

UNIVERSITY OF ECONOMICS - VARNA
FACULTY OF MANAGEMENT
DEPARTMENT OF „MANAGEMENT AND ADMINISTRATION “

Adopted by the FC (record №12/29.04.2024)

Adopted by the DC (record №10/16.04.2024)

ACCEPTED BY:

Dean:

(Assoc. Prof. Dr. Dobrin Dobrev)

SYLLABUS

SUBJECT: CONFLICT MANAGEMENT

DEGREE PROGRAMME: Master of Business Administration; MASTER DEGREE

YEAR OF STUDY: 6; SEMESTER: 11

TOTAL STUDENT WORKLOAD: 240 hours; incl. curricular 60 hours

CREDITS: 8

DISTRIBUTION OF STUDENT WORKLOAD ACCORDING TO THE CURRICULUM

<i>TYPE OF STUDY HOURS</i>	WORKLOAD, hours	TEACHING HOURS PER WEEK, hours
CURRICULAR: incl. <ul style="list-style-type: none">• LECTURES• SEMINARS / LAB. EXERCISES	30 30	2 2
EXTRACURRICULAR	180	-

Prepared by:

1.
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2.
(Chief Assistant Prof., Dr Petya Angelova)

Head of department
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(Assoc. Prof. Dr Desislava Serafimova)

I. ANNOTATION

This course is designed to prepare students to work on a conflict management issues or on a conflict management position in the organization. Students will receive introduction to organizational culture, leadership and communication styles, and sources of workplace conflicts. The course also provides an overview of the processes by which organizations typically resolve disputes. Afterwards students will apply this knowledge to current organizational conflict, designing a conflict analysis and suggesting appropriate resolution strategies.

LEARNING OBJECTIVES

In the end of the course students should be able to:

- *Identify standard organizational conflicts*
- *Identify leadership and communication styles and their impact on associated conflicts*
- *Propose a conflict resolution strategy*
- *Define an organization's culture, analyse the conflict and its path, and create an assessment and strategies for exiting the conflict*

The discipline requires application and development of social competences and competences for cultural awareness and expression.

II. THEMATIC CONTENT

№	TITLE OF UNIT AND SUBTOPICS	NUMBER OF HOURS		
		L	S	L.E.
Theme 1. CONFLICTS – OCCURANCE AND EFFECTS		6	6	
1.1.	Impact of Organizational Structure and Culture			
1.2.	Impact of Organizational Leadership and Communication			
1.3.	Effects of Conflicts on the Organization			
Theme 2. ORGANIZATIONAL CONFLICT		8	8	
2.1.	Definition of Organizational Conflict			
2.2.	Conflict Entrance			
2.3.	Conflict Location and Types			
2.4.	The Escalation of a Conflict			
Theme 3. SELECTING THE RESOLUTION PROCESS		6	6	
3.1.	The Conflict Resolution Process			
3.2.	Conflict Prevention			
3.3.	Specific Practices and Procedures for Conflict Resolution			
Theme 4. RESOLVING ORGANIZATIONAL CONFLICTS		10	10	
4.1.	Mediating Disputes			
4.2.	Organizational Communication as a Resolving Tool			
4.3.	Conflict-Exit Strategies			
4.4.	Conflicts and Organizational Change			
4.5.	Ethic Issues in Conflict Resolving			
Total:		30	30	

III. FORMS OF CONTROL:

№	TYPE AND FORM OF CONTROL	Number	extracurricular, hours
1.	Midterm control		
1.1.	Case Study	1	40
1.2.	Course work - part 1	1	45
1.3.	Course work - part 2	1	45
Total midterm control:		3	130
2.	Final term control		
2.1.	Examination (test)	1	50
Total final term control:		1	50
Total for all types of control:		3	180

IV. LITERATURE

REQUIRED (BASIC) LITERATURE:

1. Jordan, Thomas (2020), Conflict Management in the Workplace – Understand, Navigate, Prevent, e-book
2. Afzalur, Rahim (2001), Managing Conflict in Organizations — 3rd ed., http://www.untagsmd.ac.id/files/Perpustakaan_Digital_1/CONFLICT%20MANAGEMENT%20Managing%20conflict%20in%20organizations.pdf

RECOMMENDED (ADDITIONAL) LITERATURE:

1. University of Minnesota (2017), Organizational Behavior, Open Educational Resources Collection. 7, DOI: <https://doi.org/https://doi.org/10.24926/8668.1501>, <https://irl.umsl.edu/oer/7>
2. Madalina, Oachesu (2016), Conflict Management a New Challenge, Procedia Economics and Finance 39:807-814, DOI:10.1016/S2212-5671(16)30255-6, https://www.researchgate.net/publication/305396454_Conflict_Management_a_New_Challenge
3. McConnon, Shay and Margaret (2008), Conflict Management In The Workplace, 3d edition, http://www.untagsmd.ac.id/files/Perpustakaan_Digital_1/CONFLICT%20MANAGEMENT%20Conflict%20management%20in%20the%20workplace.pdf
4. Schein, E. (2004) Organizational Culture and Leadership (3d Ed), Ch. 1-4, Understanding Culture, pp 1-86., Ch. 10, 13-15, Leadership Styles, pp 157-177; pp 219-271
5. Fowler, Clare (2013) "Workplace Conflict: A Phenomenological Study of the Types, Processes, and Consequences of Small Business Conflict." Theory of Conflict, Causes of Conflict, pp.32-51, 123-195, 206-212
6. Scott, Vivian (2010) Conflict Resolution at Work for Dummies, pp. 77-81
7. Noll, D. Conflict Escalation, <http://www.mediate.com/articles/noll2.cfm>
8. Jordan, T. Glasl's Nine Stage Model of Conflict Escalation, <http://www.mediate.com/articles/jordan.cfm>