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ДОСЛІДЖЕННЯ ОСОБЛИВОСТЕЙ ВИНИКНЕННЯ ЕКОНОМІЧНИХ КОНФЛІКТІВ У ГОСПОДАРСЬКІЙ ДІЯЛЬНОСТІ ПІДПРИЄМСТВ

Резюме. Сьогодні система управління персоналом включає функції управління конфліктами та стресами. Зокрема, підсистема трудових відносин виконує такі функції, як аналіз і регулювання групових та особистісних стосунків і стосунків з керівництвом; управління виробничими конфліктами та стресами; проведення соціально-психологічної діагностики. Підсистема соціально-економічного розвитку підприємства включає функцію управління економічними конфліктами. Управління економічними конфліктами, як і управління персоналом у цілому, повинно здійснюватись з урахуванням складності та багатовимірності трудових відносин у всіх напрямках – між роботодавцем та найманими робітниками; між адміністрацією підприємства та профспілковим комітетом, радою трудового колективу; між керівником та підлеглими; між окремими працівниками та колективом. Це пояснюється тим, що трудові відносини формуються під впливом факторів соціально-економічного середовища та функціональної взаємодії, залежать від правових норм і трудових традицій, є основою розв'язання економічних конфліктів, що виникають у процесі трудової діяльності.

Ключові слова: економічний конфлікт, господарська діяльність підприємства, дефіцит ресурсів, конфліктна взаємодія, об'єкт конфлікту, предмет конфлікту, персонал, управління конфліктами, активне протистояння, виробничі відносини.

Iryna SIVCHUK

THE STUDY OF ECONOMIC CONFLICTS' FEATURES IN BUSINESS ENTERPRISES ACTIVITIES

Summary. Today the personnel management system includes functions of conflict and stress management. In particular, the labor relations subsystem performs such functions as analysis and regulation of group and personal relationships and relationships with management, the management of industrial conflicts and stresses, the socio-psychological diagnosis. The subsystem of enterprise social and economic development includes function of economic conflicts management. The economic conflicts management as well as human resources management in general should take into account the complexity and multiplicity of labor relations in all directions - between employers and employees, between management and trade union committee, workforce council, between supervisor and subordinates, between individual employees and team. This is due to the fact that labor relations are influenced by factors of socio-economic environment and functional interactions, depend on the legal rules and labor traditions and are the basis of resolving economic conflicts that arise during labor activities.

While discussing the conflict many managers try to avoid or mitigate the conflict problem. It is considered as a signal of troubles and the need to find the culprit – in order not to repeat the mistake again. Not always a conflict is so unclear and can't be managed which disrupts the communication and coordination of work. Potential positive opportunities of the conflict are great. Only after passing through the conflict the team may become the united public body. Positive conflict contributes to more efficient work of the group in general and determines the competence of some of its representatives. This is confirmed by numerous experimental studies – conflict can formulate a common platform, development and decision-making, strengthen the moral and ethical aspects of the relationship. Without understanding that there may be different views on one issue any general discussion is pointless and relationships are superficial.

Key words: economic conflict, business enterprise activity, resources deficit, conflict interaction, the object of the conflict, the subject of the conflict, staff, conflict management, active opposition, industrial relations.

Stating the problem. The task of modern management is to create a stable moral and psychological climate which can withstand a variety of adverse trends. One of the features of the mature moral and psychological climate creation is the formation of certain relationships style at the company. Under this style we understand a group of persistent stereotypes of consciousness and behavior which were acquired in a particular organization and which took the form of tradition. The degree of their development can be different and can be divided into few groups: the mature ones with high levels of positive relationships and immature, with low-level relations. Fixing positive models of behavior in the mature collectives can make it difficult for negative relationships to appear and to decrease the economic conflicts impact to the minimum.

Analysis of the recent researches. The transition to a market economy in production sector, to new working conditions and functions of public institutions in Ukraine promotes the level of conflicts in the team of the company from the beginning of implementation of the staff strategy management. This situation is quite predictable and appears as a reaction to new things which may, in

turn, affect or change the established systems of relations between employees. Complete process management rationalization can and should contribute to minimize the economic, social and moral losses from the conflicts at the enterprise. Some aspects of economic conflicts at the enterprises were studied by the following foreign and domestic authors: A.Ya. Antsupov, B. Hurnei, N.V. Hrishina, R.H. Dahrendorf, M. Deutsch, G. Simmel, L.M. Herasina, A.M. Hirnyk, A.M. Hrynenko, T.V. Dutkiewicz, L.M. Yemelienenko etc.

The research statements. The terms «conflict», «conflict situation», «conflict interaction» cause ambiguous attitude and alertness, as everyone in his/her life was either participant of the conflict or its witness in everyday life. Conflict is an important part of social life, its essential element. During the long history of social relations people have always watched destructive conflicts that resulted in the appearance of many theories. These theories explained the conflict as an anomaly, tragedy, dysfunction, a display of bad will or deviation behavior. Only in the last century the conflict analysis has become to be perceived as a part of the development, the way of resolving conflicts, the form of interaction between people with all the negative consequences and positive results.

Under current conditions of the market economy formation in Ukraine there are more conflicts there than it is in the countries with developed economies. The problem of conflict research has got a special importance. Recently, our society was developing by ignoring the conflict. The idea about socialist system to have no conflicts was popular. Misunderstandings which appeared were solved by simple administrative methods. Domestic science didn't develop its own conflict theory. That's why an urgent need in being acquainted with the scientific methods of analysis, forecasting and conflict management has occurred.

The transition from fatalistic to scientific conflict analysis made possible to reveal not only the mechanism of nucleation, deployment and conflict resolution but also to justify the socio technique of prevention, management, resolution and minimization of the negative conflict effects at the enterprises.

The conflicts are possible to appear in all spheres of the society. Conflicts violate personal peace and security, destroy relationships and social harmony between people, destabilize economic, political, cultural and interpersonal relationships. That's why the issue about socio-economic conflicts regulation is very important and is based on the possibility to impact the conflict events in order to predict results and also to prevent or minimize their negative effects.

As conflict is an integral, objectively existing phenomenon that appears in business activity of the enterprise it is needed to study the etymology of the term «conflict» for its effective management. Economic literature is characterized by a variety of scientific views about the interpretation of conflict characteristics. According to H.V. Lozhkin, the word «conflict» comes from the latin «conflictus», which means a collision of opposing interests or views [1, p. 19].

V.N. Amelyn believes that conflict is a special kind of social and economic interaction, which is characterised by a number of features: firstly, the opposite of the conflicting parties (the opposition must be expressed clearly and brought to the «boiling point»); secondly, within a conflict interaction there is no communication between the participants: they do not both listen to each other and hear each other; thirdly, breaking the integrity of the group, blocking the normal functioning of the socio-economic system as a whole [2, p. 66].

The review of the literature showed that many modern conflictologists consider economic conflicts as [3, 44]:

- disharmony in relationships, clash of opposites;
- emotional stress due to the intransigence and interests collision;
- open fight condition.

An important direction of conflictology development is conflict determination and research. We propose a generalization of different authors approaches about the definition of the notion of «economic conflict» (table 1).

Table 1

Justification of the economic conflict notion in different sources

№	Notion	Source
1	2	3
1	Conflict is the most destructive method of the development and completion of disputes	A.Ya. Antsupov, A.I. Shipilov [5, p. 158]
2	Conflict is the most acute method of disputes development and completion that arises in the process of social and economic interaction. Its core is the confrontation among the conflict subjects and it is accompanied by negative emotions of participants towards each other	A.Ya. Antsupov, A.I. Shipilov [5, c. 75]
3	Conflict is a real struggle between people or groups of people, regardless of the origin of such struggle	E. Hiddens [6, p. 23]
4	Conflict means such relations between subjects of social and economic interaction, which are characterized by opposition on the base of opposing motives (needs, interests, goals, ideals, statements) or judgments (thoughts, beliefs, estimates, etc.)	S.M. Emelianov [7, p. 24]
5	Conflict is an expression of mutual activity disagreement towards interests' implementation	A.T. Ishmuratov [8, p. 22]
6	Conflict is a struggle for values and claims for a proper social status, power and scarce material resources. Its purpose is neutralization, damage or destruction of the enemy	L. Kozer [4, c. 23]

End of table 1

7	Conflict is a collision of parties, thoughts and forces	H.I.Kozyrev [9, p. 5]
8	Conflict is a very complicative socio-economic phenomenon and the success of its study largely depends on the quality of the initial methodological and theoretical assumptions, methods which are used	M.V.Prymush [10, p. 57]
9	Conflict is the process of development and resolution of the opposing goals, relationships and people's actions that are determined by objective and subjective reasons	S.F.Frolov [11, p. 185]
10	Conflict is an active confrontation of opposing forces, parties and subjects	M.V.Tsiurupa [12, p. 45]

The individual assessment of the origin and content of the term «conflict» introduced by many authors is presented in the table 1. We observe that authors associate the term «conflict» with the general concepts of «struggle», «confrontation», «stress», «inconsistency». That's why the concept of «conflict» often corresponds with these characteristics.

Modern conflictology interprete the notion of «conflict» in broad and narrow senses. In the broadest sense conflict is a confrontation of large social groups, classes and the struggle between them. Narrow sense of the conflict means that conflict is the way of communication between people, social groups and institutions, during which if there is a collision of interests the actions of one party resist the actions of another one. Any conflict always has a social character, as it arises in society and exist between people and is social. That's why been based on the experience of foreign and domestic scientists, we propose to clarify the interpretation of the term “conflict” in the management of enterprises activity and define it as “parties’ opposition due to the distribution, appropriation, use of material, industrial and other resources of the enterprise, as well as the collision of opposing goals, positions, opinions and views of the opponents or subjects of cooperation at the enterprise”.

One of the main tasks of conflictology is to find out whether a conflict is a dysfunction of the organization, wrong behavior of individuals and groups, an anomaly in public life or it is a normal and necessary form of development and social interaction between people.

An important aspect of any research is the implementation of the conflicts’ classification. During the business activity of the enterprise many types of conflicts which differ from each other by the place and time of occurrence arised as well as a set of internal and external factors affecting the ways and methods of their analysis and description. All types of conflicts are interrelated and impact the economic activity of enterprises. The same type of conflict may have different consequences. These circumstances complicate the adoption of fundamental management decisions in order to reduce the size of negative effects of conflicts and they need a throughout analysis. Scientifically grounded classification of conflict is required in order to choose: the best way of its evaluation, the level of its occurrence, negative effects evaluation, the effective application of appropriate methods [13, p. 31].

In our opinion, the main problem of conflict classification at the enterprises is the fact that it is often carried out according to the external features without a detailed research. Exploring the views about conflict classification makes possible to develop a generalized classification.

Most authors agree on the idea of necessity to classificate conflicts by the «number of participants» (for example, V.M Nahaiev, M.L. Yemelienenko, I.I. Rusynka). On the base of this generic feature V.M. Nahaiev summarizes the following types: intrapersonal, interpersonal, intergroup, between individual and group [14, p. 28]. The authors note the conflict correlation and conclude that during its development the same type of conflict can move to a different type of conflict (for example, intrapersonal – to the interpersonal, interpersonal - to the group one) [15, p. 35].

H.V. Lozhkin, N.I. Pov'iakel, L.I. Skibitska justify the necessity of conflict classification by the subject of research at the enterprise. Thus, the authors H.V. Lozhkin and N.I. Pov'iakel classify the conflicts into economic (clash of economic contradictions when the economic needs of one side are met or can be met by another one), industrial (occurring as a reaction to an obstacle in achieving the main objectives of the work), organizational (occurring in groups due to the differences of formal organizational knowledge and actual behavior of team members) ones according to the subject of research at the enterprise [1].

According to the subject of research at the enterprise L.I. Skibitska identifies the following types of conflicts: organizational and communicative (arising because of imperfect communication, inability of the head of the enterprise to identify and show to workers the description of their duties), material and technical (arising because of the outdated equipment), economic and organizational (associated with incorrect labor organization, the imperfection of accounting and control over the measurement and quality of the work), socio-professional (associated with the imperfection of recruitment), socio-psychological (arising due to the incompatibility with some members of the team) conflicts. We identify the economic, production, institutional and socio-psychological conflicts.

We propose a classification of economic conflicts in business activity of enterprises which generalizes existing scientific approaches to this concept in the scientific literature (table 2).

Table 2

Classification features of economic conflicts in the business activity of enterprises

№	Features of expression	Type of conflict
<i>1</i>	<i>2</i>	<i>3</i>
1	By the subjects of conflict interaction	- between the manager and employee; - between the manager and group; - between groups of interests; - between the group and the individual; - interpersonal.
2	By the terms of benefit	- pragmatic aimed at overcoming the obstacles of mutual activity; - personal and selfish aimed at meeting their own interests, goals and needs.
3	By the direction of influence in the organizational structure of the enterprise	- vertical; - horizontal; - vertical and horizontal.

Continuation of table 2

4	By the nature of manifestation	- opened; - closed (latent) type.
5	By the environment of occurrence	At the macrolevel: - between the government and enterprise; - between the enterprises. At the microlevel: - at the enterprise.
6	By the way of solving	- by the power methods (methods of coercion); - by non-power methods.
7	By the emotionality	- highly emotional; - moderate emotional.
8	By ethical and social form of expression	- socially acceptable; - socially unacceptable.
9	By the source of the needs that resulted in conflict	- conflicts which arised because of the action of objective factors; - due to the collision of interests, attitudes, motivations and needs.
10	By the presence of objectives in the conflict	- real object; -imaginary object.
11	By the process of conflict situation development	The stage of arising: - natural; - projected and planned. The stage of the conflict process: - short-term - medium-term (durable). - long-term (prolonged)

End of table 2

		<p>The stage of resolution:</p> <ul style="list-style-type: none"> - managed; - moderately managed; - uncontrolled. <p>The stage of decline:</p> <ul style="list-style-type: none"> - by the spontaneous settlement of the problem; - by finding a compromise; - by forced solution; - by involving the intermediary (mediators).
12	By functional orientation *	<ul style="list-style-type: none"> - constructive and functional; - destructive and functional.

*Note: * completed and generalized by the author according to [4, 1, 16]*

The conflicts' motives are internal, subjective incentive actions of interaction members connected with the satisfaction of their needs, interests and beliefs. In practice, it is difficult to examine the real motives of the subjects because they hide them or are mistaken in most cases. It is necessary to distinguish basic (core) and secondary motives. Basic ones are motives of individuals connected with the realization of their important interests. The success, financial security, career stability, recognition status are to be named among the primary needs. Subjective aspects arise from the strength and determination; participants want to achieve justice and preserve their own dignity in their actions, to prove the correctness of own thoughts.

The positions of the conflicting parties are displayed in conversation character, possible actions, specific behavior of all people involved in the process of conflict resolution. For example, such situation can be seen in conflict situations arising in structural departments during outlining and implementing management decisions. This occurs because any administrative decision-making needs to take into account the strict frames and desired characteristics which cannot be avoided.

It is necessary to take into account that achievement of positive results at the enterprise in resolving conflicts is a difficult and long process which depends on the correct strategy chosen to achieve them. The analysis of the conflict dynamics and the formation of a strategic action plan anticipate principles of maintaining and providing specific technological methods [17, p. 49].

The research of special literature has enabled us to identify the following principles of economic conflicts at the enterprise:

- the principle of expediency of decisions selection. In order to diagnose the economic conflict it is needed to use those alternative decisions which are the basis for the application of a specific method of problem solving;
- the principle of adaptability. It provides detailed diagnostics of the economic conflict according to the traditions of the Ukrainian people;
- the principle of timeliness and accuracy of problem analysis. The fundamental diagnostics of the whole enterprise (in order to identify trends of the organization's situation deterioration in future);
- the principle of efficiency. Decision-making in difficult situations in a lack of time;

- the principle of rationality. Minimization of the costs of collection, storage, usage of data in the analysis of conflict situations.

- the principle of comprehensiveness. Complex conclusions formation on the basis of the results of conflict resolving;

- the principle of stability. Ensuring stable functioning of the enterprise under conflict situation;

- the principle of perspectivity. Providing recommendations in the fields of improving enterprise activity in the presence of collective labor disputes [4, 18, 17].

If to base on a general definition of the conflict as an expression of objective and subjective misunderstandings, then the conflict can be represented as a confrontation between the subjects of social and economic relations because of economic resources scarcity to overcome which it is needed to use economic, social and political measures. The subject of the conflict is objectively available problem because of which the conflicting parties begin to struggle. The object of economic conflict is the scarce resource which both sides of the conflict want to own (markets, customers, finances, raw materials, wages etc.). Market on the one hand creates conflicts and on the other hand it is an important mechanism of their resolving. In general the scarcity of economic resources and caused organizational conflicts depend on two interrelated groups of problems. One is related to the sphere of production, the other - to the sphere of the distribution [19]:

- for allocation of resources one needs to have them. Thus, the opportunities of resources allocation depend on the number of wealth which was created by the society during some period of time (Gross National Product) and the number of resources per each member of the society (income per capita). The lack of resources can be caused by low efficiency of social production and relatively high (too high) level of needs in the society;

- the most difficult is the question of resources allocation because the concept of “justice” here is caused by many factors (type and condition of the existing distribution system - its efficiency, flexibility, openness, public assessment of the distribution system and its moral criteria – legitimacy and justice).

In particular, the conflict between owners and employees takes place «in the centre of an industrial society when both parties believe in industry and have the same cultural goals but are fighting for giving the industrial culture the opposing social forms». Actually, they are fighting for the control over industrialization, for certain means and methods of its implementation, as well as for one or another specific form of industrial work organization[19, p. 153].

Familiarization with the literature and the research on the economic activity of enterprises made possible to identify the main reasons which cause the conflict at the enterprise [20, 4]:

- lack of resources, that are needed to be allocated in business enterprises activity;
- interconnection of scheduled tasks;
- differences in goals and interests between managers and employees;
- breaking the law concerning payment and health;
- differences in interests, values and life experiences between employees;
- lack of education, low level of professional qualification and training of the employees;
- violation of the collective agreements conclusion and execution;
- violation of registration and work records conduction;
- poor communication;
- imperfect organizational structure and its control system, unclear separation of personnel rights and duties;
- the contradiction between the types and functions of worker's activity;
- uncertainty in the development of professional growth, career;
- inappropriate working conditions;
- lack of understanding between managers and employees;
- socio-psychological climate at the enterprise.

We propose to pay a special attention to the reasons mentioned above [20, 4]:

- lack of resources. The enterprises often have problems with limited resources. Management must respond quickly to the situation and decide how to allocate materials, human

potential and finances between departments properly and efficiently according to the organizational structure. Allocation must be rational and correct.

- Interconnection of planned tasks. The organizational structure of the company is the main thing in the performance of tasks and departments form a system unit in this chain. Blocking the activity of one department may stop the production activities in general. Incorrect delegation of the power given by a manager may reduce the productivity of the workers.

- Differences in the interests, goals, life values. These reasons of conflicts at the enterprise are common because everyone faces with them every day. Misunderstandings in goals appear when the departments become specialized and want to achieve their personal goals firstly but not the main goal of the enterprise. The difference in life experience is in the fact that every human is an individual personality who can reduce the degree of mutual understanding between the various conflicting groups during performing official and professional duties, when there is a big difference in age, heightened emotional nature, inappropriate qualification level etc.

- Breaking the law concerning payment and health. Lack of money for paying wages results in the non-monetary wages payments. Enforcement of underemployment, providing vacations without payment or with partial preservation, unpaid assistance in case of temporary disability, breach of payment terms in the case of dismissal, disregard of government guarantee of the minimum wage; breach of payments, salary accounting, recalculation the compensation amount of lost earnings, one-time grants, compensation for medical and social assistance to victims during industrial processes. The employee must be sure that his work will be properly assessed and financially paid.

- Breaking the collective agreements conclusion and execution (government guarantees of the minimum wage, rules about the vacations without payment or with partial preservation of the parties' agreement with initiative of the employer often are not provided in collective agreements).

- Breaking the registration rules and conducting work records (breaking labor laws on the conclusion, change and termination of the labor contract. Contractual form of labor agreement and term contracts not required by law are often concluded at non-state enterprises).

- Bad communication. Low communication level at the enterprise occurs mainly because of the interpersonal barriers (between specific workers) and because of organizational barriers (due to the nature of activity, structure and capabilities of the enterprise).

- Socio-psychological climate - emotional and psychological atmosphere which appears as a result of employees' attitude to the working environment (the conditions of labor, means of production etc.).

Discussing the essence of the conflict between the development of productive forces and production relations, scientists V. Eyhorn, A. Bauer and H. Koch have noted that this is not a direct relationship but a dialectics of transformation and change of the character of their correlation.

Economic conflict has contradictions between rights and duties as they mean their clear fixation and availability of an appropriate organizational structures. In the business activity of the enterprise there are situations where an employee performs new tasks so that the scope of his duties changes but the opportunity to realize them are still unchanged. Employee is expected to determine objectives and goals but he, being unable to perform them, does not justify these expectations and cause dissatisfaction of the manager. Thus, the set of socio-economic relations are destroyed. For example, in the collective agreement the rights and duties of the personnel and administration are clearly stated. However, due to the dependence on the superior body, administration of enterprises has been deprived of a number of rights required in order to implement their obligations for many years [2].

The classification of internal conflicts has the most practical importance among the various types of conflicts' classification at the enterprise. The typology of conflicts, i.e. isolation of the main types of conflicts by identifying similarities and differences, reliable ways to identify conflicts for common essential features and differences has an important role for a proper conflict understanding and interpretation, their essence, characteristics, functions and effects. Classification characteristic and determination of the type allow managers to choose an adequate method of influence on the conflict management system. Typology of internal organizational conflicts that arise at enterprises is suggested in table 3.

Table 3

Types of the internal organizational conflicts at the enterprises

№	Title of the conflict	Form of expression
1	Intra-personal	Mostly appears because of emotional state of the individual and often is the conflict of goals and interests. The intensity of this conflict increases in direct proportion to the number of possible alternative solutions in achieving the balance between positive and negative end result. The conflict appears when the individual is aware of dissatisfaction with his thoughts, goals and interests.
2	Interpersonal	Is expressed by a clash of socio-economic interests of two or more individuals who are in opposition and follow only their own interests.
3	Intergroup	The conflict at modern enterprises means a clash of socio-economic interests between departments and all members of the organization which significantly influenced on the socio-psychological climate and on the work of the organization. Often such conflict arises in contradiction of personal views as a result of change of the balance of business units, such as a change in leadership of the organization, the appearance of the informal leader of the group etc.
4	Intra-production	<p>Arises as a result of irrational decisions concerning specific activities within the business and industry in general. It also arises as a result of power separation at the stage of creating organizational structures while this separation wasn't clearly considered and compared with the requirements of the organizational structure. This conflict has a significant impact on the management and production potential of the industrial enterprise.</p> <p>There are 3 types of intra-production conflicts:</p> <ul style="list-style-type: none"> - vertical - the conflict between management levels at the company. Its occurrence and resolution affect the vertical relationships at the organization (goals, power, communication, culture etc.); - horizontal - conflict parties have equal status at the enterprise so often such collision is called conflict of the goals; - linear and functional (a combination of two previous types of the conflict between the parties).

Note: developed by the author according to [4; 1;16]

Незаперечним залишається той факт, що практика мінімізації негативних наслідків конфліктів, за якої визначення стратегії розвитку, а також планування організаційної структури підприємств можуть через чіткість розподілу трудових та професійних повноважень знизити ймовірність виникнення основних типів зіткнення інтересів на всіх можливих рівнях виробничої діяльності на сучасних підприємствах промислової галузі. It is still the undeniable fact that the practice of minimizing the negative effects of the conflict can reduce the possibility of major conflict types occurrence at all levels of production activities at modern industrial enterprises by

clear labor and professional power distribution while identifying development strategy and planning of enterprises' organizational structure. Therefore, managers should focus on the correct priorities of the organization and clearly understand that their activities directly impact the enterprises' opportunities to survive in an increasingly competitive environment [27, p. 58].

Conclusions. In Ukraine, as in other post-totalitarian countries, society was unprepared for such important issues as conflict of the society. Focusing on the «conflict-free» society had made the problem of the conflicts unpromising. This resulted not only in its actual removal from the field of scientific research but also in the fact that the mechanism of solving the economic conflicts haven't been formed yet in the society, in management in particular.

Висновки. В Україні, як і в інших країнах посттоталітарного простору, суспільство виявилось невідповідним до такої важливої проблематики, як конфліктність суспільства. Орієнтація на «безконфліктний» розвиток суспільства робила проблематику конфліктів неперспективною. Це призвело не тільки до її фактичного вилучення зі сфери наукового дослідження, а й до того, що в суспільстві не сформувалися механізми розв'язання економічних конфліктів, особливо в системі управлінської діяльності.

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