

**UNIVERSITY OF ECONOMICS - VARNA**  
**FACULTY OF ECONOMICS**  
**DEPARTMENT OF „INDUSTRIAL BUSINESS AND LOGISTICS “**

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Adopted by the FC (record № 11/ 25. 04. 2024)

Adopted by the DC (record № 9/ 16. 04. 2024)

**ACCEPTED BY:**

**Dean:**

(Assoc. Prof. Dr. Denka Zlateva)

## SYLLABUS

**SUBJECT: CONFLICT MANAGEMENT**

**DEGREE PROGRAMME: Business and Management; BACHELOR'S DEGREE**

**YEAR OF STUDY: 2; SEMESTER: 4**

**TOTAL STUDENT WORKLOAD: 180 hours; incl. curricular 60 hours**

**CREDITS: 6**

### 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"><li>• LECTURES</li><li>• SEMINARS / LAB. EXERCISES</li></ul>	30 30	2 2
EXTRACURRICULAR	120	-

Prepared by:

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

2. ....  
(Assoc. Prof. Dr Plamen Pavlov)

Head of department  
of Industrial Business and Logistics: .....  
(Assoc. Prof. Dr Plamen Pavlov)

## **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.
<b>Theme 1. CONFLICTS – OCCURANCE AND EFFECTS</b>				
1.1.	Impact of Organizational Structure and Culture	2	2	
1.2.	Impact of Organizational Leadership and Communication	2	2	
1.3.	Effects of Conflicts on the Organization	2	2	
<b>Theme 2. ORGANIZATIONAL CONFLICT</b>				
2.1.	Definition of Organizational Conflict	2	2	
2.2.	Conflict Entrance	2	2	
2.3.	Conflict Location and Types	2	2	
2.4.	The Escalation of a Conflict	2	2	
<b>Theme 3. SELECTING THE RESOLUTION PROCESS</b>				
3.1.	The Conflict Resolution Process	2	2	
3.2.	Conflict Prevention	2	2	
3.3.	Specific Practices and Procedures for Conflict Resolution	2	2	
<b>Theme 4. RESOLVING ORGANIZATIONAL CONFLICTS</b>				
4.1.	Mediating Disputes	2	2	
4.2.	Organizational Communication as a Resolving Tool	2	2	
4.3.	Conflict-Exit Strategies	2	2	
4.4.	Conflicts and Organizational Change	2	2	
4.5.	Ethic Issues in Conflict Resolving	2	2	
<b>Total:</b>		<b>30</b>	<b>30</b>	

### **III. FORMS OF CONTROL:**

<b>№</b>	<b>TYPE AND FORM OF CONTROL</b>	<b>Number</b>	<b>extracurricular, hours</b>
<b>1.</b>	<b>Midterm control</b>		
1.1.	Case Study	1	20
1.2.	Written assignment on a specific topic - part 1	1	40
1.3.	Written assignment on a specific topic - part 2	1	10
<b>Total midterm control:</b>		<b>3</b>	<b>70</b>
<b>2.</b>	<b>Final term control</b>		
2.1.	Examination (test)	1	50
<b>Total final term control:</b>		<b>1</b>	<b>50</b>
<b>Total for all types of control:</b>		<b>3</b>	<b>120</b>

### **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](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](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](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>