends and Influence People", the famous psychologist Dale Carnegie writes:

"Why prove a person wrong? Is this an attempt to put him/her in his/her place? Why not let him/her save face? He/She didn't ask for your opinion. He/She doesn't need it. Why argue with him/her? Always avoid sharp corners..."

So does that mean you need to let your customers say whatever they want and follow their lead? Of course not! *You have to help them see your point of view on the issue.* Not to change your opinion, but to show it.

You have to start with the mistake you made in one form or another. This does not mean that you are the only one who caused the conflict. Let's say that you are guilty of not putting everything on the shelves/inaccurately presenting information/or

something else, so a mistake has occurred. This helps to reassure the client. People like to feel understood. It makes them want to hear the next argument, which may have a solution hidden in it.

Criticism should always be constructive!

2. Use personal communication

Do you remember how many times you have received complaints via email? Even despite the situation and its consequences, people prefer to avoid quarrels over the phone. Use this fact to your advantage. After all, the easiest way is to send an angry email back, but this will only escalate the situation. Instead, call the client, or even better, arrange a meeting!

Respond to the complaint as quickly as possible, but realize that email is not the best way to resolve a misunderstanding. *Try to use it to minimize the effect:*

1. A face-to-face meeting;
2. Skype (or another program) where you can see the client;
3. A phone call;
4. Chat on WhatsApp or Viber.

If you manage to organize a meeting or video call, you greatly increase the chances of a successful resolution. When organizing a meeting or call, prepare arguments for all possible customer issues. To do this, *try the following method:* prepare a response letter where you write everything you want to say, but do not send it. This helps you to collect your thoughts and think through the answers to the main questions.

3. Try honesty

If you are wrong, try to admit it. There's nothing worse than coming to a client with a rejection and then continuing to act as if nothing happened. Even if the result is not what you expected, admit it!

The client will know that you understand this and are trying to correct the misunderstanding. This adds credibility to the business and you personally. Trust increases loyalty. And maybe next time he/she won't go for a conflict at all, since the person will be open to communication and discussion of any controversial issues.

4. Know when to say goodbye

Finally, if nothing helps, you should say goodbye to the client. Because it won't always work out as you planned, and you won't always win. The key is to part ways on good terms. If you don't find a solution today, you may be useful some other time.

Don't burn bridges! You never know where you might run into this person next.

Conclusion.

Dissatisfied customers are always a blow to development and growth. So don't be afraid of them, but calmly and tactfully resolve the issue.

Remember that effective communication is a necessary skill for every successful entrepreneur. Thus, using these tips, you can solve the case without mistakes and misunderstandings, and there will be much less complaints.

TERMINOLOGICAL DICTIONARY

A threat to the management of the mechanism of financial and economic security of entrepreneurship is a form of expression that reflects the real or potential possibility of the manifestation of the destructive influence of various factors and conditions on their implementation in the process of financial development, which leads to direct or indirect economic loss.

Abolitionism is a method of civic expression of the will to satisfy political interests and needs; a social movement aimed at opposing the adoption (introduction) of a law, decision, leadership position, etc.

Absenteeism is the evasion of voters from participating in the election of state bodies, officials, or in a referendum.

Abuse of power means exceeding the limits permitted by a legal prescription, exercising one's powers for an illegal purpose and in an illegal manner, and violating the rights and legitimate interests of the state and other persons.

Accidental or conditional conflict – depends on circumstances that may change, but these circumstances are not realized by the conflicting parties.

Adaptation is the ability of a subject to bring its actions in line with the requirements of external influence; a reconciliatory strategy of behavior in a conflict.

Adequacy of behavior is the behavior of an individual or a group that meets the norms of interpersonal relations accepted in the social sphere.

Administrative conflict is a type of vertical conflict that arises within an organization, the subjects of which are related to each other, as a rule, by official relations of the “manager – subordinates” type; it can arise at the level of the labor collective, as well as administrative and territorial relations.

Affect (lat. affectus – mood, excitement, passion) is a mental state characterized by the dominance of a certain emotion, which determines the specifics of perception of stimuli and the nature of a person's actions; it covers all affective mental states regardless of their depth and fluidity.

Aggression is an individual or collective behavior aimed at causing physical or

mental harm, damage, or destruction to another person; it occurs as a reaction of the subject to frustration and is accompanied by an emotional state of anger, hostility, and hatred.

Alternative is an opportunity to act in opposition to or incompatible with previously developed ways, means, and solutions.

Altruism is a moral principle that consists in selflessly caring for the good of other people while ignoring one's interests; A. is the opposite of egoism.

Ambition is a fairly high level of effort shown by a person; intentions to legitimize and enhance the self-status.

Ambivalence is the duality of experiences that manifests itself in the fact that one object evokes two opposite feelings in a person at the same time, for example, sympathy and antipathy, anger and amusement, etc.

Amoralism is a nihilistic attitude to moral principles, the denial of moral foundations and generally accepted rules of behavior in society.

An economic mechanism is a system, a certain structured integrity, the elements of which are methods, levers, means or economic processes, phenomena interconnected by links.

Anarchy (Greek: αναρχία - powerlessness) is a stateless system of society. At the everyday level, the term A. is used to define spontaneity, disorganization, lack of authority, etc.

Annexation is the unilateral and violent annexation by a state of the territory of another state or territory that is the subject of a dispute. Anomaly (Greek: ανωμαλία - inequality, deviation) – in psychology, various deviations from the norm of mental processes and functions.

Antagonism is an irreconcilable contradiction.

Antagonist is a hostile, implacable person who rigidly defends his or her interests in a conflict, does not make concessions, and fanatically adheres to extreme views; he or she often tends to use violence.

Antinomy is a comparison of two opposing, equally provable statements.

Antipathy is a persistent negative attitude of an individual towards another person

or group of people (social, ethnic, religious, etc.), which manifests itself in dislike, unfriendliness, and unkindness.

Anti-Semitism is a type of nationalist, racist ideology based on intolerance, hatred, and persecution of one Semitic people, the Jews.

Antithesis is a deliberate juxtaposition of opposing ideas, images, and concepts.

Apathy is a human condition characterized by emotional passivity, insensitivity, indifference to events in the environment, and a weakening of interest in life.

Arbitrariness is a crime against the authority of state authorities, local self-government bodies, and citizens' associations.

Arbitration is a method of dispute resolution in which the parties apply to arbitrators who are selected by the parties themselves or appointed by their consent or following the procedure established by law.

Arbitrator is a mediator; a third party in a conflict that is vested with certain functions to resolve the conflict by the opponents of the conflict.

Art of management is the ability to apply scientific knowledge of management, use the accumulated experience and skills, and creatively adapt them to a specific situation.

Assertiveness is a character trait, a personality quality that manifests itself in self-assertion and conscious acceptance of the demands of others (the opponent) without fear, uncertainty, tension, irony, etc.

Assimilation is the merger of one person with another by adopting its language and customs. There are two types of assimilation: voluntary and forced.

Attack is an aggressive action in a conflict, the ultimate goal of which is to destroy the enemy's potential.

Attraction is an emotional property of a personality; the ability to attract or repel, to cause sympathy or antipathy.

Authoritarianism is a personality trait characterized by a tendency to dictate and unquestioning subordination of others to one's influence and power.

Autoaggression is aggressive actions directed against oneself (for example, suicidal behavior).

Balance of power is a system of indicators that characterizes the correlation of military, political, and economic forces between states or alliances of states.

Bankruptcy is the financial inability of a legal entity to satisfy its creditors' claims and fulfill its obligations to the budget within the time limit set for this purpose.

Bifurcation is a change in the qualitative behavior of a dynamic system with a small change in its parameters.

Blackmail is a criminal act that involves the threat of disclosure of private, secret, possibly intimate, purely latent information or facts to a specific person to obtain a certain benefit.

Bluffing is a tactical technique of conflict confrontation, which consists in forming a false belief in the opponent that the opposing party has significant forces and resources that are absent or insufficient.

Bonapartism is an authoritarian system of government that relies mainly on the army, police, intelligence services, and a developed bureaucracy.

Boycott is a political and economic struggle technique that consists in refusing to maintain relations with an individual, organization, or state to force him/her to meet economic or political demands.

Catharsis is emotional relief; mystical “cleansing of the soul” from the dirt of sensuality, and corporeality, which is compared to aesthetic pleasure; associated with the creation of illusions; release from stress that caused neurotic conflict.

Causes of conflict are a set of circumstances (objective and subjective), the presence or effect of which leads to conflicts.

Censorship is the control of the official authorities over the content and distribution of printed materials, the content of radio and television programs, theatrical performances, and sometimes private correspondence (perustration) to prevent or limit the dissemination of information and materials that are considered harmful or undesirable.

Cerebral palsy is a fairly common mental health and behavioral disorder that is inevitably associated with internal and external conflicts: irritability; and uneven intellectual performance.

Challenges are a set of circumstances, and the negative impact that must be responded to, while ignoring them can cause positive and negative consequences for the activity.

Character accentuations are excessive expressiveness of certain traits of a person's character, which is an extreme variant of the norm. Under unfavorable circumstances, it can lead to changes in a person's behavior in critical, including conflict, situations.

Chauvinism is a reactionary political ideology and practice aimed at inciting national enmity and hatred between people of different nationalities and at the subjugation and enslavement of other peoples.

Civil disobedience is the exclusive right of the people to resist anyone who usurps state power; the refusal of the population to comply with the decisions of state authorities or local self-government bodies in protest against their decisions.

Clan – a group of blood relatives headed by a leader, living compactly. The clan is characterized by the following features: isolation from society; religiosity, common rituals; economic relations and property; special clan ethics, a strict system of control over the behavior of clan members; and often criminal, mafia-like activities.

Clash – 1) a fight, a brawl; 2) a dispute, a quarrel arising from disagreements; 3) hostile relations in a conflict.

Cognitive conflict is a type of interpersonal conflict caused by various difficulties of its participants: differentiation of knowledge and mental operations, hierarchical structure, inadequate operationalization; pathology of thinking of one of the participants (violation of the operational side, dynamics and reflection, reasoning, autistic thinking, low mental capacity) when solving problems or communicating.

Collective labor disputes are unresolved disagreements between employees and employers regarding: a) new social and economic conditions of work and working life; b) conclusion or amendment of a collective agreement; c) implementation of a collective agreement or its individual provisions; d) failure to comply with labor legislation.

Commercial disputes are disagreements that arise between parties to economic

relations. According to their content, commercial disputes are divided into: disputes arising in connection with the conclusion, amendment, and termination of commercial contracts; disputes related to the fulfillment of contracts and obligations, etc.

Commercial risk is the probable negative property consequences of business activities that arise in the course of selling goods and services and are not caused by any miscalculations of the businessman.

Compensation (legal) is a legal method of protecting the tangible and intangible benefits of individuals and legal entities; it consists in compensation for damage (tangible and intangible).

Competition is an active rivalry in a certain field of activity between entities interested in the same goal; a rivalry that easily turns into conflict under the appropriate set of circumstances and the active use of conflictogenic communication.

Compromise is a strategy of behavior in a conflict that involves mutual concessions; an agreement between opposing parties based on mutual concessions.

Condition is a requirement or proposal put forward by one of the parties to a conflict that is negotiated when concluding an agreement or contract.

Conflict behavior is an alternation of mutual reactions (actions) aimed at realizing the interests of each party to the conflict and limiting the interests of the opponent.

Conflict consciousness is a special state of social or personal consciousness, the specificity of which lies in the understanding by opposing subjects of the opposition and incompatibility of goals, interests, ideals, and values, and their transformation into a motivation for conflict struggle.

Conflict diagnostics is a methodological activity aimed at determining the essence, features, and type of conflict based on its scientific analysis.

Conflict dynamics is the process of conflict development over time under the influence of certain factors and conditions, which includes the following phases: hidden (latent), open demonstrative interaction, aggression, and the end phase, followed by a post-conflict situation.

Conflict escalation is the development of a conflict in which the intensity of the

struggle and subsequent destructive effects of the opponents on each other become stronger and more intense than the previous ones, so the conflict grows.

Conflict evolution – the gradual, continuous development of a conflict from simple to more complex forms.

Conflict forecasting is a special scientific study of the prospects for the emergence, development, and termination of conflicts.

Conflict in an organization is a clash that arises in an organization in the process of people interacting in solving production and personal issues.

Conflict interaction is the process of mutual negative influences of individuals, groups, classes, ethnic groups, parties, and states that are in conflict, in which their goals, interests, aspirations, value systems, etc. clash.

Conflict is a sharp clash between subjects of social interaction due to opposing goals, interests, positions, or views of opponents based on their incompatibility.

Conflict management is a purposeful influence on conflict interaction that should ensure a constructive resolution of the contradiction that has been actualized in the conflict.

Conflict maneuvering is a special method in unstable societies that ruling circles can use to stabilize life and prevent social and political conflicts.

Conflict mediation is one of the forms of dispute resolution with the help of a "third party" (mediator); regulated assistance of a neutral party to conflicting parties to resolve the conflict through negotiations.

Conflict models – in the typologization of conflicts, models are distinguished: “business dispute”, “formalization of relations”, and “psychological antagonism”.

Conflict phases are elements of conflict dynamics; the following phases are distinguished: latent, demonstrative, aggressive, and conflict resolution.

Conflict prevention is a type of pre-conflict intervention that aims to influence its most important elements before an open confrontation occurs.

Conflict reflection is the ability of a person to realize his or her thoughts and interests in a conflict, i.e. to take an analytical “reflective position”.

Conflict resolution is the process of gradual partial resolution of a conflict, the

cessation of open struggle between the parties. It is the choice of an alternative in the conflict process, in which the main efforts of opponents are aimed at reducing the intensity of confrontation, at turning direct confrontation into a plane of mitigation of confrontation and replacing it with conflict-free relations.

Conflict settlement is one of the forms of conflict ending; a set of positive actions (decisions) of the participants themselves, which provides for a mutually acceptable solution to the problem and stops the confrontation between rivals by peaceful or violent means.

Conflict situation is one of the main structural elements of a conflict; a situation of hidden or open confrontation between several participants, each pursuing its goals, motives, and means of resolving a conflict problem.

Conflict termination is the final stage in the conflict dynamics, which consists in the cessation, or end of confrontation for one reason or another; it can take such forms as resolution, settlement, attenuation, or elimination of the conflict.

Conflictogenicity is a character trait, a property of the psyche and actions, behavior of an individual or group that contribute to the emergence and escalation of conflicts.

Conflictology is the science of the nature and forms, causes, structure, dynamics, and ways of resolving conflicts.

Conformism is the passive, adaptive acceptance of existing standards of behavior, categorical recognition of existing orders, norms, and rules under pressure from external conditions and circumstances, contrary to one's beliefs.

Confrontation is a hidden or open struggle between parties (classes, elites, marginalized groups, etc.) that have mutually exclusive interests and completely incompatible goals.

Consensual transaction is a transaction for which the parties' consent to enter into it is sufficient.

Consensus is the coherence of the positions of subjects on controversial issues; a method of decision-making through cooperation, achieving a fundamental unity of opinion.

Consent is a commonality of goals, beliefs, and points of view on a situation, certain events, or the position of other people. It is expressed in solidarity, harmony, and collective action.

Consequences of conflict is a concept used to define the results of conflict interaction between subjects and the problem of the “cost of conflict”.

Constitutional offense is an action that is expressed in the violation of constitutional provisions by a subject or in the improper performance of its constitutional duties, for which constitutional liability arises.

Contradiction (social) is a divergence of interests of people and social groups; it has a dialectical character. Periods of the existence of a contradiction: emergence, unfolding, and resolution.

Controlled threats – the implementation of direct influence on the part of the management in order to change the degree of influence of the threat.

Controversy is a clash of opposing positions.

Cooperation is a strategy of behavior in a conflict situation that is focused on jointly finding solutions that would satisfy the interests of all parties.

Counterclaim is an independent claim of the defendant against the plaintiff filed in a lawsuit; a way of defending the defendant against a claim against him or her.

Counterculture is a set of orientations and values, behavioral stereotypes, and socio-cultural institutions that are opposed to the dominant culture.

Court of arbitration is a court chosen by the parties to resolve a dispute between them; it is formed by three judges: each party appoints one judge, and two judges so appointed assign the third.

Creditworthiness is the presence of prerequisites for obtaining a loan and the ability to repay it.

Crisis is a sharp break, a difficult transitional state of a social process, institution, or society as a whole; a sharp escalation of a conflict, followed by a qualitative change in the situation, such as a “deadlock”.

Criterion of economic security is a sign based on which the state and the ability of the economic system to resist manifestations of threats to economic security is

determined.

Cruelty is a sharply negative character trait of a person that manifests itself in the infliction of physical or moral suffering on another person (group of persons), as well as animals.

Currency security is a state of exchange rate formation that creates optimal conditions for the progressive development of domestic exports, the unhindered inflow of foreign investment into the country, Ukraine's integration into the world economic system, and also protects as much as possible from shocks in international currency markets.

Cycloidal type is characterized by people who are subdepressed: lethargy, and lack of energy; their environment burdens them, they avoid communication, and minor setbacks and troubles are difficult to experience.

Cynicism is an openly dismissive, arrogant attitude towards generally accepted moral norms, towards what is universally recognized and respected.

Damage (loss) means unfavorable property and financial consequences for the creditor that arose as a result of the offense committed by the debtor.

Danger is a form of manifestation of a threat that leads to real losses. The subject of financial security of entrepreneurship is the activity of subjects of financial security as the implementation of principles, functions, a strategic program, or specific measures to ensure the financial security, which is aimed at objects of financial security.

Debt security is the level of internal and external debt, taking into account the cost of servicing it and the efficiency of using internal and external borrowings and the optimal ratio between them, sufficient to solve urgent socio-economic needs, which does not threaten the loss of sovereignty and the destruction of the domestic financial system.

Decadence is a process of decline in culture.

Declassed person is someone who has lost touch with his or her class, or stratum, has fallen to the social “bottom”, and has become a member of the lumpen, drug addicts, or professional criminals.

Deliberate bankruptcy is the deliberate bringing of a business entity to the stability of financial insolvency, which is resorted to by the owner or official of the enterprise for selfish reasons.

Delict is an offense, i.e. an illegal act, misdemeanor, or crime. It is the basis for bringing legal entities and individuals who committed it to legal liability.

Delinquent behavior is a social behavior that violates legal norms.

Demographic security is a state of protection of the national economy, society, and labor market from demographic threats, which ensures the development of Ukraine taking into account the set of balanced demographic interests of the state, society, and the individual by the constitutional rights of Ukrainian citizens.

Demonstration is a mass procession of people (on the roadway of streets or squares) with posters and banners to express public interests, sentiments, certain demands or mutual solidarity, and protest against the government's policies.

Deportation is the forced expulsion (removal) of a person or category of persons from the country of residence or place of permanent residence to another state (locality) by a decision of the competent authorities (usually guarded).

Depression is a psychopathological condition that is accompanied by a depressed, gloomy, or sad mood, a decrease in mental activity and vital pathogens, intellectual and motor retardation, and an underestimation of one's personality.

Deprivation is a condition of an individual, group, or society characterized by a clear discrepancy between people's expectations and the ability to meet them.

Destructive type of conflict participant is a psychological type of confrontation subject who is inclined to impose and intensify the conflict up to the complete suppression or physical destruction of the enemy.

Devaluation (Latin de... prefix meaning: 1) removal, allocation, abolition, termination, elimination of something; 2) downward movement, reduction, and Latin valvo – having value) is an official depreciation of a national or international (regional) currency against other international monetary units. D. leads to higher prices for consumer goods and lower living standards.

Deviant behavior is a person's actions, the actions of social communities that do

not comply with officially established or recognized norms and standards in a given society.

Diatribes is a harsh oral or written speech (statement) containing personal attacks against opponents.

Dichotomy is the division of a whole into two parts; a painful process in a society experiencing a social split.

Direct state regulation is the development of normative acts, regulations, and measures by the state that have a direct impact on the activities of subjects of market relations.

Discrimination is an intentional restriction or deprivation of the rights of certain legal entities and individuals; it occurs either through the adoption of relevant non-legal laws or covertly.

Discussion is a creative, scientific (sometimes heated) dispute of a particular issue or problem in a scientific audience, at a meeting, in the press, in a conversation; a dispute.

Disinformation is a deliberately false message, information that is distorted and disseminated to mislead the public, and social and political counterparts.

Disintegration is the disintegration of a whole into its constituent parts (a system, social community, structure, etc.).

Displaced conflict is a real conflict that hides another conflict, which is the real factor in the conflict situation.

Dispute is a verbal competition in which each party defends its opinion and rightness.

Dissatisfaction is a mental state in which a person is dissatisfied with the fact that his or her aspirations, desires, and needs have not been fulfilled.

Distrust and fear are the causes of conflicts that underlie disruptions in interpersonal relationships; they paralyze a person's will to achieve his or her goals.

Dualistic – dual, divided.

Dysfunction is a system disorder and its inability to perform its functions.

Economic security indicators system – indicators for which threshold values are

determined.

Economic security is a qualitative characteristic of an economic system that determines its ability to maintain normal conditions for the system to work, develop within the framework of the goals set for the system, and in cases of various threats (external and internal), the system can resist them and restore its performance.

Economic security is a system for ensuring the stability and self-sufficiency of the national economy, which maintains its integrity and ability for self-development, despite adverse external and internal threats.

Economic security of the enterprise is a state of corporate resources and entrepreneurial opportunities that guarantees the most effective use of them.

Economic system self-sufficiency is the ability of the system to reproduce itself in the presence of the necessary external conditions.

Egocentrism is the inability or unwillingness of an individual to change his or her position about other subjects, opinions, or perceptions that contradict his or her experience, due to a focus on his or her interests.

Egoism is a principle of life orientation and a moral trait of a person associated with the prevalence of one's interests over the interests of other (individual and collective) subjects. E. is the opposite of altruism.

Embargo – a relatively complete ban on foreign economic relations applied to a particular country; a ban on the export or import of goods and currency in both peacetime and wartime.

Empathy is the ability of a person to understand the emotional state and experiences of another person; it is the opposite of a person's conflicted personality.

Energy security is a state of the economy that ensures the protection of national interests in the energy sector from existing and potential threats of an internal and external nature making it possible to meet the real needs for fuel and energy resources to secure the livelihood of the population and the reliable functioning of the national economy in normal, emergency and martial law

Enforcement proceedings are administrative, procedural, and legal means that ensure the enforcement of decisions of courts and other bodies, and thus protect the

subjective rights of individuals and legal entities.

Environmental conflict is a contradiction and clash between parties based on environmental interests, i.e. objectively existing social needs for a clean, healthy, and safe environment for humans that ensures the biological rhythm of life.

Epatage is a scandalous form of social behavior that causes general bewilderment.

Epistemological conflict is a concept that reveals the substantive forms and methods of resolving contradictions in the theory of knowledge.

Ethical conflict is a dispute that arises based on moral contradictions in the minds of individuals and consists of a clash between the parties regarding value orientations and assessments that have a moral component.

Ethnic marginality is a relatively stable phenomenon that arises in situations of conflictual interaction between different ethno-social groups as a result of certain shifts in their normative and value systems.

Ethnic tolerance is tolerance, the absence of a negative attitude towards another ethnic culture, the presence of its positive image while maintaining a positive perception of one's own culture.

Ethnodifferentiation processes are processes of ethnic division, including: ethnic partitioning, i.e. the division of a single ethnic group into several parts; ethnic separation – the separation of a small part of a people from a certain nation, which eventually turns into an independent ethnic group; ethnic dispersion – the separation of separate small ethnic groups from the primary ethnic group, which voluntarily or involuntarily migrate to another geographical or cultural space.

Existential conflict is a concept that reveals the subjective foundations of human existence in conflict with oneself; this experience is also characterized by conflict with the world and is revealed through fears, worries, and experiences of contradictions.

Expansion is an active penetration into a certain sphere, the spread of economic, political, spiritual, and cultural domination, which is carried out in various ways: by exporting capital, providing bonded loans, capturing markets, conquering other countries, imposing a foreign culture by force, etc.

Expropriation is a forced free or paid alienation of property by the state (types: requisition and confiscation).

Extreme situation is an integrative characteristic of a radically or suddenly changed situation and the associated particularly threatening factors and risks to human life.

Extremism is a commitment to extreme views and means of achieving goals in ideology and politics. E. has different types: political, national, religious, economic, etc.

Factor – a condition, driving force, or cause of a conflict process that determines its nature or other main features.

False conflict – in this case, there are no real grounds for the conflict, it does not exist objectively, but it arises in the minds of the conflicting parties due to a false perception and understanding of the situation.

Fanaticism is a reckless, unreasonable, extreme obsession with certain ideas, beliefs, and opinions, combined with intolerance of any other ideas or views.

Fetish is an object of blind worship.

Fiasco is a complete failure, a defeat.

Financial and economic security of entrepreneurship (in the sector of small and medium-sized enterprises) – is the state of the regulatory system, as well as the level of development of entrepreneurship, at which guarantees are observed for the protection of important interests of individual business entities and entrepreneurship in general from internal and external threats.

Financial component of economic security is a set of measures and the implementation of planned actions in the process of carrying out financial and economic activity by a business entity.

Financial leverage is a system of incentives and rewards for managers for making effective management decisions and a system of sanctions for the negative consequences of their actions in the field of financial security, as well as a general internal mechanism for managing enterprises based on their financial philosophy.

Financial security is a component of the economic security of the state,

characterized by balanced finance, and sufficient liquidity of assets; the presence of the necessary monetary, gold, and foreign exchange assets; the degree of protection of financial interests at all levels of financial relations between entities, the presence of immunity to the negative influence of external and internal factors; the stability of the functioning of the financial, monetary, currency, banking, budgetary, tax, and investment systems; balance of regulation and self-regulation devices and ensuring the effective functioning of the economy as a whole.

Financial security is the state of the budgetary, monetary, banking, foreign exchange system, and financial markets, which is characterized by balance, resistance to internal and external negative threats, and the ability to ensure the effective functioning of the national economic system and economic growth.

Financial Security Passport is a unified set of identification information about the position of the financial and economic security of a business entity in specific economic conditions.

Food security is the level of food supply for the population, which guarantees socio-economic and political stability in society, sustainable and high-quality development of the nation, family, and individual, as well as sustainable economic development of the state.

Foolishness is insanity, frenzy; a senseless act, or unnatural behavior.

Force majeure means extraordinary and unavoidable circumstances that cannot be foreseen or prevented; their occurrence is a condition for non-performance of the contract.

Foreign economic security is a state of compliance of foreign economic activity with national economic interests, which ensures the minimization of state losses from the action of negative external economic factors and the creation of favorable conditions for the development of the economy due to its active participation in the global division of labor.

Frenzy is the state of a person who has lost his or her temper in a conflict; it is characterized by excessive excitement, fury, and insanity.

Fronde – in seventeenth-century France, the opposition of a part of the nobility

to absolutism; any opposition guided by motives of self-discontent.

Frustration is a human mental state that manifests itself in characteristic experiences and behavior; it is caused by difficulties and obstacles that are objectively insurmountable or subjectively perceived as such.

Gangsterism is the activity of organized criminal groups involving violence, murder, robbery, hostage-taking, bribery of public officials, etc.

Genocide is an act committed with the intent to destroy (in whole or in part) any ethnic, racial, or religious group.

Golden rule of financing – long-term assets should be less than long-term liabilities.

Guarantee is a way of ensuring the fulfillment of personal or social obligations; for example, a system of legal means established by law to ensure the proper administration of justice, etc.

Guilt is the psychological attitude of the offender to his or her actions or inactions and their consequences in the form of intent or negligence. Fault is one of the elements of the subjective side of an offense, so legal liability, as a general rule, occurs only when a prohibited act is committed.

Hatred is a moral feeling that denotes mutual enmity between people; in terms of content, it is disgust and desire for evil, opposition to a hated person.

Hegemonism is the imposition of views, political attitudes, and policies by one entity on others. G. is possible in relations between people, political organizations and social movements, peoples, and states.

Hierarchy is a vertical differentiation of statuses and levels from the lowest to the highest.

Hooliganism is a gross violation of public order on the grounds of clear disrespect for society, accompanied by particular audacity or exceptional cynicism.

Horizontal conflict involves conflictual interaction of equal (in terms of hierarchical level, power, resources) subjects: managers of the same level, entrepreneurs, or specialists with each other.

Hyperactive type is a psychological type of personality of adolescents who have

been characterized since childhood by noisiness, a tendency to communicate, excessive independence, courage, restlessness, indiscipline, and a tendency to pranks; there is no sense of distance in relationships with adults.

Hypocrisy is one of the hidden forms of conflict; it is caused by the inability of a subject to subordinate the state of affairs to his or her interests and at the same time the lack of courage to openly defend these interests.

Hysteria is a functional neuropsychiatric disease characterized by increased demonstrative, emotional excitement and sensitivity disorder; overly feverish activity, or increased desire in a certain direction.

Immoralism is a demonstrative and militant disregard for moral norms.

Incident – an incident, unpleasant event, risky adventure; a misunderstanding.

Incriminate is to bring charges, to impute guilt.

Indicators are real statistical indicators of the object's financial development, which most fully characterize the phenomena and trends in the financial sphere.

Indicators of economic security are real statistical indicators of the development of the country's economy, which most fully characterize the phenomena and trends in the economic sphere.

Industrial safety is the level of development of the country's industrial complex, capable of ensuring economic growth and its expanded reproduction.

Inferiority complex is a psychopathological syndrome, a persistent belief in a person's inferiority as a person; a contradiction between the personality and the aspects of reality that are important to him or her, which leads to neurotic deviations and neurotic conflict.

Inflation is the overflow of money circulation channels with a mass of excess paper money, which causes their depreciation, rising prices for basic necessities, a depreciation of the exchange rate, and a fall in real wages.

Informal mediation – the status and functions when non-governmental organizations and groups, academics, individuals, etc. act as mediators.

Information security in entrepreneurship is a complex of organizational and managerial, regime, technical, and preventive measures aimed at protecting the

information environment of an organization from internal and external threats.

Instructive and methodological support – is a set of documentation that determines the procedure of the actions of the subjects of the inner circle of the mechanism in the implementation of the current and strategic management of a business entity, as well as the way they act in the implementation of dangers and threats.

Insult is the humiliation of the will, honor, and dignity of another person, expressed indecently.

Insurance market security is the level of financial resources of insurance companies, which would enable them, if necessary, to compensate for the losses of their clients specified in the insurance contracts and ensure effective functioning.

Interest is the real reason and motivation for conscious social (including conflict) actions of certain groups and individuals.

Interethnic conflict is a clash in which groups with opposing goals differ on ethnic grounds; it occurs as a manifestation of conscious ethnocultural or ethnopolitical discrimination by another national community.

International terrorism is a criminal phenomenon in world politics associated with the spread of violence in the form of terrorist acts that threaten normal relations between nations.

Interpersonal conflict is a clash between rival people when their mutual negative perception is caused by incompatibility of views, interests, assessments, or needs.

Intervention is a violent interference (armed, economic, diplomatic) by one or more states in the internal affairs of another country, aimed at its territorial integrity or political independence.

Intrapersonal conflict is a type of conflict in which the acting parties are different psychological factors of the inner world of a person, which are incompatible and characterized by a person's experience of the duality of feelings, a protracted struggle of motives, interests, and urges that reflect contradictory ties with the social environment.

Investment security is such a level of national and foreign investments (provided

their optimal ratio) that can ensure long-term positive economic dynamics with an appropriate level of funding in the scientific and technical sphere, the creation of innovative infrastructure, and adequate innovative mechanisms.

Irrational – inaccessible to mental awareness; actions or thoughts that are difficult to fit into the concept of logic.

Juridical conflict – a clash related to the legal relations of the parties (their legally significant actions or status), entailing legal consequences; begins and ends with the use of legal means and procedures.

Latent conflict is a hidden conflict; it usually occurs when an objective conflict situation is ripe, but disadvantaged social groups do not have the institutional capacity and means to express their dissatisfaction.

Law and order is a state of orderliness, regulation, and organization of social relations, which is formed and functions due to the actual implementation of legal norms following the law.

Legal conflict is a clash between legal entities over the application, violation, or understanding and interpretation of legal norms.

Legal collision is a difference or contradiction between certain legal acts regulating the same or related social relations, as well as differences arising in the process of law enforcement or the exercise of powers by competent entities.

Legal fact is a life circumstance to which a rule of law links the emergence, change, or termination of legal relations.

Legal liability is a type of social responsibility related to the use of state coercion; it is defined as a legal relationship between the state (its special bodies) and the offender that arises as a result of an offense and consists in the legal obligation of the offender to suffer negative consequences provided for by the sanctions of legal norms.

Legal nihilism is a dismissive, negative attitude to the Constitution, law, law and order, and law in general; it manifests itself in legal ignorance, backwardness, and legal illiteracy of certain groups of the population.

Life crisis is a long-term deep conflict about life in general, its meaning and main goals; a period when the way of determining developmental processes, life orientation,

and the direction of life path change.

Lobbying is the practice of citizen organizations (“pressure groups”) to influence the adoption, rejection, or amendment of laws in parliament and administrative decisions of the government, relying on the support of some MPs, various political parties, and the media.

Locus of control emphasis is a person's excessive desire to shift responsibility for the results of his/her activities, including conflict, to external forces and circumstances (external personality type) or to attribute it to his/her efforts and behavioral characteristics (internal personality type).

Loyalty is a benevolent attitude towards someone or something; loyalty to laws and requirements of the authorities, which reflects the lawful actions of subjects.

Lumpen is a common name for the declassified strata of the population that have been left out of active social and political life.

Lynch is to carry out a lynching; to brutally deal with a guilty person without investigation or justice.

Lynching was a way of resolving a conflict in the Middle Ages, associated with “fist law”, that is, the right of the strong. Nowadays, lynching is understood as an unauthorized massacre of anyone without the knowledge of the authorities and the court.

Macro environment – external factors that indirectly affect activity, forming only general prospects, trends of its development, and on which it cannot influence at all or has a minor influence.

Macroeconomic security is the state of the economy in which a balance of macroeconomic reproduction proportions is achieved.

Maladjustment is a state of confusion and loss of orientation.

Malicious disobedience is a malicious unwillingness or unscrupulous refusal to obey someone.

Management activity is a set of actions of a management entity (manager, management apparatus) aimed at changing the object of management in a given direction. It includes: setting the management goal, collecting and analyzing

information, assessing the problem situation, organizing the management system, preparing and making management decisions, evaluating management efficiency, and performing social control functions.

Management methods – lead to the functioning of tools and levers, the use of which determines the implementation of management decisions.

Marginal status is used to refer to individuals and groups that are outside the structures inherent in a given society or the dominant socio-cultural norms as a result of their conflict with the social order.

Martial art is a competition between two people in compliance with the rules.

Mass riots are crisis events accompanied by violence, pogroms, forced evictions, destruction of property, seizure of buildings, and resistance to authorities, possibly with the use of weapons.

Maximalism is excessiveness, or extremity in any requirements or views.

Mediator – an intermediary; a qualified person or state that mediates in an interpersonal conflict or international dispute.

Memorandum is a diplomatic document that sets out in detail the essence of the issues that are the subject of diplomatic correspondence. As a rule, it is attached to a note or handed to a representative of another country.

Method of legal regulation is a set of methods and techniques of influence of legal norms on social relations, including conflict ones.

Military conflict is a form of interstate conflict characterized by a clash of interests between opposing parties, in which they use some military means without mobilization to achieve their goals.

Mishap is an unpunished incident; an accidental event that causes some harm to a person.

Mislabeled conflict is a conflict that is misinterpreted.

Monetary security is a state of the monetary and credit system characterized by the stability of the monetary unit, the availability of credit resources, and a level of inflation that ensures economic growth and an increase in the real income of the population.

Monopoly – the exclusive right to produce, trade, industry, etc., which belongs to one person, a certain group of persons, or the state; the exclusive right to do anything to maximize profit.

Motive in a conflict is an incentive for a subject to enter into a conflict related to the satisfaction of the needs of its participant.

National interests are the vital material, intellectual and spiritual values of the Ukrainian people as the bearer of sovereignty and the only source of power in Ukraine, the defining needs of society and the state, the realization of which guarantees the state sovereignty of Ukraine and its progressive development.

National risks are the instability of the internal state of the country, affecting the performance of enterprises.

Negligence means failure to perform, or improper performance of official duties by a person due to a negligent attitude towards them.

Negotiations are 1) the most important way to resolve conflicts, in which each party puts forward its own set of demands but is inclined to make concessions; 2) a form of business communication between entities to exchange views on issues of mutual interest.

Negotiator is a third party in a conflict who is called upon to ensure a constructive discussion and resolution of the conflict, but the mediator does not have the authority to make decisions.

Neuroses are functional disorders, the so-called borderline mental illnesses (neurasthenia, hysteria, psychasthenia), which are the result of prolonged exposure to psychotraumatic factors, emotional, and mental stress.

Non-systematic threats – exert their influence on the activity of structures either stochastically or with a defined period of occurrence. Such threats include seasonal fluctuations in demand for products, threats of natural disasters, a temporary break in relations with a supplier or contractor, and the instability of the dealer network.

Normalization of the conflict is the transfer of the conflict to the sphere of social norms, including legal ones, to more effectively regulate and resolve it.

Note Verbale is one of the forms of diplomatic correspondence or diplomatic acts

of a principled nature on a variety of issues.

Nullification is the right not to recognize acts of higher authorities as valid. For example, in a confederation, member states decide whether decisions of the confederation's bodies are valid on their territory, but may not recognize their binding nature.

Object of conflict is a specific value (material resource, power, spiritual idea, norm) that causes a conflict and is sought by opponents to be possessed.

Object of management is a managed subsystem (social processes, social organizations, people) that perceives the actions of the subject of management (management system, management body, manager).

Obscurantism (from the Latin *obscurans* (*obscurantis* – the one who obscures) is a position of hostility to education and science, the defense of reactionary ideas, backwardness, and obscurantism.

Ochlocracy is the power of the mob; the element of riots, pogroms, and street riots, when populist sentiments are appealed to in their most primitive versions.

Offense is a socially dangerous, culpable act of a capable subject that does not meet the requirements of legal norms and entails legal liability.

Official mediation is mediation in which states or intergovernmental organizations act as authorized mediators.

Opposition is the counteraction, the contrasting of one's views and policies to other positions; a form of confrontation, opposition of a certain socio-political group or party to the official course of the authorities.

Optimal values of safety indicators are the range of values within which the most favorable conditions are created for reproducible processes in the economy.

Organization of management of the mechanism of financial and economic security of entrepreneurship – the formation of an organizational structure (determination of the composition of management entities and their relationships) and the distribution of tasks, powers, and responsibilities between individual management levels.

Organizational support of the financial and economic security of

entrepreneurship is an interconnected set of internal functional services and divisions of the enterprise that develop, adopt and implement management decisions that ensure the protection of its financial and economic interests.

Outgroup is a social group to which an individual does not feel a sense of belonging or identity, resulting in distrust or hostility, and members of such a group are perceived as “strangers” or “not ours”.

Palliative care is a half-measure.

Parity is the principle of equality, equity, and equal representation of the parties.

Partnership is one of the most important strategies for the parties' behavior in conflict resolution.

Passion in the broad sense is a hereditary quantitative characteristic that determines the ability of an individual (and a group of individuals) to overdo it, to overstrain; in the narrow sense, P. above the norm is manifested in behavior as entrepreneurship, (verto) willingness to make sacrifices for the sake of an ideal, the desire and ability to change the world, in particular one's landscape. High P. is a recessive trait.

Paternalism is a policy of some developed countries that is carried out under the guise of “parental assistance” to developing countries.

Pauperization is a process of mass impoverishment of the masses.

Personality disharmony is a deviation that accompanies crises of a personality that arise at different stages of his or her life with a sufficiently pronounced certainty.

PEST-analysis – tracking (monitoring) changes in the macro environment in four key areas and identifying trends, and events that are beyond the control of the enterprise, but influencing strategic decision-making.

Petition is a form of collective appeal of citizens to a competent public authority with a proposal to consider a relevant issue or make a decision.

Pharisaism is ostentatious piety, sanctimony, and hypocrisy.

Phobias are obsessive inadequate experiences of fears of a specific content that engulf the subject in a certain (phobic) environment, accompanied by neuroses and autonomic dysfunctions (heartbeat, sweat).

Plagiarism is the appropriation of authorship of another's work of science, literature, art, or another's discovery; the use of another's work in a work without reference to the author.

Political adventurism is the activity of political leaders, individuals, parties, movements, states, and other institutions characterized by irresponsibility, risky actions, and unscrupulousness.

Political debates, parliamentary debates – discourse of political actors on topical issues at congresses, conferences, meetings, and in the media; discussion of bills and resolutions by MPs at the plenary session of the parliament (separate chamber) by the manner established by the rules of procedure.

Political intrigue is a hidden insidious, malicious action taken by the subjects of the political system to achieve a certain goal.

Power is the social and political domination over people; the ability, right, and opportunity to impose and implement certain decisions, i.e. to exercise decisive influence on the fate, behavior, and activities of people through law, authority, will, or coercion.

Pragmatism is a social attitude focused on obtaining practically useful results; a life outlook characterized by a pronounced practicality.

Preliminaries are formal, preliminary agreements between conflicting parties that can later be changed to other, permanent ones; a temporary solution.

Presidential impeachment is a special procedure for accusing and prosecuting the head of state in countries with a republican form of government.

Presidential veto is the right of the head of state to reject a law passed by the parliament. There are two forms of veto: absolute and suspensive.

Pressure group is a relatively narrow public association that actively seeks to satisfy its interests through targeted influence (pressure) on public authorities.

Pressure is a way of dealing with each other in which one of the parties to a conflict takes active steps to limit the activities (behavior) of the other party.

Presumption – a credible assumption; the recognition of a fact as legally reliable until the contrary is proven.

Preventing conflict is the organization of interaction and coexistence between people that eliminates or minimizes the possibility of conflicts between them.

Problem situation is a correlation of conditions under which an individual's or a group's activities unfold, which contains contradictions and has no unambiguous solution.

Property damage is the value (monetary) equivalent of property damage caused by the unlawful actions of one legal entity to another.

Property is a historically determined social form of ownership, use, and disposal of tangible and intangible goods, which expresses social and production relations between people in the process of production, distribution, exchange, and consumption of these goods.

Protection of the intellectual and personnel components - increasing the effective personnel activity, maintaining and developing human resources.

Protest is a strong denial of something; a statement of disagreement with some facts; an official submission to the relevant authorities against a management decision.

Psychological barrier is an internal obstacle of a psychological nature (fear, reluctance, uncertainty) that prevents a person from successfully performing certain actions; it arises in business or personal relationships and prevents the establishment of open and trusting relationships between people.

Psychopathy is a character pathology in which the subject has irreversible properties that impede his or her adaptation to the social environment.

Public initiative is one of the forms of collective expression of citizens' will, thanks to which the opinion of a certain group is brought to the competent state or local government body and requires a response. Public influence is the actions or other measures of the population of a certain territory or collective through which they directly express their attitude to the phenomena of state and social life.

Punishment – in a broad sense, adverse consequences for the person who committed the condemnable act.

Qualitative filters – acceptability/unacceptability of management actions, taking into account the existence of certain interference, while the amount of interference is

not important, the very fact of its existence matters.

Quantitative filters – forecasting/planning the consequences of management actions and their comparison with the desired/critical parameters of the activity or financial state of the business entity.

Radicalism is the desire for decisive methods and actions in politics.

Rally is a mass gathering of citizens to discuss political and other social issues of contemporary life in support of any demands, to express solidarity or protest.

Reactive states are temporary mental disorders caused by severe emotional turmoil and experiences.

Real conflict is a conflict that objectively exists and is adequately perceived.

Reconciliation is one of the ways to resolve a dispute, the essence of which is to reach mutually beneficial conditions by the conflicting parties.

Regression is a social movement backward, changes for the worse.

Religious conflict is a clash between holders of religious values (both individual believers and denominations) caused by differences in their ideas and attitudes towards God, different positions, and participation in religious life.

Repression is a type of psychological defense against internal conflict, as a result of which unacceptable thoughts and experiences are removed from the individual's consciousness and transferred to the unconscious.

Reprisals are legitimate coercive actions of the state aimed at restoring its rights violated by another country through actions not involving the use of force.

Resolution of no confidence is one of the forms of parliamentary control over the government.

Resource and functional approach – determining the level of economic security by assessing the efficiency of resource use.

Resource security is the provision of production with the main types of resources, the possibility of replacing resources, and the quality of resources.

Restitution – 1) legal restoration to the former legal and property status; 2) in international law, the return by one state to another of property illegally seized by it during the war.

Revolution is a profound and qualitative change in the development of a society, political system, mode of production, or various fields of knowledge.

Riot – mass actions as a reaction to certain extraordinary actions of the ruling political groups, and state bodies; open resistance to the authorities. It usually occurs spontaneously to resolve a conflict between those who govern and those who are governed.

Risk is the occurrence of subjective or objective events in each of the areas of activity in connection with the actualization of the threat, which can lead to positive or negative consequences for it and entail a deviation from the planned parameters.

Rivalry is a strategy of the behavior of a party to a conflict, which consists in focusing on its interests, imposing a better solution on the other party, and openly fighting for the realization of its interests.

Robbery is an attack with the intent to seize another's property, combined with violence dangerous to the life or health of the person who was attacked.

Role conflict – manifests itself in the experiences of a person related to the inability to simultaneously realize several “roles” (inter-role conflict), as well as dissatisfaction with the role performed (intra-role conflict).

Rotation is a principle of constitutional law and effective governance based on partial (phased) renewal of the composition of representatives and other authorities.

Sabotage is 1) deliberate failure to fulfill certain obligations to weaken the state; 2) a tactic in a conflict when one of the parties opposes the other to harm the enemy (disinformation, deliberate damage to labor means, limited or defective production).

Safety indicator limits are quantitative values, the violation of which causes threatening processes in the economy.

Sanction in the social and legal sense is a measure of state coercion to enforce the law; a state legal response to the fact of committing an offense, and a state assessment of misconduct.

Sanitation ability is a set of financial, organizational, technical, and legal capabilities of an enterprise in a financial crisis, which determine financial rehabilitation.

Scientific and technological security is such a state of the scientific, technological, and production potential of the national economy, which makes it possible to ensure its proper functioning, sufficient to achieve and maintain the competitiveness of domestic products, as well as guarantee state independence at the expense of its intellectual and technological resources.

Segregation is a type of racial discrimination, a policy of limiting rights based on race or nationality.

Self-concept is a coherent, though not without internal contradictions, image of the self, which acts as an attitude towards oneself based on which an individual builds his or her relationships with other people.

Sequestration is a prohibition or restriction of the right to use any property by order of the relevant state authorities.

Settlement agreement is a procedure for reaching an agreement between the debtor and creditors regarding a delay.

Settlement agreement is an agreement of the parties to terminate a legal dispute based on mutual concessions of the opponents; the court controls its legality.

Short-term assets – should be greater than short-term liabilities.

SNW-analysis is an analysis of the strengths, neutrals, and weaknesses of entrepreneurship used to analyse the internal environment.

Social autonomy is the separation, disconnection, and alienation of people from each other.

Social catastrophe is a sudden change in society that occurs as a sudden response of the social system to gradual changes in external conditions.

Social conflict is a clash of interests of different social groups, characterized by the confrontation of social forces over the issue that is the core of the conflict, as well as the awareness of the conflicting groups of their incompatible interests and goals.

Social control is a method and mechanism of self-regulation of social life, which, through the norms and values accepted in society, ensures the orderly functioning of all its components.

Social interaction is a process in which people influence each other. Conflict is

one of the main types of S.I.

Social responsibility is a certain psychological and active state of a participant in social relations, characterized by a conscientious, responsible attitude of the subject to his/her behavior, and in case of violation of the requirements of social norms – readiness for certain negative consequences or deprivation.

Social security is a state of development of the national economy, in which the state can provide a decent and high-quality standard of living for the population, regardless of the influence of internal and external threats.

Social tension is a specific situation in social reality that creates a pre-crisis atmosphere and accompanies social conflicts.

Standard – the characteristics of financial statements and performance on the average for a given homogeneous group of factors.

State intervention in the economy is a broad regulation of economic processes, the transfer of the part of state regulation functions to market relations, and the state's performance of the most important strategic tasks.

State of emergency is a special legal regime for the activities of state bodies, local governments, enterprises, and institutions that temporarily allows for the establishment by law of restrictions on the constitutional rights and freedoms of citizens and legal entities and imposes additional obligations on them.

State-legal conflict is a conflict in the legal sphere involving such entities as government agencies, people, regions, and political parties, with a special object (state sovereignty, territory, distribution of power, government actions, etc.) and significant consequences, as it affects the interests of large groups of people.

Stock market security is the optimal amount of market capitalization (taking into account the securities presented on it, their structure, and liquidity level), capable of ensuring the stable financial condition of issuers, owners, buyers, trade organizers, traders, joint investment institutions, intermediaries (brokers), consultants, registrars, depositaries, custodians and the state as a whole.

Stress is a term that refers to a wide range of human tension states that arise in response to various extreme actions (influences, pressures, stressors).

Strike is an extraordinary form of social (labor) conflict manifested in an organized collective cessation of work at an enterprise for a certain period for social self-defense of labor collectives, professional groups, etc.

Structural financial and economic security of entrepreneurship – subsystems: diagnostics (fundamental, complex, and express); financial leverage and security methods; monitoring and evaluation of results.

Struggle – 1) confrontation, competition, desire to win; 2) an attempt to achieve something by overcoming obstacles; 3) entering into a contradiction, clashes. Political struggle – a state of confrontation between the interests of political actors (parties, political leaders, elites, classes) to achieve certain political results. The main types of P. s. are revolutionary and reformist; its forms are wars, uprisings, rebellions, coups, riots, and political crises.

Subject-reference – the security indicators which never reach critical values. Systematic threats always exist (or for quite a long time) and always have an impact on the activities of business structures.

Subjects of conflict are multidirectional social forces (communities, groups, individuals) trying to realize their goals, needs, interests, or aspirations in conditions of contradiction, confrontation, and struggle.

Subject-standard – improvement of direct indicators of financial statements in such a way that indicators of the level of financial and economic security reach the normative values.

Suicide is an individual or group suicide committed by an individual or a group for various reasons deliberately or impulsively in a state of affect.

Superstition – erroneous views; irrational elements of social or individual consciousness, superstitions associated with religion.

SWOT-analysis is a qualitative assessment of the influence of a certain set of factors on the resulting indicator.

Symmetric solution is a way of solving a problem in relations between opponents in which the interests of only one party are fully or partially realized.

Taboo is an absolute prohibition of certain actions and words among primitive

peoples in ancient times, the violation of which is fraught with severe punishment from spirits or gods.

Tactics of action in a conflict is a set of means and methods of influencing a party to a conflict, which helps to implement a strategy of behavior to achieve goals.

Terror is a form of violence characterized by extreme cruelty, intimidation, and humiliation of a real or imaginary enemy.

The “Bonded Agreement” is a contract in civil law that a citizen is forced to enter into on extremely unfavorable terms due to fraud, threats, or a combination of hardships under the influence of the other party's will.

The “Casus Beli” is a formal pretext for war, far from the real reasons.

The “conflict zone” is a set of interests, values, views, and positions defended by the parties to a conflict.

The “generalization” of a conflict is a kind of consolidation of the subjects of confrontation in a conflict by involving an increasing number of new participants. As a result, an interpersonal conflict can turn into an intergroup conflict; the type of conflict, its object, and subject change, and several new centers of confrontation are formed.

The “gentleman's agreement” is the internationally accepted name for an agreement concluded orally, which does not relieve the parties of their legal obligations.

The “Pyrrhic victory” is a victory that is not worth winning because the winner has lost so much in winning it.

The “Shuttle” diplomacy is a method of mediator's activity who travels between two or more parties that are reluctant to hold direct discussions.

The “sum of places” method – an analytical determination of indicators of the financial condition of the business entity is carried out; each indicator is rated and business entities are assigned several points in accordance with the actual value of the indicator - the higher the rating of the indicator value, the greater the number of points assigned; the obtained points are summed up, determining the final rating of the subject at this particular moment.

The financial and economic security management link is a separate body (employee) endowed with management functions, the possibility of their implementation, as well as responsibility.

The financial and economic security of entrepreneurship is a system of measures, decisions, and actions in the field of security that create favourable conditions for achieving business goals, that is, a security policy allows you to carry out a production program, increase production efficiency, increase property, and make a profit.

The financial security of the industry is a system of financial protection of the interests of the industry due to the necessary level of financial security and reducing the level of threats to the effective management of entities under risk, which is achieved by the influence of financial levers and instruments on the improvement of economic relations within the framework of the mechanism for ensuring the sustainable development of the industry.

The functional load of the financial security mechanism of a business entity is to ensure technological (independence and competitiveness of technical potential), organizational (achieving an optimal and efficient organizational structure), personnel (achieving a high level of personnel qualification and effective organization of its safety) security of a business entity that mainly determines protection from internal threats; environmental (reducing the destructive impact of activities on the state of the environment) and legal (qualitative legal protection of all aspects of activity) security, which mainly determine protection from external threats; information (achievement of a high level of information support for the organization of work, protection of the information field and compliance with trade secrets), commercial (ensuring the protection of commercial interests and their owners) security, security of assets and property of a business entity, financial security (ensuring high financial efficiency of the work of a business entity, its financial stability and independence).

The goal of economic security is to ensure stable and maximum effective functioning at present and high development potential in the future.

The indicator approach is the establishment of the economic security level as a

result of comparing the actual performance indicators with indicators that act as threshold values for these indicators and correspond to a certain level of security.

The method of scenarios – scenario development techniques that provide a higher probability of developing an effective solution in situations where it is possible, and a higher probability of minimizing expected losses in situations where losses are unavoidable

The object of financial and economic security: information, personnel, a set of property and non-property rights, and economic interests of enterprises, the transformation of their state leads to a change in the level of their financial and economic security.

The optimal value of the indicator is the range of values within which the most favourable conditions for the functioning of the object's finances are created.

The organizational structure of the management of the mechanism of financial and economic security of a business entity – the relationship and subcontracting of organizational units (subdivisions) of the management apparatus that perform various functions of managing financial and economic security.

The policy of ensuring the financial and economic security of entrepreneurship is a set of measures of an economic and legal nature that are aimed at achieving and maintaining a safe state of the viability of enterprises of all forms of ownership, carried out according to the strategic plan for its development.

The principles of the system of financial and economic security are the basis for the implementation of system functions, which generally represent a sequence of four stages: planning, organization and regulation, motivation, and control.

The purpose of state regulation is to achieve an effective mechanism for the interaction of entrepreneurship, which contributes to the growth of production, the establishment of an acceptable price for goods, the improvement of the quality of goods and the corresponding product differentiation, and market stability.

The purpose of the policy to ensure the financial and economic security of the enterprise is to ensure its stability and maximum viability during the life cycle.

The strategy of financial and economic security of entrepreneurship is a set

of the most significant decisions aimed at ensuring the program level of operational security.

The subject of entrepreneurial activity is a legal entity (complex entrepreneurship), an individual (simple entrepreneurship), carrying out activities by the charter to make a profit.

The system for assessing the level of financial and economic security is a set of successive interconnected blocks, stages of activity, methodologies, methods, and models that are systematized and adapted to these tasks, allowing to identify, evaluate and reduce the level of economic risk to an acceptable level with minimal corporate costs resources.

The system for managing the mechanism of financial and economic security of entrepreneurship is a set of measures implemented to protect businesses from negative external and internal threats.

The system of ensuring the national security of Ukraine is a set of entities organized by the state, united by goals and objectives for the protection of national interests, carrying out their activities in this area according to the functions defined in the legislation of Ukraine, and the mechanisms for their implementation.

The system of financial and economic security of entrepreneurship is a set of its integral elements and interconnections between them, the creation of which implies the constant guarantee of its proper level and consists of interrelated elements, the components of which are the object and subject of security, the control mechanism, as well as strategic actions to manage security.

The threshold value of the indicator is quantitative value, the violation of which causes unfavourable trends in the financial sector and the country's economy as a whole.

Threshold values – limit values, non-compliance with which prevents the normal course of development of various elements of reproduction, leads to the formation of negative, destructive trends in the field of economic security.

Threshold values of safety indicators are quantitative values, the violation of which causes adverse trends in the economy.

Tolerance is a moral quality of a personality that manifests itself in respect or tolerance for the interests, opinions, feelings, values, and lifestyles of other people.

Unfair competition means any actions of business entities aimed at gaining advantages in business activities that are contrary to applicable law, requirements of decency, reasonableness, and fairness, may cause or have caused losses to other business entities.

Usurpation is the unlawful appropriation of someone else's rights.

Value orientations in conflict are worldview ideals, norms, values, freedoms, etc., objects, and phenomena of the environment that a person evaluates in terms of usefulness and necessity for ensuring his or her life.

Vandalism is the deliberate destruction or damage to cultural and historical monuments, other material and cultural values, and private or public property.

Venture capital operations are transactions characterized by a higher degree of risk and are related to lending and financing of scientific and technical developments and inventions; they are mainly conducted by innovative banks.

Verdict is an act of justice that sets out a decision rendered by a court as a result of a criminal trial, which establishes the guilt or innocence of the defendant, the penalty for the guilty, as well as other legal consequences of finding the defendant guilty or innocent.

Vertical conflict is a conflict that involves contradictory interaction between subjects of vertical subordination: a manager – a subordinate; a ministry – an enterprise; an employee – an employer; a citizen – the state, etc. The peculiarity of these conflicts is a rather different ratio of resources between the authorities and opponents and, accordingly, incomparable opportunities in conflict interaction.

Victim is a person who has suffered moral, physical, or property damage.

Vindication is a method of protecting property rights by which an owner can reclaim his or her property from someone else's illegal possession.

Violence is the use of various forms of coercion by the state or a certain class (group) against other groups to gain or maintain economic and political dominance, to gain certain privileges.

Voluntarism is 1) a concept that considers and proclaims the will of the individual as a decisive factor in the development of the world and denies the objective laws of social development; 2) a policy that is implemented without regard to objective laws of development and real conditions, depending on arbitrary decisions of political leaders.

War is a crisis social phenomenon, a form of resolving socio-political, territorial, economic, ideological, national, religious, and other contradictions between states, peoples, nations, and classes through armed violence. The essence of W. is the continuation of politics by violent means.

Will is the ability of a person or community to regulate and self-regulate activities, including conflict ones, which is manifested in the active overcoming of difficulties and contradictions, and conflict confrontations in the process of achieving consciously defined goals.

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Conflict management

Textbook

Computer set - **Anastasiia Shehynska**
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