

CHAPTER 3

MODERN MANAGEMENT TECHNOLOGIES

ANALYTICAL EVALUATION OF THE CONFLICT MANAGEMENT EFFICIENCY UNDER THE CONDITIONS OF THE PJSC ARCELORMITTAL KRYVYI RIH

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Abstract. This article summarizes the arguments and counterarguments within the scientific discussion on the issue of the analytical evaluation of the conflict management efficiency under the conditions of the PJSC AMKR. The main purpose of the research was to develop ways of preventing conflicts in the administrative management. The systematization of the literature sources and approaches to resolving the problem of conflicts in the administrative management has shown that this issue is widely dealt with by both Ukrainian and foreign scientists. The relevance of solving this scientific problem lies in the fact that diagnosing conflicts will make it possible to develop more specific measures to eliminate existing conflicts and prevent new ones from occurring. The methodological basis of the research was general scientific and special methods of cognition. The methods of theoretical generalization, grouping and comparison have been used in the paper. The bibliometric and bibliographic methods were used in identifying problematic issues related to the evaluation of the conflict management efficiency. The methods of concretization, analysis, synthesis, abstraction, and the dialectical method formed the basis for improving the system of conflict handling in the administrative management. The graphical method was used for the visual representation of statistical data. The years 2012 until 2019 were selected as the research period. PJSC ArcelorMittal Kryvyi Rih was selected as the object of the research.

The results of the research lie in the fact that the recommendations developed for resolving conflict situations can be used in the practical activities of the company under research. In order to enhance the company's profitability and operational efficiency, the managers of PJSC ArcelorMittal Kryvyi Rih need to demonstrate their professionalism in anticipating, analysing and handling conflicts. The level of relevant knowledge, creative approach, strategic thinking and analysis of the situation by the company's managerial staff are the key components of successful conflict resolution and managerial decision-making. The scientific novelty of the results obtained lies in the development of efficient methodological tools for diagnosing conflicts, which will make it possible to develop more specific measures to eliminate existing conflicts and prevent new ones from occurring.

Keywords: analytical evaluation, administrative management, management, conflict management efficiency, managerial conflicts.

JEL Classification: H10, H73, O10, R20, R28

Formulas: 0; **fig.:** 7; **tabl.:** 3; **bibl.:** 10

Introduction. The management system of a modern company can exist in at least two incarnations: on the one hand, it generates managerial conflicts, and on the other, it is a way of resolving conflicts, not only managerial, but also any organizational and economic ones. Therefore, conflicts, on the one hand, can be an obstacle to the development of the management system, and, on the other, contribute to such development. It will depend on two factors: the ability to manage conflicts obtaining functional consequences, and the environment for the emergence of managerial conflicts.

In fact, a conflict either slows down the development of the company or becomes a kind of accelerator for its development. A conflict also either brings additional problems to the company and forces it to spend additional resources, or becomes a kind of filter to clean the company from a number of managerial problems, and contributes to their solution. In general, conflicts occur directly in all fields of human life without exception, and managerial conflicts occupy a prominent place among them, often dominate, and are fundamental, i.e. they can create a number of conflicts in other spheres of life's activity. Conflicts cause significant damage to efficient interaction in groups, bring about loss of production resources and time, so the study of ways to prevent conflicts is a very relevant subject.

Literature review. The issue of studying and analysing conflict situations in organizations is widely represented in the modern literature, but remains relevant given the impact of such situations on both the performance of staff and the moral, as well as psychological climate in the team. At the same time, conflict situations identified and resolved in a timely manner can become a means of solving urgent problems. Problems of conflict studies have been actively researched since the mid-1980s by N. Pilat, Y. Sukiasyan, T. Lovkova, V. Borodina, V. Minkina, S. Peshkina, Y. Khimich, O. Markova, O. Skuratska, T. Branitska [3] and others.

The set of problems related to the conflict management and the prevention of negative consequences of the conflicts' impact are considered in the papers of domestic and foreign authors, viz. L. M. Herasina, M. I. Panova, T. V. Dutkevych, L. M. Yemelyanenko, M. V. Prymush, N. V. Grishyna [1]. The authors consider various aspects of conflicts and conflict situations, viz. conflicts that occur during negotiations, psychological aspects of conflicts in managerial activities, and the theoretical foundations of the conflict management.

Despite the availability of significant achievements in the field of the conflict management, the present-day scholars have not worked out a unified approach to solving that problem, and the subject therefore needs further refinement and development.

Aims. Purpose of the article is to develop ways of preventing conflicts in the administrative management.

Methods. The methodological basis of the research was general scientific and special methods of cognition. The methods of theoretical generalization, grouping and comparison have been used in the paper. The bibliometric and bibliographic methods were used in identifying problematic issues related to the evaluation of the conflict management efficiency. The methods of concretization, analysis, synthesis,

abstraction, and the dialectical method formed the basis for improving the system of conflict handling in the administrative management. The graphical method was used for the visual representation of statistical data.

Results. The main conflicts that occur at PJSC ArcelorMittal Kryvyi Rih are divided into two groups:

- between the management and the employees (trade unions);
- between the management and other companies.

That said, internal conflicts are more acute: between the staff, including trade unions, and the owners over the impossibility of normal social security for the employees. The company's management tries to resolve all conflicts quickly and democratically. At the same time, the severity of conflicts tends to become high-profile at the societal level, which requires finding ways to resolve them.

There are also positive aspects in the company's activities indicating the efficient conflict management at the PJSC AMKR in recent years. This is reflected in a decrease in the number of lawsuits and claims filed by the company's stakeholders (Table 1).

Table 1. Information regarding the number of claims filed, penalties paid and lawsuits, in which the PJSC AMKR and its officials are a party

Indicators	Years							
	2012	2013	2014	2015	2016	2017	2018	2019
Number of pending lawsuits, in which claims are considered in the amount of 10 per cent of the assets or more	0	0	0	2	0	0	0	0
Number of lawsuits, in which claims against the issuer's officials are considered	0	0	0	0	1	0	0	0
Number of claims filed, including:	35	29	85	78	63	72	38	45
- regarding the reimbursement of the cost of weight shortages of the products;	7	0	0	0	0	0	0	0
- regarding the delivery of low-quality products;	0	0	0	0	0	0	0	0
- regarding payments;	10	10	25	21	11	9	16	10
- regarding claims for the recovery of losses caused by the company because of its violation of environmental standards;	5	12	11	11	12	8	9	4
- regarding the collection of penalties and fines;	4	1	1	29	11	4	2	5
- other.	9	6	48	17	29	51	11	26
Amount of claims filed, thousands UAH	9859.5	8565.6	62062	37145	35120	42156	27452	19215
Number of recognized claims, including:	5	8	30	22	16	24	14	13
- regarding the reimbursement of the cost of weight shortages of the products;	0	0	0	0	0	0	0	0

Indicators	Years							
	2012	2013	2014	2015	2016	2017	2018	2019
- regarding the delivery of low-quality products;	0	0	0	0	0	0	0	0
- regarding payments;	3	2	17	12	4	3	10	4
- regarding claims for the recovery of losses caused by the company because of its violation of environmental standards;	0	6	6	2	5	2	2	3
- regarding the collection of penalties and fines;	0	0	0	6	2	0	0	0
- other.	2	0	7	2	5	19	2	6
Amount of recognized claims, thousands UAH	93.9	117.2	9213.9	1108.4	2142.5	1845.3	921.2	1025.6
Number of lawsuits filed against the company, including:	134	133	156	127	112	102	124	98
- regarding the reimbursement of the cost of weight shortages of the products shipped by the company;	12	0	0	0	0	0	0	0
-regarding the delivery of low-quality products;	0	0	0	0	0	0	0	0
- regarding payments;	5	9	6	0	0	2	4	0
- from natural persons;	62	83	80	68	38	42	35	27
- claims arising from labor relationships;	17	18	47	9	11	21	7	14
- regarding claims for losses caused by the company;	29	18	0	2	4	0	5	2
- regarding the penalties and fines declared;	7	0	0	7	0	0	0	1
- other.	2	5	23	41	59	37	73	54
Amount of lawsuits filed, thousands UAH	373385	66050	73048	68664	51230	45128	58412	38124
Number of sustained lawsuits, including:	34	14	11	48	33	50	30	18
- regarding the reimbursement of the cost of weight shortages of the products shipped by the company;	6	0	0	0	0	0	0	0
- regarding the delivery of low-quality products;	0	0	0	0	0	0	0	0
- regarding payments;	3	4	1	0	0	0	1	0
- from natural persons;	22	6	6	44	24	39	19	12
- claims arising from labour relationships;	0	1	0	3	3	6	1	4
- regarding claims for losses caused by the company;	2	3	0	1	0	0	1	0
-other	0	0	4	0	6	5	8	2
Amount of penalties paid, thousands UAH	515.5	2475.9	4470.3	1668	217.9	287.3	79083	1138.7

Source: developed by the authors

As can be seen from Table 1, the number of lawsuits against the company decreased from 134 in 2013 down to 98 in 2019 during the analysed period.

However, the amounts of lawsuits and claims against the company are growing. The amount of lawsuits increased from UAH 373,385 thousand to UAH 381,241 thousand, which is an insignificant indicator of growth. However, the amount of claims increased sharply, viz. from UAH 9,859.5 thousand in 2013 up to UAH 19,215 thousand in 2019.

The general model of conflict management typical of PJSC ArcelorMittal Kryvyi Rih is shown in Figure 1.

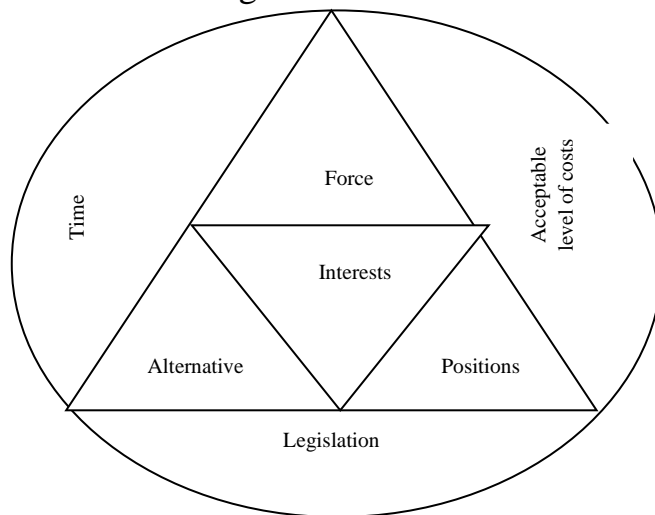


Figure 1. The model of the combination of factors influencing the process of the conflict resolution at PJSC ArcelorMittal Kryvyi Rih

Source: developed by the authors

Participants in a conflict at PJSC ArcelorMittal Kryvyi Rih operate under the conditions of, on the one hand, restrictions and, on the other, opportunities. The limiting factors are the time and the level of costs that the parties to the conflict are willing to bear, as well as the legal framework, within which they operate. The potential of a conflict participant lies in assessing their strong points, searching for alternative ways to resolve conflicts, etc.

Conflicts at PJSC ArcelorMittal Kryvyi Rih are resolved only with the participation of the management. The management represented by the authorized structural divisions is therefore the main participant and at the same time the main body for conflict resolution. That said, conflicts concerning the issues and rights of workers are addressed through the local branch of the Trade Union of Steel- and Mineworkers as well as the Department of Personnel Management. Conflicts that interfere with the corporate interests of the owners are addressed through the corporate governance bodies, viz. the Supervisory Board, the Board of Shareholders, the Audit Committee, and the Board of Directors.

As an entity of a conflict, the management of PJSC ArcelorMittal Kryvyi Rih finds itself in the role of one of the opponents, who defends their point of view, certain interests and positions in relationships with people subordinate to them or business partners from other divisions (organizations). Most often, the manager

becomes a direct participant in the conflict confrontation in cases of violation of professional ethics, deviations from the norms of labour legislation, and when allowing unfair evaluation of the work and behaviour of their subordinates [2].

For a more complete picture of the conflict management efficiency at PJSC ArcelorMittal Kryvyi Rih, it is advisable to evaluate such efficiency using a number of methods.

One of the most common methods for evaluating managerial conflicts is a survey using a questionnaire. Such a survey was conducted under the conditions of the PJSC AMKR. The respondents were 35 employees of the integrated plant, of which 15 belonged to the middle-level managerial staff, while 20 were part of the lower-level management. This survey was about identifying the facts of harassment (mobbing) of managerial employees in the workplace with a view to replacing them. The results of the survey showed that most often harassment in the workplace manifests itself in the following forms: unfair criticism from colleagues (40%), excessive workload and unfounded criticism of the results obtained by the superiors (34%), purposeful misinformation and creating barriers to work (30%), denunciations and complaints (28%), ridicule and jokes "behind the back" (28%), open aggression and animosity (27%), and gossip and fabrications about the "victim" (25%). There are also cases of ignoring the employee in the team (21%), provocations from those around (20%), and petty mischief against the "victim" (21%).

When asked what the cause was and what provoked the beginning of harassment, most respondents said that it was personal animosity towards and misunderstanding of a colleague, which was found to be the case in 32 % of the respondents. That is, there occur, above all, interpersonal conflicts. The survey also revealed that managers quite often ignore the need to form and develop a system of corporate culture at the company, which would help prevent the manifestations of negative phenomena in the form of conflict, risk, uncertainty, mobbing, etc. This conclusion was drawn from the fact that 24 % of the respondents noted that most managerial conflicts occur as a result of negative phenomena at the top level of management (Figure 2).

What provoked the beginning of harassment?



Figure 2. The causes of mobbing at the PJSC AMKR

Source: developed by the authors

To the question: "Does the propensity for conflict affect the likelihood of managerial conflicts?", 77 % of the respondents answered positively (Figure 3), while 23 % did so negatively. We therefore conclude that the socio-psychological characteristics of the employee and the moral and psychological climate in the team of the PJSC AMKR are decisive in the conflict formation.

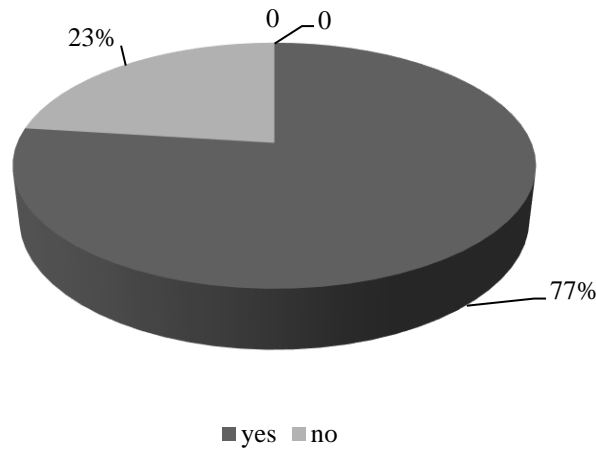


Figure 3. The results of the answers to the question: "Does the propensity for conflict affect the likelihood of managerial conflicts?"

Source: developed by the authors

The answers to the question: "What types of managerial conflicts most often occur during the activities of the PJSC AMKR?" were distributed as follows: interpersonal – 60 %; intergroup – 23 %; between an individual and a group – 11 %; intrapersonal – 6 % (Figure 4).

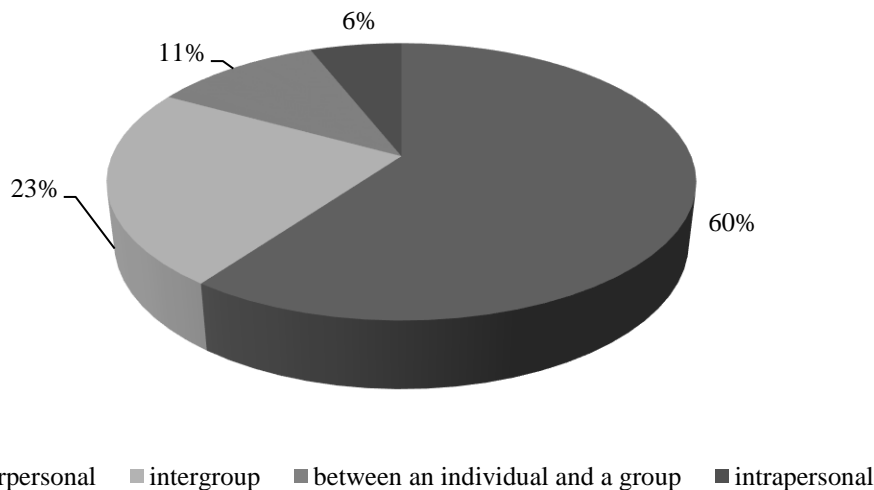


Figure 4. The results of the answers to the question: "What types of managerial conflicts most often occur during the activities of the company?"

Source: developed by the authors

We therefore again receive confirmation that interpersonal conflicts dominate in the managerial activities of the PJSC AMKR. That said, it was important for us to find out just how interpersonal conflicts arise in certain areas, i.e.: whether between managers at the same level, or between a manager and a subordinate, or through

functional relationships. Therefore, the question "What varieties of managerial conflicts most often occur depending on the geometrical type of relationships?" produced the following results (Figure 5).

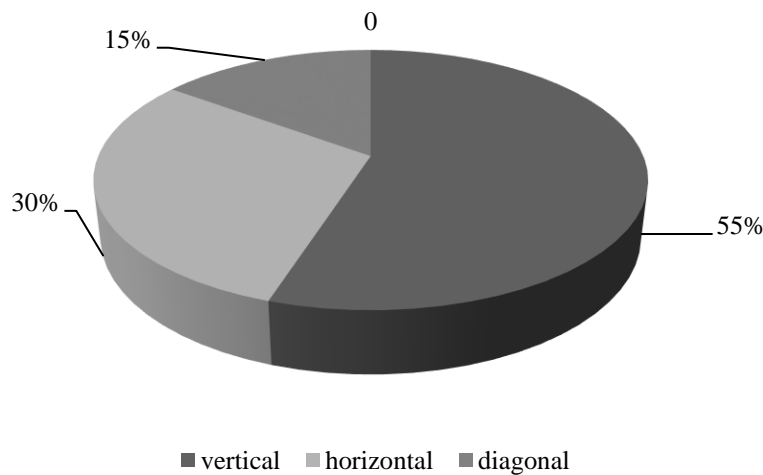


Figure 5. The results of the answers to the question: "What varieties of managerial conflicts most often occur depending on the geometrical type of relationships?"

Source: developed by the authors

The research was also used to identify external or internal causes of managerial conflicts at the PJSC AMKR. The majority of respondents noted that internal causes dominated (Figure 6).

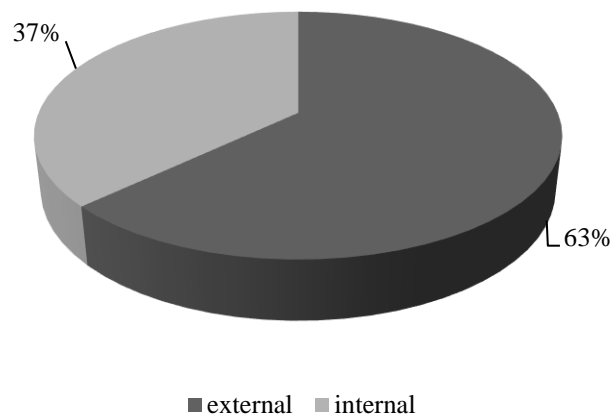


Figure 6. The results of the answers to the question: "What causes dominate in the emergence of managerial conflicts?"

Source: developed by the authors

It was also important to establish what types of consequences of managerial conflicts are observed during the activities of the PJSC AMKR. It turned out that negative consequences were insignificant in number, but still prevailed (Figure 7). That may be due to the traditional stereotypes prevailing in the minds of working people that any conflict is a negative phenomenon.

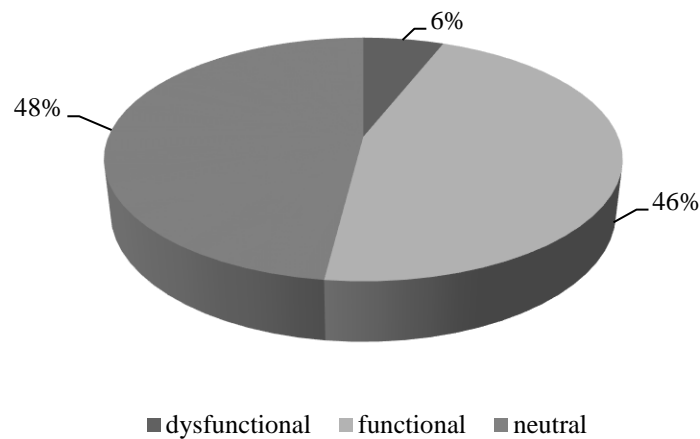


Figure 7. The results of the answers to the question: "What are the types of consequences of managerial conflicts?"

Source: developed by the authors

The research has therefore shown that due to a number of both internal and external negative factors in the activities of PJSC AMKR, managerial conflicts often occur in the relationships of the company's managerial staff, while the virtual lack of up-to-date methods of conflict management causes the dominance of negative (dysfunctional, destabilizing) consequences of those conflicts.

The next area of the analysis of managerial conflicts at PJSC AMKR was the study of their relationships with other types of conflicts, which was also performed by involving experts. The experts were 35 employees of the integrated plant, of which 15 belonged to the middle-level managerial staff, while 20 were part of the lower-level management.

For an expert evaluation, a 5-point scale was used to determine the level of managerial conflicts: 1 point means the lowest level of managerial conflict, 2 points mean the minimum level, 3 points mean the medium level, 4 points mean a level above the medium one, while 5 points mean the maximum level. The types of conflict were evaluated during a selected period, viz. a month. In order to construct the input sample, a preliminary analysis of the data was performed, viz. all values that exceeded the sample average by more than 35 %, the so-called "tails" of the sample set of values, were discarded.

The input data array generated from the expert evaluations was processed using the Statistica 6.0 statistical package (the Correlation matrices submodule of the Basic Statistics/Tables module). After the evaluation had been done, the levels of the correlational relationships between managerial conflicts for PJSC AMKR were summarized in Table 2.

The research primarily shows that there is a direct correlational relationship between all managerial conflicts at PJSC AMKR. That is, the appearance of one of the managerial conflicts provokes the emergence of a group of other conflicts in the company's activities.

Among the conflicts studied, there were no mutually compensating ones. The emergence of such conflicts would reduce the level of other managerial conflicts.

Table 2. The correlation matrix of coefficients of relationships between managerial conflicts at PJSC AMKR

Managerial conflicts	Top level of management			
	intrapersonal	interpersonal	individuals and groups	intergroup
<i>Top level of management:</i> intrapersonal	1	0.543928	0.320256	0.3669
interpersonal	0.543928	1	0.509525	0.778312
individuals and groups	0.320256	0.509525	1	0.763763
intergroup	0.3669	0.778312	0.763763	1
<i>Middle level of management:</i> intrapersonal	1	0.539906	0.538537	0.374634
interpersonal	0.539906	1	0.600481	0.507072
individuals and groups	0.538537	0.600481	1	0.805556
intergroup	0.374634	0.507072	0.805556	1
<i>Lower level of management:</i> intrapersonal	1	0.423415	0.759284	0.756686
interpersonal	0.423415	1	0.422581	0.411086
individuals and groups	0.759284	0.422581	1	0.601432
intergroup	0.756686	0.411086	0.601432	1

Source: developed by the authors

The calculated results of the availability of correlational relationships between managerial conflicts at PJSC AMKR suggest that the emergence of one type of conflict inevitably entails the emergence of other conflicts or an increase in their level, if they already exist. Conversely, the weakening of one of the conflicts leads to the lowering of the level of the existing conflicts or the preventing of other types of managerial conflicts from emerging.

The interaction between the management levels gives grounds to formulate a hypothesis on the existence of correlational relationships between the conflicts of different levels of management at PJSC AMKR. In order to test the validity of that hypothesis, we interviewed experts to identify latent relationships between conflicts that occur at different levels of management.

Table 3 shows the values of the correlation coefficients between managerial conflicts of different levels of management at PJSC AMKR.

Table 3. The matrix of coefficients of correlational relationships between managerial conflicts of different levels of PJSC AMKR management

Managerial conflicts	Managerial conflicts		
	top	middle	lower
top	1	0.777714	0.730297
middle	0.777714	1	0.667355
low	0.730297	0.667355	1

Source: developed by the authors

Consequently, there is a direct and fairly strong correlational relationship between managerial conflicts at all levels of management at PJSC AMKR, since the values of the correlation coefficient range from 0.67 to 0.78. The highest level of correlation was recorded between the conflicts of the top and middle levels of the integrated plant's management, viz. the coefficient of correlation between them stands

at 0.78. Conflicts of the top and the lowest levels of management occupy the second place in terms of mutual influence. The lowest level of correlation, although quite significant one, is the level of conflicts at the middle and lower levels of management.

It can be concluded from the above that the manager who manages conflicts and chooses the method of mitigating, strengthening or avoiding conflicts, respectively, should take into account the fact that the consequences of his/her decisions will impact the other two levels of management. The positive consequences of his/her decision to manage conflicts at one level of management can at the same time be also negative for and do more harm to the other levels of management. It is especially important to adequately select conflict management methods for handling managerial conflicts with dysfunctional consequences.

In order to increase the level of competitiveness and efficiency of the company, the managers of PJSC ArcelorMittal Kryvyi Rih need to anticipate, analyse and be able to handle conflicts efficiently. Successful conflict resolution requires of the manager the appropriate knowledge, creative approach and developing a strategy that would take into account all aspects of the conflict.

Discussion. The management system and the principles of business ethics at PJSC ArcelorMittal Kryvyi Rih are based on the best modern practices, as the company is part of a large international group with a global reputation. High standards of business ethics and management are the foundation for ArcelorMittal that operates in more than 60 countries, has more than 209,000 employees and works with thousands of suppliers and customers.

The management system pays great attention to the development of the corporate responsibility strategy. The corporate responsibility strategy focuses on four aspects:

- investing in our employees,
- producing safe environmentally friendly steel,
- environmental protection,
- local community development and strong corporate governance [3, 4, 10].

The main conflicts that occur at PJSC ArcelorMittal Kryvyi Rih are divided into two groups:

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Conclusions. As an entity of a conflict, the management of PJSC ArcelorMittal Kryvyi Rih finds itself in the role of one of the opponents, who defends their point of view, certain interests and positions in relationships with people subordinate to them or business partners from other divisions (organizations). Most often, the manager becomes a direct participant in the conflict confrontation in cases of violation of professional ethics, deviations from the norms of labour legislation, and when allowing unfair evaluation of the work and behaviour of their subordinates.

Author contributions. The authors contributed equally.

Disclosure statement. The authors do not have any conflict of interest.

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