

KSPEU

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION
Federal State Budgetary Educational Institution of Higher Education
«**KAZAN STATE POWER ENGINEERING UNIVERSITY**»
(FSBEI HE «KSPEU»)

APPROVED

Director of the Institute of Digital
Technologies and Economics

_____ Zainullin R.R.

«24» _____ February _____ 2026

WORK PROGRAM FOR THE DISCIPLINE

B1.M.14 Conflictology

Field of training

38.03.02 Management

Qualification

Bachelor's Degree

Kazan, 2026

Program developed by:

Department name	Position, academic degree, academic title	Full name Developer
Management	Ph.D. in Sociology, Associate Professor	Yusupova A.S.

Approval	Name of department	Date	Minutes No.	Signature
Approved	Management	10.02.2026	Protocol №5	_____ Head of Department, Doctor of Social Sciences, Professor Makhiyanova A.V.
Agreed	Management	10.02.2026	Protocol №5	_____ Head of the Department., Doctor of Social Sciences, prof.Makhiyanova A.V.
Agreed	Educational and Methodological Council of IDTE	24.02.2026	Protocol №6	_____ Director, Ph.D., Associate Professor, Zainullin R.R..
Approved	Scientific Council of IDTE	24.02.2026	Protocol №6	_____ Director, Ph.D., Associate Professor, Zainullin R.R.

1. Course Objectives, Goals, and Intended Learning Outcome

The objective of mastering the discipline "Conflict Management" is to equip future bachelors with knowledge in the field of conflict management as a scientific and applied branch, determining their rational behavior and enabling the direct practical application of this knowledge in their professional activities.

The goals of the discipline are:

- To study the causes of conflicts within an organization;
- To study methods of managing conflicts within an organization;
- To study methods of preventing conflicts within an organization.

Competencies and Indicators Formed in Students:

Competence code and name	Indicator code and name
UC-3 Able to interact socially and fulfill one's role in a team.	UC-3.2 Analyzes the possible consequences of personal actions in social interaction and teamwork, and builds productive interaction with this in mind.
GPC-1 Able to solve professional tasks based on knowledge (at an intermediate level) of economic, organizational, and management theory.	GPC-1.2 Demonstrates the ability to apply knowledge of management and economic theory in solving applied problems.

2. Place of the Discipline in the Structure of the Educational Program

Prerequisite disciplines (modules), internships, research work, etc.: None for the discipline studied in the first semester.

Subsequent disciplines (modules), internships, research work, etc.: All disciplines of the Compulsory part of the curriculum, except disciplines studied only in the 1st semester; all disciplines of the Part formed by participants in educational relations; all types of internships: Introductory Internship (Research Work (acquisition of primary research skills)), Work Placement (Technological), Work Placement (Project-Technological), Work Placement (Research Work), Work Placement (Pre-Graduation Internship).

3. Structure and Content of the Discipline

3.1. Structure of the Discipline

For Full-Time Education

Type of Academic Work	Total ECTS Credits	Total Hours	Semester
TOTAL WORKLOAD OF THE	2	72	72

Type of Academic Work	Total ECTS Credits	Total Hours	Semester
DISCIPLINE			
CONTACT WORK	-	38	38
CLASSROOM WORK	0.94	34	34
Lectures	0.44	16	16
Practical (Seminar) Classes	0.5	18	18
Laboratory Work	-	0	0
INDEPENDENT WORK OF STUDENTS	1.06	38	38
Review of Study Material	1.06	38	38
Term Project	-	0	0
Term Paper	-	0	0
Preparation for Interim Assessment	-	0	0
Interim Assessment:			Credit

For Part-Time Education

Type of Academic Work	Total ECTS Credits	Total Hours	Semester
TOTAL WORKLOAD OF THE DISCIPLINE	2	72	72
CONTACT WORK	-	18	18
CLASSROOM WORK	0.5	18	18

Type of Academic Work	Total ECTS Credits	Total Hours	Semester
Lectures	0.33	12	12
Practical (Seminar) Classes	0.17	6	6
Laboratory Work	-	0	0
INDEPENDENT WORK OF STUDENTS	1.5	54	54
Review of Study Material	1.39	50	50
Term Project	-	0	0
Term Paper	-	0	0
Preparation for Interim Assessment	0.11	4	4
Interim Assessment:			Credit

3.2. Course Content Structured by Sections and Types of Classes

Course Sections	Total Hours	Distribution of Workload by Type of Academic Work				Forms and Type of Assessment	Indicators of Formed Competencies
		Lectures	Lab. Work	Pract. Classes	Ind. Work		
Section 1	20	4		4	12	IA 1	UC-3.2; GPC-1.2
Section 2	20	4		4	12	IA 2	UC-3.2; GPC-1.2
Section 3	32	8		10	14	IA 3	UC-3.2; GPC-1.2
Credit						AT 1	UC-3.2;

							GPC-1.2
Total Sem. 1	72	16		18	38		
TOTAL	72	16		18	38		

3.3. Course Content

Section 1. Conflict Management as a Science

Topic 1.1. Basic Concepts of Conflict Management

Definition of conflict management as a science. The concept of a disputable situation, conflict situation, incident, and conflict.

Topic 1.2. Characteristics of Conflict

Definition, object, subject, and subjects of conflict. Functions of conflicts. Classification of conflicts.

Section 2. Causes of Conflicts in an Organization

Topic 2.1. Personal Factors in Conflict Occurrence

Innate personality traits. System of needs, motives, interests, self-concept.

Topic 2.2. Group Factors in Conflict Occurrence

Formal and informal groups. Group factors influencing the emergence of conflicts in a team. Stages of team formation.

Section 3. Conflict Management and Prevention

Topic 3.1. Conflict Management

Conflict diagnosis. Main groups of conflict management methods.

Topic 3.2. Conflict Prevention

The essence of conflict prevention in an organization. Objective conditions that contribute to conflict prevention in an organization.

3.4. Thematic Plan for Practical (Seminar) Classes

1. Basic Concepts of Conflict Management
2. Characteristics of Conflict
3. Personal Factors in Conflict Occurrence
4. Group Factors in Conflict Occurrence
5. Conflict Management
6. Conflict Prevention

3.5. Thematic Plan for Laboratory Work

This type of work is not provided for by the curriculum.

3.6. Term Project / Term Paper

This type of work is not provided for by the curriculum.

4. Assessment of Learning Outcomes

The assessment of learning outcomes in the discipline is carried out through ongoing monitoring and interim assessment, conducted according to the point-rating system (PRS).

Scale for Assessing Learning Outcomes in the Discipline:

Competency Code	Indicator Code	Intended Learning Outcomes for the Discipline	Level of Formation of the Competency Indicator			
			High	Medium	Below Average	Low
			85 to 100	70 to 84	55 to 69	0 to 54
			Assessment Scale			
			Excellent	Good	Satisfactory	Unsatisfactory
			Pass			Fail
UC-3	UC-3.2	Know:				
Able to interact socially and fulfill one's role in a team.	Analyzes the possible consequences of personal actions in social interaction and teamwork, and builds productive interaction with this in mind.	Causes of conflicts, methods of conflict prevention and management for analyzing potential consequences of personal actions in social interaction and teamwork, and building productive interactions accordingly	Knowledge of conflict causes, prevention and management methods for analyzing potential consequences of personal actions in social interaction and teamwork, and building productive interactions	Knowledge of conflict causes, prevention and management methods for analyzing potential consequences of personal actions in social interaction and teamwork, and building productive interactions accordingly, in scope corresponding to the	Minimally acceptable level of knowledge of conflict causes, prevention and management methods for analyzing potential consequences of personal actions in social interaction and	Level of knowledge of conflict causes, prevention and management methods for analyzing potential consequences of personal actions in social interaction and teamwork, and building productive interaction

		y.	accordingly, in scope corresponding to the curriculum, without errors.	curriculum, with a few minor errors.	teamwork, and building productive interactions accordingly, with numerous minor errors.	s accordingly, below minimum requirements, with major errors.
Be able to:						
		Identify causes of conflicts, apply prevention and management methods for analyzing potential consequences of personal actions in social interaction and teamwork, and build productive interactions accordingly.	All key skills demonstrated in full: identify conflict causes, apply prevention and management methods for analyzing potential consequences of personal actions in social interaction and teamwork, and build productive interactions accordingly.	All key skills demonstrated: identify conflict causes, apply prevention and management methods for analyzing potential consequences of personal actions in social interaction and teamwork, and build productive interactions accordingly, with minor shortcomings.	All key skills demonstrated: identify conflict causes, apply prevention and management methods for analyzing potential consequences of personal actions in social interaction and teamwork, and build productive interactions accordingly, with minor errors.	Key skills not demonstrated: identify conflict causes, apply prevention and management methods for analyzing potential consequences of personal actions in social interaction and teamwork, and build productive interactions accordingly, with major errors.

		Have skills in:				
		Skills in analyzing information on conflict causes to form positive interaction with other team members to achieve the set goal, with the aim of analyzing potential consequences of personal actions in social interaction and teamwork, and building productive interactions accordingly.	Skills fully demonstrated: analyzing information on conflict causes to form positive interaction with other team members to achieve the set goal, with the aim of analyzing potential consequences of personal actions in social interaction and teamwork, and building productive interactions accordingly.	Basic skills demonstrated : analyzing information on conflict causes to form positive interaction with other team members to achieve the set goal, with the aim of analyzing potential consequences of personal actions in social interaction and teamwork, and building productive interactions accordingly.	Minimal set of skills demonstrated: analyzing information on conflict causes to form positive interaction with other team members to achieve the set goal, with the aim of analyzing potential consequences of personal actions in social interaction and teamwork, and building productive interactions accordingly.	Skills not demonstrated: analyzing information on conflict causes to form positive interaction with other team members to achieve the set goal, with the aim of analyzing potential consequences of personal actions in social interaction and teamwork, and building productive interactions accordingly.
GPC-1	GPC-1.2	Know:				
Able to solve professional tasks based on knowledge	Demonstrates the ability to apply knowledge of	Basic concepts of conflict management as	Level of knowledge of basic concepts of conflict management	Level of knowledge of basic concepts of conflict	Minimally acceptable level of knowledge of basic	Level of knowledge of basic concepts of conflict

(at an intermediate level) of economic, organizational, and management theory.	management and economic theory in solving applied problems.	necessary information accompanying knowledge of management and economic theory in solving applied problems.	nt as necessary information accompanying management and economic theory in solving applied problems, without errors.	management as necessary information accompanying management and economic theory in solving applied problems, in scope corresponding to the curriculum, with a few minor errors.	concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems, with numerous minor errors.	management as necessary information accompanying management and economic theory in solving applied problems, below minimum requirements, with major errors.
		Be able to:				
		Apply basic concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems.	All key skills demonstrated in full: apply basic concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems.	All key skills demonstrated : apply basic concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems, with minor shortcomings .	All key skills demonstrated: apply basic concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems, with minor errors.	Key skills not demonstrated: apply basic concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems, with major errors.

		Have skills in:				
		Skills in applying basic concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems	Skills fully demonstrated: applying basic concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems.	Basic skills demonstrated : applying basic concepts of conflict management as necessary accompanying management and economic theory in solving applied problems	Minimal set of skills demonstrated: applying basic concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems.	Skills not demonstrated: applying basic concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems.

The assessment materials for ongoing monitoring and interim assessment are provided in the Appendix to the Course Syllabus.

A complete set of tasks and materials required to assess learning outcomes in the discipline is stored at the developing department.

5. Educational, Methodological, and Informational Support for the Discipline

5.1. Educational and Methodological Support

5.1.1. Core Literature

1. Fedorova, A. V., Conflict Management (for Economists and Managers): textbook / A. V. Fedorova. — Moscow : KnoRus, 2023. — 212 p. — ISBN 978-5-406-11036-2. — URL: <https://book.ru/book/947380>. — Text : electronic.

2. Volkov, B.S. Conflict Management : textbook / B. S. Volkov, N. V. Volkova ; edited by B. S. Volkov. - M.: Knorus, 2020. - 355 p. - (Bachelor's Degree). - URL: <https://book.ru/book/932788>. - ISBN 978-5-406-07516-6. - Text: electronic.

5.1.2. Supplementary Literature

1. Kuzmina, L.P. Conflict Management: textbook / comp. L. P. Kuzmina. - Kazan : KSPEU, 2012. - 100 p.

2. Kibanov, A.Ya. Conflict Management: textbook for universities / A. Ya. Kibanov, I. E. Vorozheikin, D. K. Zakharov, V. G. Konovalova. - 2nd ed., revised and expanded. - M. : INFRA-M, 2006. - 302 p. - (Higher Education). - ISBN 5-16-002275-9.

3. Antsupov, A.Ya. Conflict Management in Diagrams and Commentaries: textbook for universities / A. Ya. Antsupov, S. V. Baklanovskiy. - St. Petersburg : Piter, 2007. - 288 p. : ill. - (Textbook). - ISBN 978-5-469-00517-9.

4. Conflict Management: textbook for universities / edited by V. P. Ratnikov. - 2nd ed., revised and expanded. - M.: UNITY-DANA, 2007. - 511 p. - ISBN 978-5-238-00970-4.

5.2. Informational Support

5.2.1. Electronic and Internet Resources

No.	Name of Electronic and Internet Resources	Link
1	Encyclopedias, Dictionaries, Reference Books	http://www.rubricon.com
2	Open Education Portal	http://npoed.ru
3	Single Window Access to Educational Resources	http://window.edu.ru

5.2.2. Professional Databases / Information and Reference Systems

No.	Name of Professional Database / Information and Reference System	Address	Access Mode
1	Official Internet Portal of Legal Information	http://pravo.gov.ru	http://pravo.gov.ru
2	Legal Reference System on Legislation of the Russian Federation	http://garant.ru	http://garant.ru
3	Scientific Electronic Library	http://elibrary.ru	http://elibrary.ru
4	Russian State Library	http://www.rsl.ru	http://www.rsl.ru
5	International Abstract Database of Scientific	http://www.zbmath.org	http://www.zbmath.org

No.	Name of Professional Database / Information and Reference System	Address	Access Mode
	Publications zbMATH		
6	International Abstract Database of Scientific Publications Springerlink	http://link.springer.com	http://link.springer.com
7	Educational Portal	http://www.uceba.com	http://www.uceba.com
8	Legal Reference System "Consultant Plus"	http://consultant.ru	http://consultant.ru

5.2.3. Licensed and Freely Distributed Software of the Discipline

No.	Software Name	Description	Licensing Document Details
1	Operating System Windows 7 Professional (FSTEC certified)	Licensed	CJSC "TaksNet-Service" No. PO-LIC 0000/2014 dated 27.05.2014. Non-exclusive right. Perpetual.
2	Windows 7 Professional (Pro)	Licensed	CJSC "SoftLineTrade" No. 2011.25486 dated 28.11.2011. Non-exclusive right. Perpetual.
3	Office Standard 2007 Russian OLP NL Academic Edition+	Licensed	CJSC "Soft Line Trade" No. 21/2010 dated 04.05.2010. Non-exclusive right. Perpetual.
4	Chrome Browser	Freely distributed	Free license. Non-exclusive right. Perpetual.
5	LMS Moodle	Freely distributed	Free license. Non-exclusive right. Perpetual.
6	Windows 10	Licensed	LLC "Softline trade" No. Tr096148 dated 29.09.2020, non-exclusive right,

No.	Software Name	Description	Licensing Document Details
			until 14.09.2021

6. Material and Technical Support for the Discipline

Type of Academic Work	Name of Classroom, Specialized Laboratory	List of Required Equipment and Technical Teaching Aids
Lectures	Classroom for lecture-type classes	Specialized educational furniture, technical teaching aids for presenting educational information to large audiences (multimedia projector, computer (laptop), screen), demonstration equipment, educational visual aids
Practical (Seminar) Classes	Classroom for seminar-type classes, group and individual consultations, ongoing monitoring and interim assessment	Specialized educational furniture, technical teaching aids (multimedia projector, computer (laptop), screen), etc.
Independent Work	Computer lab with Internet access, Room V-600a	Specialized educational furniture for 30 seats, 30 computers, technical teaching aids (multimedia projector, computer (laptop), screen), video cameras, software
	Library Reading Room	Specialized furniture, computer equipment with Internet access and access to the Electronic Information Educational Environment, screen, multimedia projector, software

7. Features of the Organization of Educational Activities for Persons with Disabilities and Individuals with Limited Health Capacities

Persons with disabilities and individuals with limited health capacities have the opportunity to move freely from one educational laboratory building to another, access all floors of educational laboratory buildings, and study in academic and other premises, taking into account their psychophysical development and health status.

For the education of persons with disabilities and limited health capacities with musculoskeletal disorders, conditions for unimpeded access to all academic premises are provided. Information about special conditions created for students with disabilities and limited health capacities is posted on the university's website www.kgeu.ru. There is the possibility of providing technical assistance from an assistant, as well as sign language interpreting and typhlo-sign language interpreting services.

To facilitate the perception of reference and educational materials in the discipline by persons with disabilities and limited health capacities with hearing impairments, the following conditions are ensured:

- For better orientation in the classroom, signals are used to indicate the beginning and end of a class (the word "bell" is written on the board);
- The instructor attracts the attention of a hearing-impaired student with a gesture (placing a hand on the shoulder, gentle patting);
- When speaking with a student, the instructor looks at them, speaks clearly, in short sentences, enabling lip reading.

Compensation for speech and intellectual development difficulties of hearing-impaired students is carried out by:

- Using diagrams, charts, drawings, computer presentations with hyperlinks that comment on individual components of the image;
- Regularly applying exercises for graphically highlighting essential features of objects and phenomena;
- Providing the student with the opportunity to receive targeted consultation via email as needed.

To facilitate the perception of reference, educational, and informational materials provided by the educational program in the chosen field of study by persons with disabilities and limited health capacities with visual impairments, the following conditions are ensured:

- The official website on the Internet is adapted considering the special needs of the visually impaired, ensuring the availability of large-print reference information on class schedules;
- The instructor, their interlocutor (if necessary), and those present in the class introduce themselves to the students, with each person the instructor addresses being named each time;
- Actions, gestures, and movements of the instructor are briefly and clearly commented on;
- Printed information is provided in large font (18 points or more) and fully voiced;
- The necessary level of illumination in the premises is ensured;
- The opportunity to use computers during classes and the right to record explanations on a dictaphone (at the request of students) is provided.

The form of ongoing monitoring and interim assessment for students with disabilities and limited health capacities is determined by the instructor in accordance with the curriculum. If necessary, a student with disabilities or limited health capacities, considering their individual psychophysical characteristics, is given the opportunity to take the interim assessment orally, in writing on paper, in writing on a computer, in the form of testing, etc., or is provided with additional time to prepare an answer.

8. Methodological Recommendations for Instructors on Organizing Educational Work with Students

Methodological support for the process of educating students is one of the determining factors for high-quality education. A university instructor, demonstrating high professionalism, erudition, a clear civic position, self-discipline, and a creative approach to solving professional problems, contributes to the formation of a harmonious personality during the educational process.

When implementing the discipline, the instructor may use the following methods of educational work:

- Methods of forming personality consciousness (conversation, discussion, suggestion, instruction, control, explanation, example, self-control, storytelling, advice, persuasion, etc.);
- Methods of organizing activities and forming behavioral experience (assignment, public opinion, pedagogical requirement, commission, habituation, creating educational situations, training, exercise, etc.);
- Methods of motivating activity and behavior (approval, encouragement of social activity, reprimand, creating situations of success, creating situations for emotional and moral experiences, competition, etc.).

When implementing the discipline, the instructor must consider the following areas of educational activity:

Civic and Patriotic Education:

- Formation of a holistic worldview, Russian identity, respect for one's family, society, state, spiritual, moral, and sociocultural values accepted in family and society, national, cultural, and historical heritage, fostering a desire for its preservation and development;
- Formation of an active civic position among students, based on traditional cultural, spiritual, and moral values of Russian society, to increase the ability to responsibly exercise their constitutional rights and duties;
- Development of legal and political culture of students, expanding constructive participation in decision-making affecting their rights and interests, including in various forms of self-organization, self-government, and socially significant activities;
- Formation of motives, moral and meaningful attitudes of the individual that allow resisting extremism, xenophobia, discrimination on social, religious, racial, national grounds, interethnic and interfaith intolerance, and other negative social phenomena.

Spiritual and Moral Education:

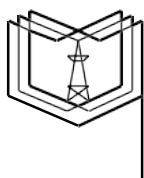
- Cultivating a sense of dignity, honor, honesty, conscientiousness, respect for parents, teachers, and the elderly;
- Formation of principles of collectivism and solidarity, a spirit of mercy and compassion, a habit of caring for people in difficult life situations;
- Formation of solidarity and a sense of social responsibility towards persons with disabilities, overcoming psychological barriers towards persons with disabilities;
- Formation of an emotionally rich and spiritually elevated attitude towards the world, the ability and skill to convey one's aesthetic experience to others.

Cultural and Educational Development:

- Formation of an aesthetic picture of the world;
- Formation of respect for the cultural values of one's hometown, region, and country;
- Increasing the cognitive activity of students.

Scientific and Educational Development:

- Formation of a scientific worldview among students;
- Formation of the ability to acquire knowledge;
- Formation of skills in analyzing and synthesizing information, including in the professional field.



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ASSESSMENT MATERIALS
for the subject

B1.M.14 Conflictology

Kazan, 2026

The assessment materials for the discipline are intended to assess learning outcomes in accordance with the indicators of competency achievement.

The assessment of learning outcomes in the discipline is carried out through ongoing monitoring and interim assessment, conducted according to the point-rating system (PRS).

1. Technological Map Semester 1

Section Name	Forms and Time of Assessment	Rating Indicators							
		I Course Monitor	Additional Points to IA 1	II Course Monitor	Additional Points to IA 2	III Course Monitor	Additional Points to IA 3	Total	Interim Assessment
Section 1. Conflict Management as a Science	IA1	15	0-15					15-30	15-30
Test or Written Quiz		5							
Practical Assignment		10							
Section 2. Causes of Conflicts in an Organization	IA2			15	0-15			15-30	15-30
Test or Written Quiz				5					
Practical Assignment				10					
Section 3. Conflict Management and Prevention	IA3					25	0-15	25-40	25-40
Test or Written Quiz						5			
Practical Assignment						20			

		Rating Indicators							
Section Name Interim Assessment	Final Assessment								0-45
(Credit, Exam, Term Project, Term Paper)									
Interim Assessment Task									0-15
Written Exam by Tickets									0-30

2. Assessment Materials for Ongoing Monitoring and Interim Assessment

Scale for Assessing Learning Outcomes in the Discipline:

Competency Code	Indicator Code	Intended Learning Outcomes for the Discipline	Level of Formation of the Competency Indicator			
			High	Medium	Below Average	Low
			85 to 100	70 to 84	55 to 69	0 to 54
			Assessment Scale			
			Excellent	Good	Satisfactory	Unsatisfactory
			Pass			Fail
UC-3	UC-3.2	Know:				
Able to interact socially and fulfill one's role	Analyzes the possible consequences of personal	Causes of conflicts, methods of conflict prevention and	Knowledge of conflict causes, prevention and	Knowledge of conflict causes, prevention and	Minimally acceptable level of knowledge	Level of knowledge of conflict causes, prevention

in a team.	actions in social interaction and teamwork, and builds productive interaction with this in mind.	management for analyzing potential consequences of personal actions in social interaction and teamwork, and building productive interactions accordingly.	management methods for analyzing potential consequences of personal actions in social interaction and teamwork, and building productive interactions accordingly, in scope corresponding to the curriculum, without errors.	management methods for analyzing potential consequences of personal actions in social interaction and teamwork, and building productive interactions accordingly, in scope corresponding to the curriculum, with a few minor errors.	e of conflict causes, prevention and management methods for analyzing potential consequences of personal actions in social interaction and teamwork, and building productive interactions accordingly, with numerous minor errors.	and management methods for analyzing potential consequences of personal actions in social interaction and teamwork, and building productive interactions accordingly, below minimum requirements, with major errors.
	Be able to:					
	Identify causes of conflicts, apply prevention and management methods for analyzing potential consequences of personal actions in social interaction	All key skills demonstrated in full: identify conflict causes, apply prevention and management methods for analyzing potential consequences of	All key skills demonstrated : identify conflict causes, apply prevention and management methods for analyzing potential consequences of personal actions in social interaction and	All key skills demonstrated: identify conflict causes, apply prevention and management methods for analyzing potential consequences of personal actions in social interaction and	All key skills demonstrated: identify conflict causes, apply prevention and management methods for analyzing potential consequences of personal actions in social interaction and	All key skills demonstrated: identify conflict causes, apply prevention and management methods for analyzing potential consequences of personal actions in social interaction and

		and teamwork, and build productive interactions accordingly.	personal actions in social interaction and teamwork, and build productive interactions accordingly.	teamwork, and build productive interactions accordingly, with minor shortcomings.	nces of personal actions in social interaction and teamwork, and build productive interactions accordingly, with minor errors.	actions in social interaction and teamwork, and build productive interactions accordingly, with major errors.
Have skills in:						
		Skills in analyzing information on conflict causes to form positive interaction with other team members to achieve the set goal, with the aim of analyzing potential consequences of personal actions in social interaction and teamwork, and building productive interactions	Skills fully demonstrated: analyzing information on conflict causes to form positive interaction with other team members to achieve the set goal, with the aim of analyzing potential consequences of personal actions in social interaction and teamwork, and building	Basic skills demonstrated: analyzing information on conflict causes to form positive interaction with other team members to achieve the set goal, with the aim of analyzing potential consequences of personal actions in social interaction and teamwork, and building productive interactions accordingly.	Minimal set of skills demonstrated: analyzing information on conflict causes to form positive interaction with other team members to achieve the set goal, with the aim of analyzing potential consequences of personal actions in social interaction and	Skills not demonstrated: analyzing information on conflict causes to form positive interaction with other team members to achieve the set goal, with the aim of analyzing potential consequences of personal actions in social interaction and teamwork, and building

		accordingly.	productive interactions accordingly.		teamwork, and building productive interactions accordingly.	productive interactions accordingly.
GPC-1 Able to solve professional tasks based on knowledge (at an intermediate level) of economic, organizational, and management theory.	GPC-1.2 Demonstrates the ability to apply knowledge of management and economic theory in solving applied problems.	Know:				
		Basic concepts of conflict management as necessary information accompanying knowledge of management and economic theory in solving applied problems.	Level of knowledge of basic concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems, without errors.	Level of knowledge of basic concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems, in scope corresponding to the curriculum, with a few minor errors.	Minimally acceptable level of knowledge of basic concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems, with numerous minor errors.	Level of knowledge of basic concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems, below minimum requirements, with major errors.
		Be able to:				
		Apply basic concepts of conflict management as	All key skills demonstrated in full: apply basic concepts of	All key skills demonstrated: apply basic concepts of management	All key skills demonstrated: apply basic	Key skills not demonstrated: apply basic concepts of

		necessary information accompanying management and economic theory in solving applied problems.	conflict management as necessary information accompanying management and economic theory in solving applied problems.	as necessary information accompanying management and economic theory in solving applied problems, with minor shortcomings.	concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems, with minor errors.	conflict management as necessary information accompanying management and economic theory in solving applied problems, with major errors.
Have skills in:						
		Skills in applying basic concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems	Skills fully demonstrated: applying basic concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems.	Basic skills demonstrated : applying basic concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems	Minimal set of skills demonstrated: applying basic concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems.	Skills not demonstrated: applying basic concepts of conflict management as necessary information accompanying management and economic theory in solving applied problems.

Grade "Excellent" is awarded for completing practical assignments during the semester; test assignments; deep understanding of the causes of conflicts in an

organization and methods of managing them; complete and substantive answers to exam questions.

Grade "Good" is awarded for completing practical assignments during the semester; test assignments; understanding of the causes of conflicts in an organization and methods of managing them; answers to exam questions.

Grade "Satisfactory" is awarded for completing practical assignments during the semester and test assignments.

Grade "Unsatisfactory" is awarded for weak and incomplete completion of practical assignments during the semester and test assignments.

3.List of Assessment Tools

Brief description of assessment tools used for ongoing monitoring of academic progress and interim assessment of students in the discipline:

Assessment Tool Name	Brief Description of the Assessment Tool	Description of the Assessment Tool
Practical Assignment (PA)	A tool for assessing the ability to apply acquired theoretical knowledge in a practical situation. The task is aimed at assessing competencies in the discipline, contains clear instructions for completion or an algorithm of actions.	Set of tasks and assignments
Test	A system of standardized tasks that allows automating the procedure for measuring the level of knowledge and skills of a student.	Set of test tasks

4.List of Control Tasks or Other Materials Necessary for Assessing Knowledge, Skills, and Abilities Characterizing the Stages of Competency Formation in the Process of Mastering the Discipline

Sample Tasks

For Ongoing Monitoring IA 1:

Competency Assessed: GPC-1 Able to solve professional tasks based on knowledge (at an intermediate level) of economic, organizational, and management theory.

GPC-1.2 Demonstrates the ability to apply knowledge of management and economic theory in solving applied problems.

Test

Question	Answer Options
Which statement is	Any disputable situation leads to conflict

<i>Question</i>	<i>Answer Options</i>
<i>correct?</i>	<i>Not every disputable situation leads to conflict</i>
	<i>Any disputable situation leads to a conflict situation</i>
	<i>Every disputable situation leads either to a conflict situation or to an incident</i>
<i>Which position does not reflect the formulas of conflict?</i>	<i>Dependence of conflict on several conflict situations</i>
	<i>Dependence of conflict on several conflictogens</i>
	<i>Dependence of conflict on several incidents</i>
	<i>Dependence of conflict on a conflict situation and an incident</i>
<i>Compromising conflicts are included in the classification of conflicts</i>	<i>By method of resolution</i>
	<i>By nature of occurrence</i>
	<i>By communicative orientation</i>
	<i>By degree of manifestation</i>

Questions for the Integrated Task IA 1

1. Define conflict management as a science.
2. Identify the object, subject, and main directions of development of the science of conflict management.
3. Explain the concept of conflict.

Sample Task:

For the situation presented below:

- Determine which formula could be used to describe the development of the conflict;
- Explain the main components of the chosen formula based on the content of the situation.

Situation

A manager hired an unqualified employee without coordinating this with their deputy. The hired employee reports directly to the deputy. Over time, the employee's inability to perform their job becomes apparent. The deputy submits a memorandum to the manager regarding the employee's non-compliance with their position. The manager immediately tears up the memorandum.

For Ongoing Monitoring IA 2:

Competency Assessed: UC-3 Able to interact socially and fulfill one's role in a team.

UC-3.2 Analyzes the possible consequences of personal actions in social interaction and teamwork, and builds productive interaction with this in mind.

Test

<i>Question</i>	<i>Answer Options</i>
<i>Which combination of temperaments during the organization of joint activities has a high probability of leading to conflict?</i>	<i>Phlegmatic and melancholic</i>
	<i>Melancholic and choleric</i>
	<i>Choleric and sanguine</i>
	<i>Sanguine and phlegmatic</i>
<i>Which of the following is NOT a group factor influencing the emergence of conflicts in teams?</i>	<i>Existence of an informal leader</i>
	<i>Composition of the team</i>
	<i>Influence of temperament</i>
	<i>Attitude towards norms of behavior</i>
<i>Which of the following management shortcomings influencing the emergence of conflicts in a team applies?</i>	<i>Presence of an informal leader</i>
	<i>Lack of role behavior</i>
	<i>Hiring unqualified employees</i>
	<i>Presence of a conflict situation</i>

Questions for the Integrated Task IA 2

1. Describe the innate personality traits that influence the emergence of conflicts.
2. Explain the main group factors influencing the emergence of conflicts in a team.
3. Describe the main groups of causes for conflicts in an organization.

Sample Task:

For the situation presented below, identify and describe the causes of a possible conflict.

Situation

A manager hired an unqualified employee without coordinating this with their deputy. The hired employee reports directly to the deputy. Over time, the employee's inability to perform their job becomes apparent. The deputy submits a memorandum to the manager regarding the employee's non-compliance with their position. The manager immediately tears up the memorandum.

For Ongoing Monitoring IA 3:

Competency Assessed: UC-3 Able to interact socially and fulfill one's role in a team.

UC-3.2 Analyzes the possible consequences of personal actions in social interaction and teamwork, and builds productive interaction with this in mind.

Test

<i>Question</i>	<i>Answer Options</i>
<i>Which combination of concepts consists only of personal behavioral styles in conflict?</i>	<i>Compromise, criticism, concession</i>
	<i>Compromise, avoidance, persuasion</i>
	<i>Compromise, concession, avoidance</i>
	<i>Compromise, competition, criticism</i>
<i>One of the stages of the general conflict diagnosis scheme is compiling</i>	<i>Conflict forecast</i>
	<i>Conflict summary</i>
	<i>Conflict biography</i>
	<i>Conflict abstract</i>
<i>One of the structural methods of conflict management is based on</i>	<i>Achieving one's own goals</i>
	<i>Considering the interests of opposing parties</i>
	<i>Using coordination mechanisms</i>
	<i>Striving to resolve differences by conceding something in exchange for concessions from the other party</i>

Questions for the Integrated Task IA 3

1. Explain the content of structural methods of conflict management.
2. Explain the content of interpersonal methods of conflict management.

3. Explain the content of personal methods of conflict management.

Sample Task:

For the situation presented below, propose methods for managing the conflict if it occurs.

Situation

A manager hired an unqualified employee without coordinating this with their deputy. The hired employee reports directly to the deputy. Over time, the employee's inability to perform their job becomes apparent. The deputy submits a memorandum to the manager regarding the employee's non-compliance with their position. The manager immediately tears up the memorandum.

For Interim Assessment:

(Sample Exam Questions for the Credit)

1. Characteristics of disputable and conflict situations and the process of their escalation into conflict.
2. Characteristics of conflict (concept, signs, subjects, object, subject matter).
3. Functions of conflicts.
4. Main groups of causes for conflicts in an organization.
5. Psychological characteristics of personality influencing the emergence of conflicts.
6. Group factors influencing the emergence of conflicts in teams.
7. Management shortcomings influencing the emergence of conflicts.
8. Structural methods of conflict management.
9. Interpersonal methods (behavioral styles in conflict). The Thomas-Kilmann Model.
10. Personal methods of conflict management