



“Approved by”
Head of Department :

Protocol №

Date : 2024

SYLLABUS

General information	department	Marketing and Mangement
	Faculty	Economics and school of Economics
	Specialization, code	
	Group №	532 MRK
	Level of education	<input type="checkbox"/> bachelor <input type="checkbox"/> master
	Mode of study	Full-time
	Semester	2024/Fall
	Academic Year	2024-2025
	Teaching semester	<input type="checkbox"/> Fall <input type="checkbox"/> spring <input type="checkbox"/> summer
Course Information	Course title, code	Conflict Management
	Number of credits	
	Teaching load (hour)	60
	Teaching methods	<input type="checkbox"/> lecture <input type="checkbox"/> seminar <input type="checkbox"/> laboratory
	Teaching language	<input type="checkbox"/> Azerbaijani <input type="checkbox"/> Englishs <input type="checkbox"/> Russian
	Course type	<input type="checkbox"/> Compulsory <input type="checkbox"/> Elective
	Prerequisite course/code	
INFORMATION ABOUT THE INSTRUCTOR	The teacher's academic degree, scientific title, honorary title, surname, first name, patronymic	phd.dos.G.Ə.Mustafayeva
	Instructor's e-mail	glnisa.mustafayeva@mail.ru
	Instructor's phone number	0518796375
	Office hours	
Course Description	The course aims to explain the concept of conflict and its main types, analyze the causes of conflicts, identify the stages of conflict development, and teach strategies and methods for conflict management. It also focuses on developing practical skills such as empathy, active	

	listening, mediation, and negotiation.
Course Objective	The main objective of this course is to provide students with theoretical and practical knowledge to understand the causes of conflicts occurring at individual, organizational, and societal levels, as well as methods for their prevention, management, and resolution.
Learning outcomes	<p>After completing the course and mastering the topics, students will be able to:</p> <p>Know:</p> <ul style="list-style-type: none"> • Analyze the causes of conflicts; • Choose effective behavioral strategies in conflict situations; • Reduce conflict risks within teams and organizations; • Develop negotiation, mediation, and leadership skills; • Prepare plans for peaceful conflict resolution. <p>Be able to:</p> <ol style="list-style-type: none"> 1. Explain the concept and types of conflict: Define what conflict is, when and under what circumstances it arises; Differentiate between personal, group, and organizational conflicts. 2. Analyze the causes of conflict: Examine psychological, social, cultural, and organizational causes; Identify behaviors and conditions that lead to conflict. 3. Recognize and analyze the stages of conflict: Analyze conflict development stages (latent, open, peak, and resolution); Identify appropriate intervention methods for each stage. 4. Select conflict management methods: Apply strategies such as competition, collaboration, compromise, accommodation, and avoidance in suitable situations. 5. Develop negotiation and mediation skills: Facilitate mediation and peace negotiations between conflicting parties; Practice active listening, empathy, and constructive dialogue. 6. Apply emotional intelligence and self-regulation skills: Manage personal emotions and cope with stress during conflicts; Read and respond effectively to the emotions of others to ease tensions. 7. Manage intra-team and organizational conflicts: Diagnose conflicts in the workplace and implement effective resolution methods; Act as a leader or mediator considering group dynamics. 8. Understand intercultural and social conflicts: Manage conflicts arising from misunderstandings in multicultural environments; Foster dialogue with respect for ethnic, religious, and social

	differences.
Course Requirements	<p>In the <i>Conflict Management</i> course, the following expectations may be set for students:</p> <ol style="list-style-type: none"> 1. Class Participation: Students should be encouraged to actively participate in the course, ask questions, and engage in discussions. This can help them gain a deeper understanding of the topics. 2. Group Research Projects: Students may be assigned group projects or research tasks that involve solving real-world scenarios within the framework of commodity classification. This can help them develop collaboration, communication, and problem-solving skills. 3. Market Research Insights and Reporting: Students can be tasked with monitoring market developments and analyzing and reporting on these trends. This allows them to gain practical knowledge about competitors. 4. Guest Lecturers and Seminars: Experts in the field of commodity classification can be invited as guest speakers, or students can participate in industry-related seminars. This gives students the opportunity to learn first-hand about current trends and practices in marketing. 5. Field Visits: Visiting relevant companies can provide students with the opportunity to observe industry practices and interact with businesses. This helps them connect theoretical knowledge with practical experience. <p>These requirements aim to promote more effective student participation in the course and support the development of their knowledge and skills in marketing more efficiently.</p>
Academic Integrity	<p>Academic integrity- involves ensuring the originality of one’s work and sharing others’ ideas or findings with proper citation.</p> <p>Violations of Academic Integrity</p> <ol style="list-style-type: none"> 1. Plagiarism 2. Cheating 3. Submitting all or part of a previously completed assignment, homework, or project in another course without proper citation 4. Citing non-existent sources or creating a fake database 5. Completing course materials or assignments on behalf of another student 6. Behaviors aimed at gaining unfair advantage (e.g., presenting a false medical certificate without having an actual illness, making false excuses for deadline extensions or other purposes) 7. Taking an exam on behalf of someone else or having someone else take an exam on your behalf

<p>Ethical Behavior</p>	<p>The ethical behavior of students participating in the <i>Conflict Management</i> course aims to ensure their success and respect both in the educational process and in their future professional careers. Students must adhere to principles of honesty and transparency in course work and projects, following academic ethical standards.</p> <p>They should attend classes on time and with a sense of responsibility, actively participate in group work, and contribute to effective collaboration within the team. Additionally, they must be sensitive to diversity and cultural awareness, striving to understand different cultures and fostering a learning environment enriched by diversity.</p> <p>For professional development, students should enhance their efforts to communicate with industry professionals and build effective networks, while also improving their problem-solving and critical thinking skills. They should be conscious of social media etiquette and professionalism, maintain a credible image on online platforms, and uphold online ethical standards.</p> <p>With regard to openness to change, innovation, and career development, students should stay informed about changes in the sector, remain open to innovation, and regularly utilize relevant resources to support their career growth.</p> <p>These ethical behaviors guide students toward becoming successful and principled individuals both academically and professionally.</p>
<p>Main literature list</p>	<p>1. Əli Hüseynov, İsmayıl Məmmədov. “Münaqişələrin idarə edilməsi”.2019.</p> <p>2. Rəşad Məmmədov. “Konfliktlər və onların idarə edilməsi”. 2017</p>
<p>Additional literature list</p>	<p>1. Ho-Won Jeong. “Conflict Management and Resolution: An Introduction”.2008</p> <p>2. Christopher Mitchell. “The Dynamics of Conflict: A Guide to Engagement and Intervention”.2002</p> <p>3. Barbara A. Budjac Corvette. “Conflict Management: A Practical Guide to Developing Negotiation Strategies”.2010</p>
<p>Internet resources</p>	<p>https://www.coursera.org ht https://www.pon.harvard.edu</p> <p>https://www.pon.harvard.edu</p>
<p>Grading: 100-Point System</p>	<p>The final grade is the sum of points awarded for current assessment — seminars and colloquiums (0–30 points), independent work (0–10 points), attendance (0–10 points) — and interim assessment, which includes end-of-semester exams (0–50 points).</p> <p>If the course includes additional practical or applied lessons, up to 10 points may be allocated for the evaluation of those classes.</p> <p>Final Grade = Current Assessment + Interim Assessment</p>

Seminar and Colloquium	<p>Colloquiums are held three times each semester in accordance with the academic calendar. Each colloquium is evaluated on a scale of 0 to 10 points. Participation in colloquiums is mandatory. A student who does not attend a colloquium will receive 0 points.</p>	0-30
Individual Work	<p>Formatting Guidelines for Individual Work:</p> <ul style="list-style-type: none"> • Font and Size: Arial, 12 pt • Line Spacing: 1.5 • Minimum Length: 3 pages • Final Submission Deadline: Two weeks before the end of the semester 	0-10
	<p style="text-align: center;">Individual work Topics</p> <ol style="list-style-type: none"> 1. The Concept of Conflict and Its Role in Organizational Management 2. Causes and Resolution Methods of Interpersonal Conflicts 3. Conflict Management within Teams and the Role of Leadership 4. Psychological Foundations and Behavioral Models of Conflict 5. Conflict Resolution through Negotiation: Strategies and Tactics 6. The Role of Emotional Intelligence in Conflict Management 7. Conflict Management Strategies: Competition, Accommodation, Collaboration, Avoidance, and Compromise 8. The Relationship between Organizational Structure and Conflict Emergence 9. Workplace Mobbing and the Impact of Psychological Conflicts 10. Managing Conflicts in Multicultural Environments: Challenges and Opportunities 11. Mediation and Arbitration: Differences and Areas of Application 12. Leadership Styles and Their Approaches to Conflict 13. Managing Conflicts in Social Networks and Digital Environments 14. Conflict Situations in Educational Institutions and Teacher-Student Relationships 15. The Role of Corporate Culture in Conflict Prevention 	
Attendance	<p>For each 10% of class hours missed during the semester, 1 point will be deducted. A student who misses more than 25% of the total course hours will not be allowed to take the</p>	0-10

	final exam.	
Exam		0-50

Based on the total number of points accumulated during the semester for the course, students' knowledge is assessed as follows:

Grading Scale

Grade	Grading by Letters	Indicator
100 – 91	A	“excellent”
90 – 81	B	“very good”
80 – 71	C	“good”
70 – 61	D	“sufficient”
60 – 51	E	“satisfactory”
Below 51	F	“unsufficient”

Course Calendar and Thematic Plan					
N	Date	Course Topics	Lecture	Seminar	Textbook / Assignments
1		Conflict Management Topics:	2		Əli Hüseynov, İsmayıl Məmmədov. “Münaqişələrin idarə edilməsi”.2019.
2		The Concept and Types of Conflict	2	2	Ho-Won Jeong. “Conflict Management and Resolution: An Introduction”.2008
3		Psychological and Social Foundations of Conflicts	2		Rəşad Məmmədov. “Konfliktlər və onların idarə edilməsi”. 2017
4		Interpersonal Conflicts and Their Characteristics	2	2	Əli Hüseynov, İsmayıl Məmmədov. “Münaqişələrin idarə edilməsi”.2019.
5		Organizational Conflicts and Management Approaches	2		Ho-Won Jeong. “Conflict Management and Resolution: An Introduction”.2008
6		Stages and Development Process of Conflict	2	2	Rəşad Məmmədov. “Konfliktlər və onların idarə edilməsi”. 2017
7		Techniques for Conflict Prevention	2		Əli Hüseynov, İsmayıl Məmmədov.

					“Münaqişələrin idarə edilməsi”.2019.
8		Conflict Management Strategies: Competition, Collaboration, Compromise, Avoidance, Accommodation	2	2	Barbara A. Budjac Corvette. “Conflict Management: A Practical Guide to Developing Negotiation Strategies”.2010
9		Negotiation and Mediation Skills	2		Ho-Won Jeong. “Conflict Management and Resolution: An Introduction”.2008
10		Emotional Intelligence and Conflict Management	2	2	Əli Hüseynov, İsmayıl Məmmədov. “Münaqişələrin idarə edilməsi”.2019.
11		Conflict Management within Teams	2		Rəşad Məmmədov. “Konfliktlər və onların idarə edilməsi”. 2017
12		Characteristics of Intercultural Conflicts	2	2	Barbara A. Budjac Corvette. “Conflict Management: A Practical Guide to Developing Negotiation Strategies”.2010
13		Leadership and Conflict: The Role of Leadership	2		Christopher Mitchell. “The Dynamics of Conflict: A Guide to Engagement and Intervention”.2002
14		Legal and Ethical Aspects of Conflict	2	2	Əli Hüseynov, İsmayıl Məmmədov. “Münaqişələrin idarə edilməsi”.2019.
15		Conflict Management in Crisis Situations	2	1	Barbara A. Budjac Corvette. “Conflict Management: A Practical Guide to Developing Negotiation Strategies”.2010
45		TOTAL:	30	15	

Instructor:

Phd.dos.Gulnisa Mustafayeva