

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY**

Faculty of Management and Business  
Department of International Economic Relations, Business & Management

**Bachelor's Qualification Work**

**Conflict Management**

(based on Business Media Network case)

Bachelor student of the 4<sup>th</sup> year of study

Field of Study 07 – Management

and Administration

Specialty 073 – Management

Educ. program – Management

**Vlada Nikolaienko**

Research supervisor

**Olga Verkhohlyad, Ph.D.**

Kyiv – 2024

## **Abstract**

This Bachelor's Qualification Work explores conflict management with a focus on the Business Media Network (BMN) company. The study delves into the theoretical foundations of conflict management, historical perspectives, and various conflict resolution styles. It provides practical insights from the author's internship experience at BMN, detailing specific conflict cases and their resolutions. The analysis also includes a comparative study of conflict management practices in BMN and other organizations. Recommendations for enhancing conflict management within BMN are proposed, emphasizing the importance of effective communication, comprehensive employee training, and proactive conflict resolution strategies.

**Keywords:** conflict management, Business Media Network, conflict resolution, communication, employee training.

## **Анотація**

Ця кваліфікаційна робота бакалавра досліджує антикризове управління з акцентом на компанії Business Media Network (BMN). У дослідженні розглянуто теоретичні основи антикризового управління, історичні перспективи та різні стилі вирішення конфліктів. Робота надає практичні висновки з досвіду стажування автора в BMN, описуючи конкретні випадки конфліктів та їх вирішення. Аналіз також включає порівняльне дослідження практик антикризового управління в BMN та інших організаціях. Запропоновані рекомендації щодо покращення антикризового управління в BMN, з акцентом на важливість ефективної комунікації, комплексного навчання співробітників та проактивних стратегій вирішення конфліктів.

**Ключові слова:** антикризове управління, Business Media Network, вирішення конфліктів, комунікація, навчання співробітників.

**PHEE-institute «Ukrainian-American Concordia University»**

**Faculty of Management and Business**

**Department of International Economic Relations, Business and Management**

Educational level: **Bachelor's degree**  
Specialty **073 "Management"**  
Educational program **"Management"**

**APPROVED**  
Head of Department

  
**Prof. Zharova L.V.**  
May 10, 2024

**TASK**  
**FOR BACHELOR'S QUALIFICATION WORK OF STUDENT**

**Vlada Nikolaienko**

1. Topic of the bachelor's qualification work

**Conflict Management (based on Business Media Network case)**

Supervisor of the Bachelor's Qualification Work: Olga Verkhohlyad, Ph.D.

Approved by the Order of the University as of *"25" September 2023* № 25-09/2023-1к

2. Deadline for bachelor's qualification work submission *"25" April 2024*.

3. Data-out to the bachelor's qualification work: This BQW is based on Vlada Nikolaienko's internship at Business Media Network LLC (BMN). Information collected during the internship was utilized during the writing of the Bachelor Qualification Work.

4. Contents of the explanatory note (list of issues to be developed):  
This BQW developed the following issues: theoretical and methodological foundations of conflict management; history of research of conflict management; analysis of conflict management in the BMN company; recommendation toward improvement of conflict management in the BMN company.

5. List of graphic material (with exact indication of any mandatory drawings)

Figure 1. Average number of hours per week spent on dealing with workplace conflict, by country.

Figure 2. How does conflict make you feel?

Figure 3. What are the main causes of a conflict?

Figure 4. Thomas-Kilmann Conflict Mode Instrument.

Figure 5. Rahim and Bonoma's two-dimensional model of five styles of handling interpersonal conflict.

Figure 6. The wheel of a conflict.

## 6. Consultants for parts of the Bachelor's qualification work

Part of the project	Surname, name, position	Signature, date	
		Given	Accepted
1	Olga Verkhohlyad	Yes	Yes
2	Olga Verkhohlyad	Yes	Yes
3	Olga Verkhohlyad	Yes	Yes

## 7. Date of issue of the assignment

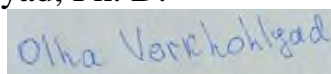
### Time Schedule

№	The title of the parts of the qualification paper (work)	Deadlines	Notes
1.	I part of the Bachelor's Thesis	10.12.23	On-time
2.	II part of the Bachelor's Thesis	27.02.24	On-time
4.	Introduction, conclusions, summary	25.04.24	On-time
5.	Pre-defense of the Thesis	29.04.24	On-time

Student Vlada Nikolaienko



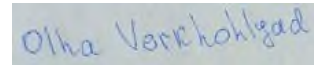
Supervisor Olga Verkhohlyad, Ph. D.



Conclusion: This Bachelor's Thesis corresponds to the chosen topic, is accompanied by figures to further develop the researched topic. The BQW meets the established

requirements. The Work is performed at a sufficiently good level, meets the requirements and standards of the Ministry of Education and Science, is of practical importance, and is recommended for the Defense.

Supervisor Olga Verkhohlyad, Ph.D.

A rectangular box containing a handwritten signature in blue ink. The signature is written in a cursive style and reads "Olga Verkhohlyad".

## CONTENT

INTRODUCTION.....	3
CHAPTER 1: THEORETICAL AND METHODOLOGICAL BASES OF CONFLICT MANAGEMENT.....	6
1.1 Definition of Conflict Management.....	6
1.2 History of Conflict Management.....	14
1.3 Styles and ways of Conflict Management.....	22
CHAPTER 2: INTERNSHIP IN BUSINESS MEDIA NETWORK.....	39
2.1 Overall impression and experience of working in the company Business Media Network.....	39
2.2 Conflict management in BMN company: cases and examples.....	41
2.3 Comparison of conflict resolution in this company and other organizations.....	43
CHAPTER 3: DEVELOPMENT OF CONFLICT MANAGEMENT IN BMN COMPANY.....	45
3.1 Advices and recommendations from perspective of workers in BMN company.....	45
3.2 Assessments and forecasts of Business Media Network Company's future based on Conflict Management analysis.....	49
CONCLUSIONS .....	53
REFERENCES.....	55
LIST OF FIGURES.....	61

## INTRODUCTION

The subject of conflict management is a concern to many managers as it is a very important issue in organizations. Due to the fact that people are often guided by self-interest only, the relevance of this issue will never disappear. Many people know the meaning of this term and it is quite obvious that every person has faced it in real life, if not almost every day, at least once. Conflict is the incompatibility of opinions, ideas and views, as well as the inability to find consensus among two individuals or a group of people. The subject of conflict management is important not only to professional organizers and leaders, but also to any person, as we are all a system of one society.

The purpose of the research in this Thesis is to look at the conflict from a theoretical point of view, to study its features, as well as the factors that affect it in a society and in an organization. The topic of how to solve conflicts will also be discussed, as well as the issue of effective conflict management processes based on the real experience of the managers and owners of large companies. Furthermore, one of the subjects of the study will serve as my personal experience of working in the company BMN, a process of conflict resolution and methods HR managers used in specific situations. This Bachelor paper is based on research of conflict management as well as on my personal experience in the company “Business Media Network of Ukraine” and compares my internship in this company with practice in other companies. In the first chapter, we will analyze the issue of conflict management, namely how a manager can handle conflicts, what kind of tools are in conflict management and how to use them correctly and in a timely manner. It will be also discussed if conflict may be beneficial in certain situations or whether it has only negative consequences. As from one point of view, conflict includes such benefits as improved understanding of the task, team development, and quality of group decision making. But on the other hand, conflict distracts from the immediate tasks and wastes resources on conflict

resolution. Additionally, it is necessary to study the topic of types of conflicts, as understanding the nature of each type will make it easier to find best approaches in terms of conflict management. We will also consider how time, history and development of society influenced the conflict of management methods and consider the styles of conflict management from a theoretical point of view. Furthermore, we will touch the topic on the best-selling conflict management tool in the world the Thomas Kilmann conflict mode Instrument, also known as TKI assessment. There is also the research about leadership styles, which leaderships styles exist and how specific styles affect the overall conflict management environment of a company. There will also be discussed such conflict management tool as Rahim's five conflict handling modes, which was used in studies. We will also talk about the importance of conflict management in such areas as medicine, international law and others areas of life.

The second chapter focuses exclusively on the practical part of the use of conflict management in the "Business Media Network of Ukraine" company, as well as the general impression of work in this company and the skills I have managed to acquire. Moreover, we will analyze in detail specific examples of how various conflicts were resolved in the Business Media Network of Ukraine and compare the process of conflict resolution in BMN company with capability of conflict management in other companies.

The third chapter touches on the topic of pieces of advice and recommendations from the perspective of workers in BMN company, which means it includes the detailed analysis of how conflict management is done in Business Media Network of Ukraine and the author of this bachelor paper interviewed some of BMN workers, who have also done an internship in 2022-2023. Moreover, in the third chapter, a well-known "Savage theory" developed by the well-known negotiator Karleen Savage is discussed, as well as suggestions about how it could be implemented in Business Media Network of Ukraine. This



Bachelor paper will not only analyze different conflict management tools, different theories , but also it will focuses what factors could be influenced by conflict management in working processes and how conflict management could be influenced by external conditions managers can not change. Conflict management will be analyzed from psychological, theoretical and practical aspects. In the third chapter, ways of how Business Media Network companies can improve their conflict management are suggested based on the study of the experience in other companies, and analysis of the methods and instruments which were discussed in the previous chapters. The Conclusion is the summary of all the relevant analysis and information discussed in the Thesis.

## **CHAPTER 1. THEORETICAL AND METHODOLOGICAL BASES OF CONFLICT MANAGEMENT**

### **1.1 Definitions of Conflict Management**

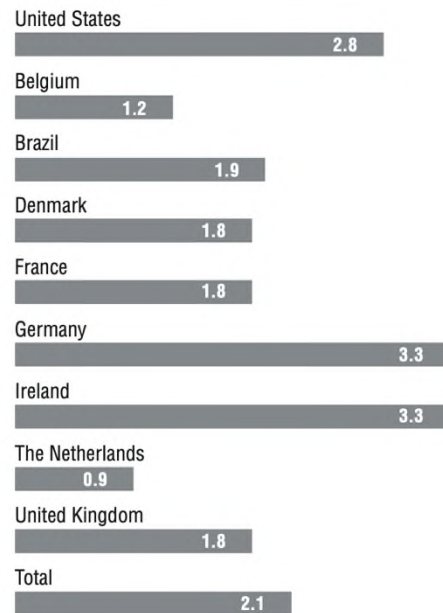
For a superficial observer, the topic of conflict management could be seen as not really crucial and vital to be studied. However recent studies claim different. According to Overton and Lowry (2013) who conducted studies on the topic of conflict management, the impacts of conflicts is massive. For example, in a survey of 5,000 full time employees in nine different countries, at least 85% of employees dealt with conflict at work to some degree and nearly one-third, 29%, dealt with conflict frequently or always (Overton and Lowry, p. 259). Another study focuses on such category of people as “toxic personalities” which could be described as workers who decrease productivity of others with their harmful or negative behavior. And studies have shown that 64% of respondents experienced a toxic personality in their current work environment and 94% had worked with someone like that during their career, which is really huge number. In addition, 91% of nurses had experienced verbal abuse. To Amy R. Overton and Ann C. Lowry (2013), the answer is clear - many instances of conflict are harmful for organizations.

First of all, conflicts are expensive (Pollack Peacebuilding Systems, n.d.; Wang & Wu, 2020) The studies have shown that in the average employees from nine countries which have took part in a survey, spent 0.9 to 3.3 hours per week on workplace. For example, in the United States, the average was 2.8 hours, which according to earnings in 2008 was \$359 billion in lost time. Conflicts not only take time naturally, but they also lead to high employee turnover and absenteeism. Conflict management is especially vital in a sphere of medicine as area of health care requires effective teamwork and cooperation to function well and patient safety and outcomes depends on the overall environment between surgeons. Understanding the impact of Conflict management requires studying

the statistics. In 2008, CPP, Inc conducted a research project about conflict and analyzed workers' attitudes about conflict. The results were published in an influential "CPP Human Capital Report. Workplace Conflict" (CPP, Inc, 2008) The project covered 5,000 full-time employees and surveyed them on different aspects related to conflict management. The project was on an international level as employees were from nine countries around Europe and the Americas: Belgium, Brazil, Denmark, France, Germany, Ireland, the Netherlands, the United Kingdom and the United States. CPP commissioned this research in partnership with OPP ( One of Europe's leading business psychology firms) in Europe and Fellipelli (One of South America's leading business psychology firms) in Brazil.

According to this research, when it comes to work the phrase "time is money" has a straight meaning. Poorly managed conflicts can bring many valuable losses to a company - from the loss of customers to professional employees. But one of the most significant costs is the time taken to successfully resolve issues. Even though conflict resolutions seem like a positive outcome, time is a valuable resource that should be invested in making the work done and achieving new goals instead of managing fights. Based on the information from a survey which was made during the project, investigators found out, on average, that in the United States average each employee spends 2.1 hours every week on either being involved in a conflict or managing a conflict between co-workers (CPP, 2008, p. 3). And this is not a limit. That is approximately one whole working day a month. For example, in Ireland and Germany, the average time spent managing conflict rises to 3.3 hours per week (CPP, 2008, p. 3). There were also such organizations which are hard to believe that they exist. In such companies there are one in ten respondents who say they spend six hours a week or more dealing with conflict. HR workers are those who struggle the most due to the poor conflict management - half of the HR workers questioned spend

between one and five hours a week managing disagreements. It is hard to imagine what effect conflict brings to an organizational income and economy of countries, if we sum up all the time and days which were wasted in conflicts around the world.



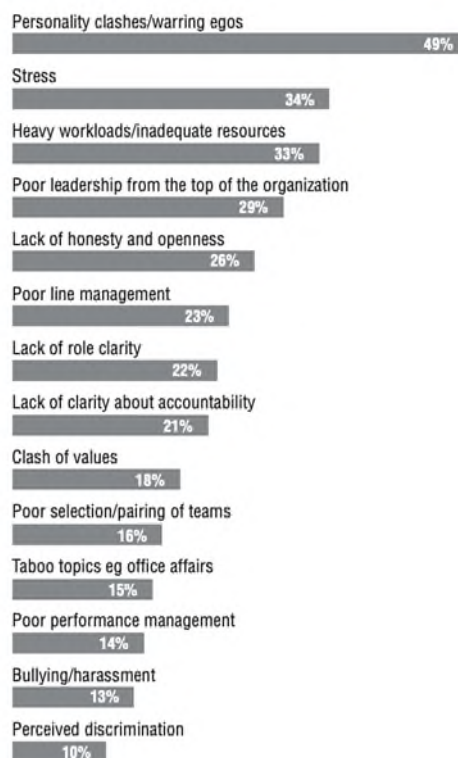
**Figure 1.** Average number of hours per week spent on dealing with workplace conflict, by country. (Source: CPP, 2008, p.5)

On the figure 1 ( CPP, 2008, p. 5) we can see the table with more details about average number of hours spent on dealing with workplace conflict: United States - 2.8 hours, Belgium - 1.2 hours, Brazil - 1.9 hours, Denmark and France - 1.8 hours, Germany and Ireland - 3.3 hours, The Netherlands - 0.9 hours, United Kingdom - 1.8 hours. In average nine of these countries spent 2.1 on conflict resolutions.

Conflicts not only affect the companies budget, but it is also affects the emotional environment inside the team and can hurt employees' feelings. Even though feelings is an object which is hard to study, it could be a serious issue. Team members well-being matters as it plays a key role in all working processes. If the conflict is not addressed effectively, individuals suffer.



**Figure 2.** *How does conflict make you feel? (Source: CPP, 2008, p.7)*



**Figure 3.** *What are the main causes of conflict?(Source: CPP, 2008, p.10)*

On Figure 2 we can see that during the conflict more than a half of questioned employees (57%) experience negative emotions - demotivated, angry

and frustrated, nervous, sleepless and stressed. However, nearly a fifth of workers (19 %) feel okay about facing a conflict and look at it as a part of their daily tasks. But we can also see that in some cases conflicts can lead to positive emotions if it is managed effectively. 5% of respondents see conflict as a chance to prove themselves and find new ways of collaborating with other team members. Another 5 % perceive conflicts as the “spice of life” and see opportunities for change and creativity in conflicts. On Figure 3 (CPP, 2008, p.10) has shown what employees think about the causes of conflicts. Almost half of all employees (49%) see personality clashes and warring egos as the primary cause of workplace conflict. One third of workers (34%) see stress as the prime cause of disagreements, while another third of employees (33%) identify workload pressures as a key factor. In the opinion of 29 % of participants of research, another significant element in generating conflict at work is poor leadership from the top of organization and a quarter (26%) believe that lack of honesty and openness lead to conflicts most often.

It is significant to mention that research is under the influence of cultural factors. For example, while employees in Ireland, the US and the UK are most likely to see personality clashes as the prime source of workplace conflict, workers in Germany view stress as the number one cause of disagreement and are the only ones not to rank warring egos at the top of the list. The biggest amount of employees who said that lack of honesty and openness is a main cause of conflict were from France. Usually there are a broad list of conditions which could lead to a conflict. It could be lack of clarity with expectations of employees or guidelines from team leaders, conflicts of interest, poor communication inside the team, lack of clear jurisdiction, differences of personalities, or changes within the organization. It is important to be capable to manage conflict, as it nearly could not be avoided, otherwise it will lead to increased levels of stress, high pressure and competitiveness among people.

When the conversation touches on the topic of Conflict Management, the first thing which comes to mind is that conflict of management in the company, many are associated with some gaps in the recruitment sector and human resource management, although all the exact opposite. Based on the information located on the website “Coursera” (Coursera Inc., 2024), conflict management is an umbrella term for the way we identify and handle conflicts fairly and efficiently, and the goal of which is to minimize the potential negative impacts that can arise from disagreements and increase the odds of a positive outcome. Conflicts arise constantly in everyday life and that is normal because many of us have a life experience. We’ve all grown up in different places and we’ve all been shaped by different environments, so different views on things cause conflict not only within families or personal relationships, but also in the workplace. The art of conflict management is an excellent skill for a manager of any level, as it is useful for negotiations of any nature, building relationships with the client or buyer and is also useful in the processes of organization, motivation and control of the team or subordinates. The capability to handle conflict is an essential professional skill, and managers who possess such skills are highly valued by their team and company they work in. This competency enables successful teamwork and increases the level of productivity, because if managers know how to use it, disagreements resolve quickly and effectively. Moreover, functional conflict management also helps to create an environment where staff can self-develop, share their experience and think ingeniously.

Most often when conflict arises, we can often see nature's fight-or-flight response, which means either attacking the enemy or running away. In this case, “fight” means to start preparing for an argument. However, aggressive behavior might not only damage people’s relationships, but also creates the chance of missing the possibility of growing through constructive feedback. By saying flight, we mean a response which involves ignoring the issue altogether. Such a position requires people suppress their feelings, avoid disagreements and pretend

that everything is fine when it is not. In other words is a passive form of communication, which, by the way, in the long run, this behavior will lead to different mental disturbances, nerves and psycho-self-disease. Therefore, such an attitude in a conflict is not only harmful to health but also not effective, because the conflict remains unresolved and the problem gets worse. The United Kingdom's worldwide organization for cultural relations and educational opportunities "British Council " conducted research and proposed some tips for managing conflict successfully, so we could respond more rationally to make conflict a source of trust-building and development (British Council, n.d.).

First thing first, to manage conflict effectively we should consider the best time and place for the conversation because it is important to talk . Most of people would agree that it's hard to speak openly and constructively in front of the strangers and wrong people. This applies not only to conversations of a personal nature, but also to working moments, because it is really an unpleasant situation when subordinates are told off in front of his colleagues. Or the other way round when an employee is convinced of his right and asserting his opinion can undermine the authority of the team lead, and change the opinion of others about him not for the better. Making an appointment in advance with a specific person would be the best decision in such a case.

Second, when we want to solve a conflict we should assume positive intentions. It is an awful idea to walk into a conversation with an insecure position of assuming that you're not liked or that you're going to be attacked, because it will cause you to defending yourself and feel angry and hurt. Every dialogue should start with the realization that everyone wants to find a solution and no one likes to be in a position of offender or resentment and we are both on an equal footing. So start by assuming that their intentions are positive and that the things they are going to say are for the good of the team. Such approach will make more possibility for starting an open conversation and definitely will not make it worse.



Third step we should apply to find compromise is to make sure it's a two-way conversation. This advice conveys that people who try to manage a conflict should understand that conversation is not a monologue. A dialogue is not an opportunity for one of the disputants spill your negativity and malevolence, or your desires and demands, to the other side. Successful conflict management could be when both parties share their ideas and opinions to find a solution attractive for both sides of conflict. So, it's really helpful to ask questions, if you're feeling that some of parties haven't spoke up. When the next advice would be to listen and be open to changes. That's a vital point because even when we think that we listen to someone, most of the time, we are not. We just wait for our speaker to finish, to announce our opinion. So that's why "British Council" advises us to put our thoughts aside and truly pay attention when the other person is speaking.

Furthermore, it is vital to have a clear vision of what the issue is. Especially, in the work environment, a professional manager should avoid making broad accusations and personal attacks. It is also important to be unbiased and rational in dealing with the person with whom you want to resolve the conflict, otherwise remembering to your interlocutor about the earlier mistakes or misunderstandings, will only lead to a hostile attitude of the other side. And we should remind ourselves that we have the task not to «attack» the discussant, but find the solution of the problem. Therefore, we should abstract from the past and focus on the root of the problem. And of course, a little self-criticism and conscious self-esteem in any conflict will not be superfluous. Because if a person is convinced that he is right and that he is perfect, he will not be able to admit his mistake and take responsibility for it. Resolving the conflict will never work if one side blames the other for all the failures. What's more, too much narcissism is very awful for successful teamwork, so its necessary to be capable of taking responsibility for your actions in managing conflicts.

Susan Rice is a well-known conflict expert (Rice, 2000). This is the reason this Thesis turned to her research to get additional insights into the issue of conflict management. According to Rice, there are six elements to a conflict. The first element of conflict is inevitability. She believes that unless we all act and think in the same way it is impossible to avoid disagreements. Moreover, the second element is that conflict by itself is neither good or bad - but it can have positive or negative outcomes and it can lead either to opportunity (if the conflict has been worked through) or danger (if a conflict is resolved ineffectively). The idea of third element is that conflict is not a moment, but a process as we all have a choice how to react and what do next. Moreover, conflict and avoiding it both consume energy as the longer we avoid working on a resolution for a conflict with someone else, the more of our energy is consumed by it. Fifth element - conflict has elements of both content and feeling. Susan Rice also has brought as example two people who repetitively argue about who takes out the trash and pointed out that such arguments aren't about the trash, but the feelings that lie underneath - someone in those relations can feel not validated or valuable enough. And last but not least, parties can choose to be proactive or reactive which depends on whether the party decided to be non-violent or not.

## **1.2 History of Research on Conflict Management**

The problem is that in order to live in friendly relationships with people, it is necessary to understand the dynamics of conflicts and how to resolve them in society. There are different styles of conflict resolution that can be used by individuals in conflict situations (Alimba, 2018) It is important to note, however, that the same conflict style can be used by people in different locations for different conflict situations. Over time, people have learned that conflict is not always bad, but on the contrary, using different techniques of the conflict that has arisen can even lead to an improvement in the pre-extreme relationship. Thanks to the well-known classical studies of Joyce Hocker and William Wilmot (2000),

we can make a conclusion that there is no specific styles of conflict management, but there are methods. Hocker and Wilmot (2000) raised some significant assumptions about conflict management styles as: (i) people develop patterned response to conflict (ii) people develop conflict styles for reasons that make sense to them (iii) no one style is automatically better than another. (iv) people's styles undergo change in order to adapt to the demands of new situations.

The topic of conflict management has always interested many philosophers and social scientists. According to Griffiths and Keirns (2015), the theory of conflict and its practical application has been used by scientists for a long time. For example, one of the most famous scientists who utilized the concept of conflict was Karl Max, who supported conflict as the only opportunity of moving to positive changes of underprivileged class and that competition is the only way of how social structures evolve. In addition, he said that by studying any international conflict open the door of looking inside of any social structure and its environment (OpenStax CNX, n.d.). Unfortunately, according to his studies, conflicts around the world in the past and present have always been one and only way for people to protect their rights and to make the government hear their voice, which makes conflict necessary to be. Such horrible and awful events as conflicts among people, nation-states and countries always eventually lead to economic stability and broader system of rights.

At the same time, the so-called Father of Sociology - Emile Durkheim, viewed society as something that can control government and they are interdependent and moreover he was of cooperation and that parts of society have one purpose and in order to achieve it they have to work as a whole system. So we already can notice the distinction between democratic ideas of Durkheim and his opponent Marx who didn't agree with him and perceived society as an arena for continuous fight and exploitation of people. There is a modern sociologist G. William Domhoff who is one of proponents of Marx theory about conflict and

who insist on “concept of the power elite” and believe that in modern society, in such country as USA for example, the wealthiest part of the system are the one who influence the policy the most (Griffiths & Keirns, 2015). Lewis Coser also rejected Durkheim’s view of the idea about conflict as something awful and pathological and he had stressed the functions of conflict which are convenient and flexible for social systems. Lewis Coser is the famous German-American sociologist, who is known by his theory of social conflict and who has brought together structural functionalism of conflict management and formed the functions of conflict (Coser, 1956). Coser believed that conflict is the only one side of social life and it is the process that somehow helps society to exist and maintain. Lewis Coser suggests that society is doomed to be socially unequal and struggle with conflicts due to the lack of resources not only material, but also resources of a political character, power and prestige. To understand the nature of conflict we should study its functions. Lewis Coser defined negative (destructive) and positive (constructive) functions. To the negative functions we can add worsening of social climate, decreasing productivity and avoiding people in order to reduce the amount of conflicts. Moreover, it is inadequate perception and misunderstanding between conflict parties.

According to the work of Clabaugh and Rozycki (1999), which was based on the studying of Lewis Coser theory of social conflict about functions (Coser, 1956), it is possible to highlight five main functions of conflict management, which can take place both among different groups and within a single group. They are connection, definition, revitalization, reconnaissance and replication. Definitely, conflict connects as connection is the process of exchange of the information and interaction, which is necessary for negotiation. So one of the functions of a conflict is to provide a negotiation within groups, while within groups it helps to release tension among members that can cause harmful affect on the organisation. The second function of conflict is definition which means

that conflict assists to define the exterior boundaries of conflict parties, and confrontations heightens the sense of concept “you either with us or against us”. Such function as revitalization. This function is most clearly seen in friendly competitions between teams, for example in Olympic games, or Eurovision or any other tournament between organizations, countries or people. Competition in interscholastic games promotes group solidarity as it reminds students that they are part of a specific society and team.

Another interesting function of conflict is reconnaissance. Small conflicts help to gather information about overall relationship between parties and to find out if there are any other issues exists under it. For example, most people have faced such thing in the school, when during their studying years in a school, new teacher came to work and students purposefully break small rules to find out how serious is he or her about school rules and procedures. It is such a test, where kids try to understand how much it is safe to break bigger rules. That is how conflict among groups gives new information. The same works with conflict within groups - conflict help most of managers to discover whether employees are going to accommodate or reject a member who is against them. In addition, conflict performs such function as replication. This function emphasizes that most of the time potential opponents reflect or replicate each other and more specifically each other's complexity. The effectiveness of this function can be found in the article with an example of schools promoting contests among classes over attendance and grades. Such competition will push groups to influence individual students whose attendance or grades aren't that good and under the pressure of class they can perform up to the level of the group.

Based on the works of Lewis Coser, the affect of functions depends on whether it occurs among groups or within groups. Talking about connection among groups it asserts relationships to other groups and within groups it maintains relations by releasing tension. Definition sharpens exterior boundaries

and within groups sharpens internal boundaries. Revitalization covers information and traditions and within group it strengthens underlying values of membership. Reconnaissance gets information for peace-making or war among groups, while within groups, it gets information for cooptation or persecution of opponents. Replication gives a balance of power and generates similarity structure among groups and within groups it generates a similarity of behavior.

If we are talking about history as a whole, it has had a significant impact not only on people as individuals, but also on culture, law and conflict resolution itself. Blood feud can only be remembered as a temporary stage of the tribal system. Now it has been more than half a century since is not accepted to conduct duels in any country, and the only way people can defend their interests is in the court. One can fearlessly say that evolution has not affected the frequency of conflict situations between people and nothing has changed - disagreements have always been and always will be, as all people grow up under different cultural, religious and social influences. But still, one part of the progress has played a crucial role in the way communications takes place - and that is technology. Even less than 50 years ago, people could not imagine that they could communicate on a smartphone from different continents and time zone. However, technology has brought a lot of fun and fascinating not only in the field of entertainment, research, but also in the field of work. Earlier research by the Forbes (Bloom, 2023, 2024) showed that 12.7 percent of employees work remotely full-time, and 28 percent of employees prefers hybrid model of work. In addition, survey showed 98 per cent of workers prefer to work remotely at least occasionally. Moreover, in 2025, 22 per cent of working Americans will be working remotely. From all this it follows that over time and the advent of innovation, more people will work at home and naturally most of the communication will occur not through live communication, but through messengers, audio and video calls. In this regard, many managers face such a problem - how to properly build

relationships with employees through online communication and how to resolve conflicts with employees who work remotely.

That's why managers have to find new methods of creating indestructible communication with remote teams. On the website "comp" there is an article written by Linda Le Phan on the basis of experience of managers and experts (Resources for Employers, n. d.) One of the proven communication strategies is shared by Robert Nickell, founder, and CEO of Rocket Station (Rocket Station, n. d.), and Jessica Traupe, Content & SEO Marketing Manager of Zammand, is about defining and documenting processes clearly. Documented process helps to monitor employees' productivity and performance as all workers know exactly what is demanded from them. The experience has shown that implementing clarity in measuring performance will lead to a powerful company culture and the working process will be more convenient and less stressful for employees. This advice help to avoid misunderstanding and help team to get acquainted more close to the goals and approaches of the company. The second advice is to use the right tools. Cindy Deuser, HR Manager of Thrive Agency (Thrive, n. d.) believes that using different apps will help any team to stay on track even when manager cant communicate their team. Such tool will allow members of the company to have a free access to all necessary information such as deadlines of tasks, schedules, and meetings. William Schumacher, CEO & Founder of Uprising Food (Zhao, 2021) also agree that it is important for workers to communicate with each other and ensure that workers feel good and care about their mental health. James Major, Founder of the "Insurance Panda" (Insurance Panda, n.d.) shared one of the greatest tips I have heard about before in other companies and is to maintain channel which will provide team members with a general list of what they are working on at the moment and what they need to achieve. Another important piece of advice is being available and consistent as a leader. Monica Eaton-Cardone, Co-Founder and COO of Chargebacks911 (Chargebacks911, n. d.), who implements a daily calls in her company to talk

about the current project, believes that the most important factor toward effective communication for remote teams is consistency and availability. She is not the only who agrees with this point of view. Halelly Azulay, CEO of TalentGrow, also suggests that good leaders should provide regular and quick check-ins with the whole team and 1:1 with each team member. Other advice sound not less useful. Prioritize empathy and connection – a real professionals should ask their team about their feelings straightforward, so they can feel valued and heard. Moreover, is vital to establish communication norms. Over-communicate is also a great tool for any team – communicating as frequently as possible helps team member to be more open with their team leads and solve problems faster. In addition, many HR managers use such thing as having a channel for non-work communication, which make co-workers become closer to each other and that makes them feel more convenient around each other. Resisting the urge to micromanage is also vital because team members should feel trusted and avoiding intruding with thousands of calls and emails regarding their task can help to keep away from many conflicts.

Another advantage is promoting asynchronous communication – for example, to use more videos and other kinds of recordings instead of videoconferencing tools. In this way, professional managers avoid burning out of their team members as they are retrieving control over their schedules and tome management. Furthermore, if employees get continuous employee feedback, they can not only feel more values, but also reflects their attitude to work and the level of their encourage and joy in engaging with the tasks they have to work with. And last but not least, making space for 1-on-1 communication is the best way for people to show support for each other and practice has shown that such short talks between team leaders and employees help them to resolve any issues before they can lead to something more awful (Krishnamoorthy, 2022).

But conflict management is not only a set of effective tools to overcome civil strife within companies and teams, it is also an instrument of international



level. We have previously determined that conflict management exists in almost all areas of our life, but it plays a decisive role in the field of local government and international law. So, conflict management skills should be learned and developed by every diplomat and lawyer, to choose their way of behaving correctly and structure of their intervention. There are such peaceful ways to manage conflicts as avoidance, negotiation, mediation, arbitration, and adjudication. According to the opinion of Jacob Bercovitch and Su-Mi Lee (2003), mediation offers many advantages in comparison to other ways of conflict resolution. Mediation is characterized by such features: efficient, convenient, and cheap tool, which requires not a lot of time; it is a voluntary process and disputants can seek the assistance of third parties. It can't be successful without a high level of disputants' willingness to concede, and it happens without using violence or invoking the authority of a legal system.

Touval and Zartman (2006) propose three categories of mediation communication, formulation, and manipulation. Communication includes of sharing information that have been missed before and avoiding taking sides. Formulation is a process of setting up and prepare your thoughts and ideas, and manipulation to use manage the situation which would be more beneficial for both sides. At first glance, politics does not have much to do with the topic of conflict management, for example, the scientist R. Aron believes that international relations are relations between political units. As you know, the main unit of foreign policy and a component of the international system is the state; but some political scientists believe that it is a nation. In both cases, the source of law is people and their need to realize their needs.

In social science there is such as popular methodology as Structural Equation Modeling, which requires both to study object by observation and research through the list of experiments. It is often used conflict management, however we will focus on other methods and styles in conflict mangement (Kaplan, 2001).

### 1.3 Styles and Ways of Conflict Management

Before studying the various methods of conflict management, we can conduct a research to understand what kinds of conflict exist (Dispute Resolution Office, n. d.). All conflicts may be categorized into four major types of conflict, according to their causes. They are data conflicts, relationship conflicts, value conflicts, and structural conflicts. Data conflicts are closely related to the information or data and more precisely to the lack of it. Those conflicts occur when the one of parties or both of them are misinformed, struggle to find relevant information or to make a decision over which data is relevant. They can also happen when two sides of conflict understand information differently or they deliberately interpret information in various ways. The simplest way to solve such kinds of conflict is to create conditions in which both parties have the same view on the information. Relationship conflicts considered as most “clueless” as there are no realistic objective of such types of conflict. If others conflict can happen because of goals which conflict can pursue or other necessary causes, relationship conflicts happen due to the presence of feelings caused by different factors, such as poor communication, stereotypes, various point of views etc. . These feelings can be for example jealousy, mistrust, anger and other. Such kind of conflict are really often can be reasons of disputes and author of the article has not proposed a way of solving such conflicts, we can suggest that approaches to the management of such conflicts would be a honest conversation between parties in a calm and polite manner, but many depends on the desire of parties to handle their feelings and solve the conflict.

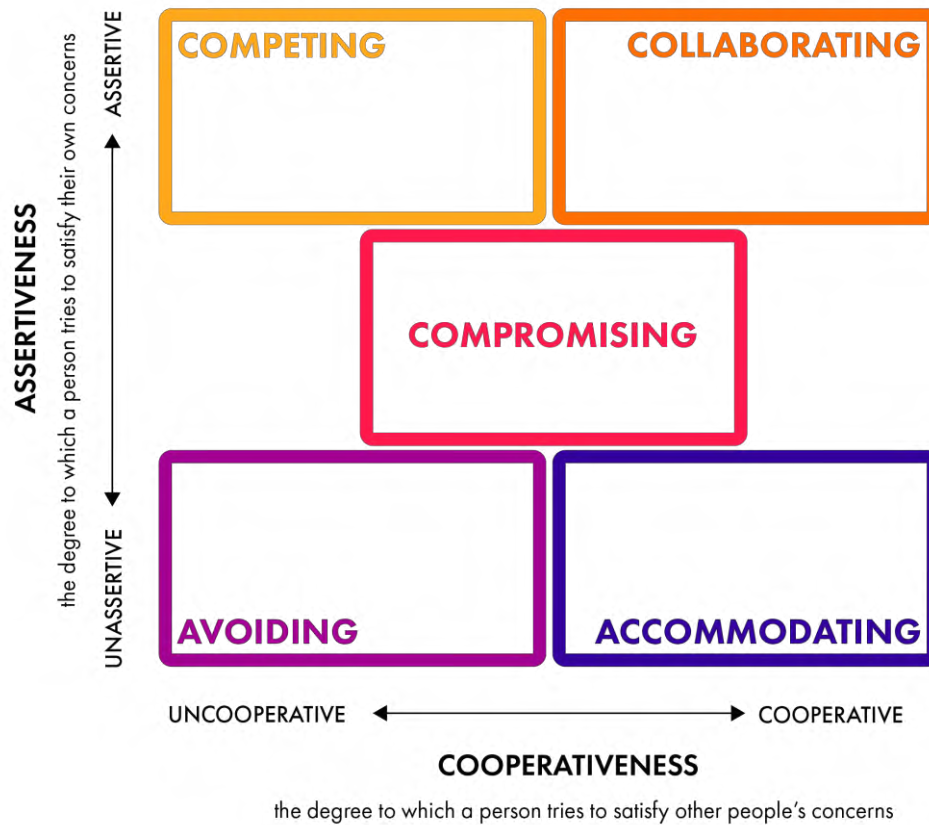
Value conflict comes from the incompatible value systems, where values are actually ideas people believe in. Of course people with different values can live in a society without consistent conflicts, however if one of the party attempt to force other party to change their set of value or persuade an exclusive value system which does not allow other system of values. And the last but not least

type of conflict is called structural conflict. This kind of conflict is characterized by the fact that there is no reason to be in conflict and it is caused by oppressive patterns which is shaped by external forces. To sum up, the reasons of data conflict are lack of information, different information or interpretation of it and various assessment of situation of the parties. Relationship conflicts stem from poor communication, misunderstanding and stereotypes. Values conflict relates to self-definition and beliefs. Structural conflicts comes from unequal power and authority and how situation is set up. Most believe that data and structural conflicts are simpler to solve, in comparison to relationship and value conflicts, as they happen from external sources which are easier to be changed. By realising this information, is easier to find a solution which will suit a specific type of conflict.

A very functional tool, which was developed in the 1970s by Dr Thomas and Dr Kilmann, will help to divide conflicts into styles (Myers Briggs Company, n. d.; Psychometrics, n. d.) The Thomas Kilmann conflict mode Instrument, also know as TKI assessment. It is the best-selling conflict management tool in the world because it helps coaches and other managers to conduct productive individual and group discussions on conflicts and to understand the responses of their co-workers and employees during conflict situations. The model is based on the idea that people in conflict situations can act assertively or cooperatively during conflict situations. This tool has many advantages. It improves the work of the team by helping them to work together more effectively. TKI assessment also helps to develop managers' leadership qualities and removes obstacles for employees to development. Research has shown that TKI assessment provides employees with opportunities and tools to address the common cause of work-related stress. All of the above advantages lead us to the greatest benefit, and this is the retention – because with the knowledge of effective conflict resolution, staff

morale and success improves, which will allow us to create a powerful organization and keep the best workers in the team.

This tool is useful in that it provides an idea of an individual's typical reaction to conflict situations using one or more of the five conflict resolution regimes, or styles: competing, accommodating, avoiding, collaborating, and compromising. First of all, you need to understand that a conflict situation is first and foremost a conflict of interest. In this situation, a competing is seen as the behavior of a person that puts its own. Accomodating in turn means the opposite of cooperative and implies uncompromising, which leads a person to give up his own needs for satisfaction. Avoiding behavior is characterized by lack of cooperation and lack of support. In such behaviour, the individual limits his or her involvement in the matter by either postponing a talk or refusing or evading cooperation. Collaborating means that a person is actively searching for a solution that would be most convenient for everyone, while compromising is ready for collaborating and at the same time he seeks to find middle ground – a solution which will satisfy both sides the most. With the knowledge of the conflict management styles that one of the disputing parties use, it is easier to better understand what he or she lacks - assertiveness or cooperativeness - in this situation to resolve the conflict. In simple words, assertiveness is the degree to which a person tries to satisfy his own interests, while cooperativeness is the capability of a person to satisfy the other person's concerns. For more convenient use of this technique, experts use the table located further.



**Figure 4.** *Thomas-Kilmann Conflict Mode Instrument (TKI) (Source: Psychometrics)*

The competing style is typical for people who are self-confident and ambitious, but at the same time aggressive and are ready to win a conflict even if it will offend the opponent or even break in the relationship. Studies has shown that this style of conflict resolution is the most inefficient, but the most commonly used in everyday life. This method is only effective when decisions need to be made quickly, and person is sure that your decision or approach in this situation is correct.

How does competing style develop? For example, a person can use various manipulations as blackmail or resentment to an interlocutor while he disagrees with him; a person seeks to outwit an opponent or seeks support from third parties.

Sometimes this style of conflict management is manifested even by direct demands to agree ostensibly to preserve the relationship, and there are more aggressive forms of fighting for their interests such as increased tone of conversation, the use of physical force, their influence and power on the opponent. In general, this style is not recommended because it will not help the manager to become more influential and respectable in the team and will cause a sense of alienation in others. It can be successful only when such behavior is justified and will lead to a good result.

The collaborating style implies that the person still actively defends his position as in a competing style, but at the same time he tries to take into account the interests of the other party and manifests himself through constructive dialogue and exchange of common needs and goals. This style is characterized by the fact that the parties to the conflict are able to listen to each other and the purpose of the conversation is to gain an understanding of each other's views. The collaborating style is very productive as long as the participants do not compete with each other but unite for the solution of the problem and such situations even bring people together to negotiate as equals, not depending on their position in the company.

The avoidance style I use quite often and it is characterized by the fact that the manager or employee seeks to get out of the conflict without solving it. At first glance it may seem that it is the most disadvantageous style of management conflict, but it is actually really useful in situations where the value of conflict is not so important for you or on the contrary - the solution of the conflict is very energy-intensive; also this style is applied in a situation where you understand that the opponent is actually right or you need more time for analyzing your point of view or the whole situation. This style indicates its passivity - silence, change of theme or ignoring the opponent. The result of such behavior is usually a hidden resentment against the interlocutor, apathy and changes in interpersonal relations in a awful way.

Accommodating style is carried out in communication with the partner, without considering defending your own interests. This style of conflict management looks similar to avoiding style, however in this style you communicate with your opponent and agree to do what he wants. Accommodating style can be useful if in a particular situation it is more important to keep the relationship with your opponent and you do not feel depressed after you consciously give up rights to your opinion. By conceding, agreeing, or sacrificing your interests in favor of another person, your chances of maintaining harmonious relationship are growing.

And the last but not the least, the compromising style. This style of conflict management is in the middle of Thomas Killman's grid, as it is the most favorable for all parties of the conflict. This style means that the parties to the conflict have reached an agreement and partially satisfied their desire and interests by mixing mutual concessions. Compromise style helps to find the best solution when hiring less time. This style is similar to cooperation, but there are situations in which it is not possible to realize two different views simultaneously, and the help comes to compromise.

Another way of studying the topic of Conflict Management is to study it from the perspective of management consultant and business coach - Liz Kislik (2018). The expert worked with employees of different levels for 30 years and she has come to conclusion that many people hold a mistaken belief that most of conflicts come from annoying people and their lack of capability of putting themselves together. However, she believes that with facing conflict with a such mindset will lead to persistence of a conflict, which eventually will cause more damage for both sides or organizations, and people in them. By saying organizations, Liz means nearly all aspects of our life like schools, business, non-profit organizations, all kinds of societies, including families. Liz Kislik proposes to divide conflicts into 5 structures and give examples of 5 steps that managers could take in such situations. Liz tells a brief story related to our topic. Couple

years ago, CEO brought Liz to work with two senior executives, which were locked in a serious conflict. The CEO was convinced that the core of the conflict lies in the lack of communication. When Liz interviewed both, she apprehended that both executives told her different stories. From their description, conflict involved more people than just both of executives. From their point of view, the problem lied not in the lack of communication skills, but in the differences of departmental opinions about how the work should be done in the company, which are based on their beliefs about each other functional roles (Kislik, 2018). However, that is not the end of the story. When Liz interviewed senior executives' team members and other people in the organization, it turned out that underneath the situation that looks like a certain "person-to-person conflict", lies the embedded structures, which includes almost everything - from history of a company and cultural norms to work processes and procedures. According to this idea, Liz suggests that we can't blame two individuals in the conflict between them, as she views the situation as the outcome of all the structures that have affected them and, in this case, senior managers are just "a tip of the proverbial iceberg". For Kislik, it seems inappropriate to send senior executives to communication training or anger management classes. Instead of this, she offers to excavate what is under a conflict, bring it to the table, so that we can analyze the situation that caused a human conflict, which is just a result of previous processes.

First of the five steps sounds like this – we need to rule out the unfortunate possibility that a single dysfunctional individual is actually the source of conflict. By that Dr. Kislik means that the organization should dispose of dysfunctional people. First of all, Liz Kislik is convinced that such kind of people struggle to give up awful types of behavior. Another type of dysfunctional person is someone who is an incompetent. As they create a lot of mess, they have potential to become source of many conflicts. The second step sounds like this we have to ask right



people right questions. Liz believes that with increased power and status in an organization, their owner becomes distant from the real actions of the organization. That is why Liz Kislik recommends interviewing the people who are experiencing events on the ground. However, their opinions are still incomplete as they are limited by their individual experiences and their perceptions. Such knowledge will let a manager see a full picture of patterns and dynamics, which runs the process. Moreover, Liz shares kinds of questions she likes to ask on interview: can you tell me what goes right here? What is the thing that whenever it happens, it annoys you? Is there something that would help you do your job better? Why do you stay if it sounds like there are so many problems here? So after ruling out the dysfunctional individual, and asking right people the right questions, we should move on to the step three – making sure that everyone is aligned and they clearly understand what the goals of the company are, who is responsible for what in organization, and who does what for whom. It is greatly surprising how many trustworthy and well-intentioned can have disagreements about goals and means like who should have a budget authority of a company, who is responsible for specific decisions and who can attribute success to themselves. Executives have disagreements on such discussions as who goes to call which shots and who was going to take the blame for declining performance results.

The HR group came in, tried to facilitate a truce, encourage a better behavior. But until the senior leader left and the overlapping assignments came fully to light and were completely redefined, there was no change. Because it is very hard to think that is just a little good behavior, pleasantness, trying harder is going to make a different set of feet standing in the same space. The fourth step is to find allies at all levels in the organization to help you implement the change. Because even if you have ruled out the dysfunctional individuals, and you have asked the right people and you have aligned the goals and the means, if you do not have a critical mass of participation, nothing substantial is going to happen.

One of clients of Liz Kislik had a case when there was a persistent conflict in the executive team itself. Liz was facilitating a group of mid-level managers, and these people really needed to get their work done. So they were willing to work on concrete, practical solutions together, in ways that their bosses were not. Over time we were able to build bridges across the various departments. These allies communicate the concepts down to their teams, and eventually they were able to start managing up in ways that created better performance, better productivity and definitely better behavior even within the executive team. And the fifth step is teaching new habits for managing differences. By that step Liz means the problems with structures and how you have to recognize them and what their impact can be. But from time to time, people so have significant interpersonal communication problems. So it only makes sense to teach some new techniques and habits that can help people deal with the strong feelings and the stressful thinking that conflict brings with it. Here are just a few of the habits Liz teach her clients. The first one is called “lizard listening”. She reminds that “our ancient lizard brain” interprets emotional cues as if they were present physical danger even before we have a chance to assess what is going on or interpret them logically. I encourage them to reconsider what they have just said or are planning to say to their counterpart in conflict and to think about what will happen when that counterpart filters the conversation through their lizard brain. The key point is to analyze what misconceptions can come up and what could be misconstrued even perfectly good intentions. Also, such method let us make assumptions on how much this conversation can be more positive and more persuasive. After we should have an evil logic check. When somebody bothers us, we tend to think of them as a bad person. So when clients complain about the bad people they work with, Liz asks them specifically if they think their counterpart is evil and she use such strong word on purpose, and people after such question usually take a step back. Because this leading question helps people to reconsider what is really going on with that annoying person. And sometimes, in addition to the alternative

explanations for what they meant, they can even develop some compassion for the annoying person's situation because after all, when we label behavior as bad and stupid, it is usually coming from some form of pressure, fear of threat. Liz suggests that sometimes there is something important and true that needs to be said, but it is too uncomfortable because most of us do not want to be the one to put someone on the spot and we do not like to say something that sounds unkind. She added that it can feel like a real risk to put undiscussable subjects on the table. From Liz's session on conflict management, we can understand that when there is something important going unsaid, team should play in so called "elephant card". The very act of playing the card raises the possibility with other people who understand the significance that you can discuss topics which previously would have been impermissible.

Finally, we have ruled out dysfunctional individuals, we have asked the right people the right questions, we have ensured that we have alignment, we have looked for allies to help us implement the and we have taught some specific techniques, so people feel that they have a better way to communicate with each other. Liz believes that working through these five steps is not easy as it sounds because it takes courage, a little humor and commitment. Moreover, it takes a heap of effort to get traction on persistent conflict. It is necessary to add outstanding conclusion Liz ended with her session on conflict management: if we are ever going to help our schools, our workplaces and our civic organizations function better, if we want to help people make the real contribution that they can, we have to uncover and understand what is truly underneath any conflict in any situation. Then we can help people work together successfully for everyone's benefit wherever we are. Although this session of a management consultant and business coach, was posted on the YouTube channel "TEDx Talks" on January 16 2018, information Liz Kislik shared is still relevant, and her experience of working with clients from the Fortune 500 to national nonprofits and family-run

businesses such as American Express, The Girl Scouts, and Highlights for Children is priceless.

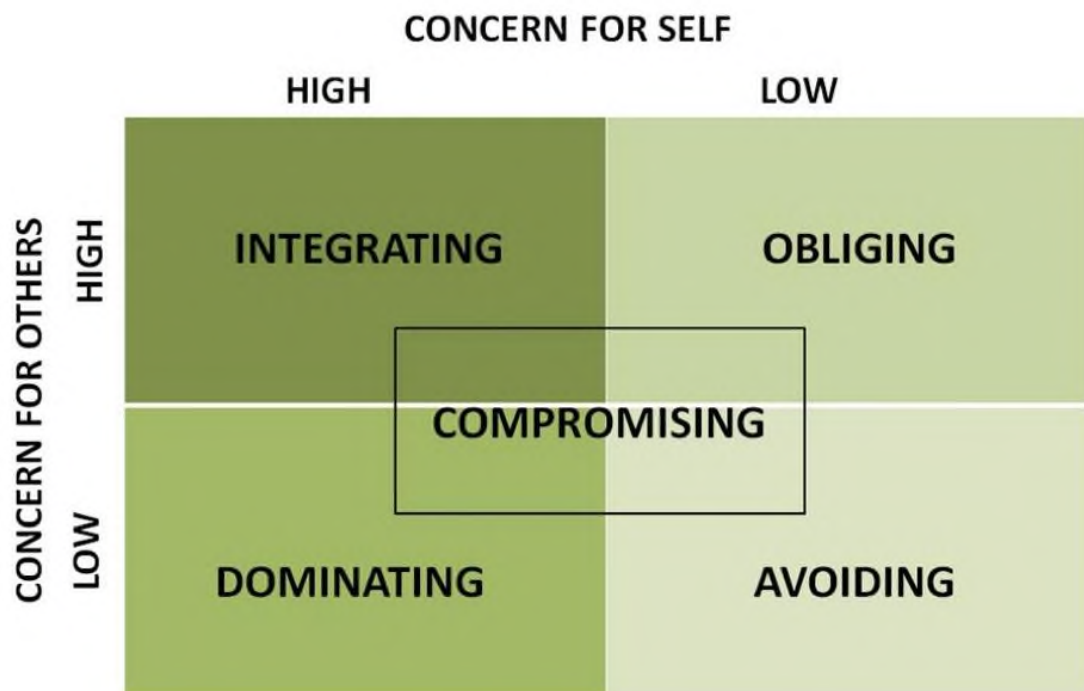
Conflict resolution skills are what distinguishes successful managers. One of the ways managers influence the conflict the most is their leadership style. As the correctly chosen leadership style can quickly has a role to play in conflict resolution and overall team dynamics. Leadership is the process by which one person or group identifies goals or activities for others and helps them achieve goals. The manager can choose the management style depending on the objectives and overall situation in the team. Research has shown that the right choice of leadership. There is a type of manual - Servant Leader and Lean Leader which is that the head would put the good and needs of others above his own. Transformational Leaders are special because having shared values with employees and building trust, as they know the importance of an environment where team members feel supported and free to openly discuss any issue with their leader thus managers can take advantage of any outcome of conflict resolution. This style is considered to be more productive than the next one – laissez-faire. Laissez-Faire leaders are fascinating types of leaders. Such a category of managers delegates the role of taking decisions to their team members, however they are still responsible for group decisions and actions. From one point of view, such managers show their trust to their followers, as such leaders require no real feedback, oversight, or discipline and all members of the team are capable of creating new projects, solve problems on their own and do self-monitoring. But from the other perspective such management style leads to decrease of productivity of some members of the team, which unfortunately brings teams to a culture of blame. Next leadership style is authoritarian, which is known as the perfect option when the leader should make decisions quickly without considering the opinion of the staff. Such types of leaders make choices according to their beliefs and experience, ignoring the judgement and ideas of

employees. Such leaders just expect from their employees a job to be done, and focus on their tasks. Team members are not trusted, nor empowered to resolve conflicts on their own. Studies have shown that such behavior didn't help to create an environment, which will help resolve conflict and grow a community of valuable professionals. Transactional leaders known as managers who specialized on schedules and deadlines, as their leader primarily focused on workflow and focus on incentives for "getting the job done" in a timely, efficient manner. Completing tasks on time is so significant in such a leadership style that they can also implement some rewards for completing work on time or ahead of schedule, and penalties if the job delayed. Organizational processes in teams of such leaders are highly performed and meet all deadlines and plans of the company. However, this leadership style is not expected for building the future of the company, as they mostly focus on current workflow and present demands. The last, but not least, leadership style is a visionary leader. This kind of leadership is perfect for long-term goals as they encourage team members to come up with new ideas, work on their imagination and strike for new goals. Moreover, they always put the interests of their team beyond theirs and create an open-minded environment which helps to build a strong team with dynamic capability of managing conflicts through open communication in a positive manner.

We can also look at the Conflict Management Styles using empirical research of researchers from the University of Finance – Marketing in Vietnam (To, Tran, Nguyen, Hoang, Tai, 2021). The researchers conducted their study using the Structural Equation Model (SEM) for a sample of 257 employees working for Vietnamese organizations. Structural Equation Model (SEM) – in simple words, is a method used in quantitative social science to analyze the structural relationship between measured variables. Due to the research any conflict can be solved by one of the three management styles - dominating,

obliging, and integrating. Analyzes have shown that show that dominating style increases task conflict while combining and obliging styles reduce it. Moreover, all conflicts that occurs in companies can be divided into two forms task conflict and relationship conflict. Task conflict can be caused by the lack of consistency, which leads teams to team's failure to accomplish goals, while relationship conflict is characterized by personal disagreement and can be unrelated to work. Task conflict cannot be considered as an awful phenomenon. It can increase team creativity as different viewpoints can encourage communication between team members, share thoughts and discuss new ideas.

To understand whether the task conflict helps or interferes with the team's growth, scientists recommend using contingency method, also known as situational, which obliges managers to take decisions according to the real case, rather to go by the rule book. As those methods have been studied in Vietnamese culture, which has a lot of difference to United States and Western Europe environment, their managers strike for reaching a general agreement and harmonious relationship between employees. We have already talked about Thomas Kilmann five conflict resolution types he came up with in 2008: competing, collaborating, compromising, avoiding, and accommodating. But there is also such a method as Rahim's Model. (Lifelong Learning Programme, n.d.).



*Figure 5. Rahim and Bonoma's two-dimensional model of five styles of handling interpersonal conflict (Source: Lifelong learning programme)*

If conflict management styles from TKI assessment based on the combination of the level of assertiveness and cooperativeness dimensions (competing, collaborating, compromising, avoiding, accommodating), Rahim's five conflict handling modes was based on both – Thomas Kilmann management styles and the grid of managerial styles proposed by Blake and Mouton. Rahim and Bonoma proposed the management styles which depends on two factors. First one is concern for self, which means the degree of how much person seek to satisfy his needs and concern for others, the degree which estimate how person pursue to satisfy the concern of others. ( Lifelong Learning Programme, n.d.) The authors by combining these factors identified five conflict handling styles: integrating, obliging, dominating, avoiding and compromising. In fact, the method of Rahim and Bonomais just a developed approach to management style of Thomas

Kilmann and they use Integrating style as Collaborating style, obliging style instead of accommodating, and dominating as competing. However, in the research, scientists reduced a three-style approach using three specific conflict styles: forcing or dominating, solution-oriented or integrating, and smoothing or obliging. Dominating style, also known as Win-Lose strategy, characterized by a high degree of concern for oneself and a low level of concern for others, and due to its aggressive and rigid nature lead to higher levels of conflict, so it is appropriate in urgent situations or for an unimportant problem, however it has a positive impact on task conflict than other two management styles. Obliging style (Lose-Win Strategy) also known as accommodating, indicates low concern for self and high concern for others. The leaders using this style prefer to ignore their needs rather than insist on their choices. Even though such behavior saves a lot of relationships and keep peaceful environment in the team, such style is still considered as lose-win. It is typical for Asian working environments as Asian countries' character is mostly collectivism. Integrating style, also can be considered as Win-Win Strategy, which combines both - strong concern for others and strong concern for oneself. This style of conflict management focuses on find a solution by sharing information in an open-minded environment and analyzing to find a way, which will be agreeable for all parties. Members feel free to share their knowledge and create an approach which will satisfy not only their needs, but also meet those of others. From previous analysis, we can say that integrating and accommodating styles help team members to understand each other better and be prepared to complete tasks.

There is also such a method of Conflict management as "Wheel of Conflict" developed by Christopher Moore and Bernie Mayer. (Noël & Co. Inc., 2012) This is a special tool that helps dispute resolution professionals prepare for complex and intense interactions between the parties. To do so, they created a map focused on the causes and "factors" of the conflict and divided them into



such elements as: human needs, communication, emotions, values, structure and history.



*Figure 6. The Wheel of Conflict (Bernie Mayer, 2012) Source: Noël & Co. Inc.*

The structure in this system acts as a set of actions of the participants, the dynamics of which leads to conflicts and contributes to its development. Emotion is also an important part in this scheme as part of which cannot be ignored and negligence of feelings can lead to the development of conflict. They range from happiness to anger, and each manager must practice empathy and understanding to enable each side to reveal the emotional or psychological interests of both sides. To do this, there are some measures that help parties regulate their emotions, for example, taking breaks to assimilate information and providing

active support to their opponent. Every person strives for his goals and the realization of his interests, which is why needs play whatever role in conflicts. And referring to the level of need - survival, identity needs and interests, one can better understand a person's sensations. Communication in this wheel manifests itself as a process in which a person express his vision of events and a set of assumptions that plays a decisive role in the development of conflicts. Unfortunately, this part of the wheel a obviously cannot be perfect since most often it is influenced by many factors that can affect its quality, such as gender and age differences, socio-economic differences, different cultural backgrounds, cognitive abilities, perceptions, stereotypes and energy in the environment. Values reflect what the parties of the conflict believe in and what principles they follow when making a choice and by which they live. This is a very important part because conflict is based on different views about values is almost impossible to be managed, because when our faith in some ideas is questioned, it immediately generates aggression, distrust and embarrassment. Values can both generate conflict and converge it if it turns out that there are at least one similar value among parties and in most cases, at least one common view or belief can be found. Therefore, it is a vital factor in the wheel of conflict. And the last but not least, history, since in any conflict people bring their background with them - the experience of their lives and the worldview formed on it. So, of course, history recognizes the vector of development of the conflict.

## **CHAPTER 2: INTERNSHIP IN BUSINESS MEDIA NETWORK**

### **2.1 Overall impression and experience of working in the company Business Media Network**

Business Media Network presented itself as a company which selects employees who share their values and their commitment to uphold the highest standards of quality and respects human rights, customs and culture of the communities they operate in. In the "Human Resources Policy and Procedure Manual " employees have received during the internship in the Business Media Network company, we can find the mission statement, vision statement and values of the company. So the mission of "Business Media Network of Ukraine" is to unite business, government and people of Ukraine, by organizing, connecting and managing the content at the local level to promote Ukrainian entrepreneurs and cities around the world. The goal of the team is to work in such a way so society can persuade Business Media Network of Ukraine as a comprehensive solution for Small & Medium size businesses in Ukraine.

Talking about the values of BMN, there were such main ideas as that all the activity of the company should be based on transparency, choosing cooperation over competition (as together everyone can achieve more), creating value for all stakeholders and creating endless relationships with customers by performing superior customer service for every client. Business Media Network also stands for strong work ethics that should be passionate, positive and inspiring for all members of the team. Accountability and entrepreneurial spirit by each member of the team is also welcomed. The main goal "Business Media Network of Ukraine" is to restore and help small and medium-sized businesses and as a result to be engaged in the development of the economy of Ukraine. The Business Media Network of Ukraine was imagined as unique enterprise and the first organization in Ukraine that is engaged in attracting investments in infrastructure and businesses during the war.

Talking about my experience of working in Business Media Network company, I want to start with a bunch of different skills and qualities that will help me in my future career, no matter what industry I want to be developed at in the future, that I have acquired during the internship at the Business media network of Ukraine. Participation in this company helped me obtain such qualities as time management, teamwork and an open mind. I have written before in my report on but the most important thing that I could gain during my internship at this company was real experience in the content department. I received not only a lot of knowledge but also undeniable pleasure from working in such a team. After all this time, I am still grateful for this opportunity to work in this company in how after this internship I can compare my experience in other companies and understand what is normal in the workplace and what is not. I think it's not a common practice for students when an intern has the opportunity to actively interact with other departments and draw information from within the field of HR management, Marketing and logistics management, and also to learn more about Management of cross-management border activities of the enterprise, Management of accounting and finance at the enterprise, Strategic Management of business entity.

But more than that, I have been able to gain such valuable experience as conflict management, as working in any startup obligates to build relationships not only within the team of the department in which you directly work, but also requires social communication with other departments, how many tasks and responsibilities are very mixed. Unfortunately, I made some mistakes that could lead to conflict because of lack of knowledge or the inexperience, but as I recall, I had the skill not to exacerbate them. With the knowledge that I've gained from studying the subject of management conflict, I would have done differently in earlier situations.

## **2.2 Conflict management in BMN company: cases and examples**

I have had a lot of experience in a lot of different areas of work even before working in BMN company, and in most situations, there is practically no possibility of conflict to happen between employees. For example, all communication can take place only through the team leader, and in general such communication with the team may not be at all. However, in the Business Media Network company, the entire working process was based on communication, especially in the content department. For accomplished result, sometimes, the video had to go through the work of at least 5 people because one employee is exclusively editing, another edits the cover picture to the video, the third writes the text to the video, the fourth shoots the video and the fifth is engaged in time-management and post the video. But it didn't last long as the overall goals of the company were constantly changing as the working staff.

As we have said before, conflicts arise in any organizations, and it is normal. But it is essential to know the necessary keys to resolving these conflicts. If we are going to say working in a group with like-minded people and friends necessarily reduces the likelihood of conflict almost completely, that would be a lie. I absolutely agree with the words of the expert Liz Kislik, that it is necessary to consider what may be under conflict. I want to bring a particular case and disassemble it in detail analyzing it already with the knowledge we have.

I worked at BMN as a content manager, and how many companies at the time of my work was still a startup, I not only worked on the organization and timing of publishing, but also engaged in direct video shooting. It is also important to take into account the time in which I started to work, which was characterized by its instability and ambiguity not only for the organization as a beginner startup but also for the whole Ukraine.

I joined the BMN company in the spring of the first year of the outbreak of full-scale war in Ukraine, which further complicated the relations between colleagues, and therefore in the whole organization. Here is a specific example. In order to attract more people to support the young company, the content of the department was to attract as much as subscribers and also to talk about the goals and activities of the company. So to get viral on social media references and draw people's attention to an unknown questionable startup, I had the idea to tell people what is familiar to them. I have come up with a strategy to tell in videos about well-known celebrities who support Ukraine. I was the one who searched for the news, wrote script for the video, told the information, shot and edited the video. And it was a really successful move. From the first posts we have started receiving many likes reposts and comments. I have recorded about many popular singers, bloggers, actors and journalists from United States of America and European countries. In my humble opinion, I would like to point out that this idea has brought to our accounts on Instagram and Tik Tok hugest activity and biggest number of subscribers. But once, our creative team has faced with such problem as lack of ideas. If earlier our team had filled out content plan for a two next weeks, at some point we realized that we do not know to post on our accounts. But the goals of authority had to be carried out and everyone had to come up with something, including me. At the same time, a video where the singer of Russian origin Zemfira before her performances expressed support for Ukraine. Naturally, this news could not be missed, and I immediately reacted by editing the video and posting it to our accounts. After a while, one of the team members sent an angry message about the video to the team's general chat, as video "contradicting" his political views. Some of the team immediately supported him and made even a couple of offensive comments towards the author of the video - me. However, our team lead immediately stepped in for me, knowing how valuable I was and how much work I was doing at the time. We can debate for a long time about who was or was not right in this situation, who should have done what, but we can

analyze this situation with all the necessary theoretical information about conflict management. I have tried to describe the situation without bias, but as I was one party of the conflict and it has been a long time since that situation happened, the opinion will remain only subjective. It is also important to mention that the conflict was public as it was discussed in chat for working processes, but the support in my direction showed about as much as those who disagree, which makes the analysis of this situation more complicated.

### **2.3 Comparison of conflict resolution in this company and other organizations**

As we have already understood in the Business Media Network of Ukraine company were some problems with resolving conflicts related to weak work ethic, but also the establishment of other business processes. In order to make a more objective analysis, I as an intern of the Business Media Network of Ukraine company am obliged to compare not only with my experience in other companies, but also to compare other people's experience of conflict resolution in other companies. I decided to use the platform «Quora» to find out what cases happened in other companies, so to speak, from first sources. For example, a user called Molly Malone have posted a comment on that platform two years ago, about the situation that occurred at her work:

«Decades ago I worked once in a dental office with 2 dentists. The owner & his associate. I worked mainly for the owner but my last hour of the day was with the associate. To say that morale in the office was lacking was an understatement. Raises hadn't been given in years. Competition between staff was fierce. The dentist had a staff meeting and said he wanted more happiness in the office. He wanted ALL of us to say good morning to each other even if it felt phony. We all grumbled but did as we were told. I never believed genuine could come out of phony. But it did. That saying Fake it til you make it sure rang true for us. I and

the rest of the staff thought he was nuts to think it would change the atmosphere in the office. But lo and behold...» . Here we see that the owner, in this case he is also the manager, saw that this situation in the team can lead to conflicts and made an immediate and successful decision to improve interpersonal relations in the company. In general, HR managers in BMN company have always been hardworking and also did not expect special differences in the team to improve the atmosphere in the team. I can only want to express their gratitude as they have never missed an opportunity to gather a team behind some common cause such as common online games, discussion of various themes and teambuilding.



## **CHAPTER 3: DEVELOPMENT OF CONFLICT MANAGEMENT IN BMN COMPANY**

### **3.1 Advices and recommendations from perspective of workers in BMN company**

It is always easy to comment on how things should be done, or what could I do better than others in this or that situation. However, mistakes are the only way we can learn and make a conclusion on what things should be improved. First of all, the strategy of the HR manager's work should be improved. Based on the real experience of many managers, it is better to spend time on finding actually valuable and hard-working employees who share the company's values and goals, than spending more time on ongoing conflict resolution, unnecessary explanation, and additional efforts to monitor the performance of all responsibilities. This is a very important step because, no matter how good the Human resource managers and team leads are, if the employee is not sincerely satisfied with his work and enjoy the workflow, his efforts will not be as effective for the good of the company as could be. We can not judge work of HR managers as most of them in the beginning of 2022 didn't have enough of background experience.

That is why another advice I would give is to pay more attention to the learning of employees. Many organizations systematically invite experts on different spheres, which is not only a great kind of team building, but it is also a successful way to remind team members how can they develop their work, what are the mistakes they should pay attention to or just have fun and find out something interesting to them. For example, once on my current workplace, team lead has organized for his employees course about emotional intelligence which studies how people should deal with their emotions, how to handle your emotions and what is the best way of acting in this or that situation.

It would also be very useful to improve communication between team leaders and CEO of the company, because if there is no clear understanding of

the goals of company, there would not be an efficient team organization. It can be really hard to get stick to one plan in such unstable time, but it is really important to be honest with the people you work, as from my experience, honesty – is the only way to solve problem quickly, efficiently and save not only your reputation as a leader, but overcome those problems with the help of others.

The process of solving a conflict can be easier with right conflict approaches. For example, conflicts can be differentiated by a number of perspectives - conflict issues vary from real (actual scarcity of resources, opposite activities) to imaginary (wrong perception of things). Also, there are such reasons of conflict as substantive and concrete (tangible resources like land or money) and emotional or spiritual (different views on things, jealousy or loyalty).

We can also divide types of conflict into goal and procedural opposition range and complete opposition and incompatibility to complete congruence. Moreover, the level of conflict extends from latent (no action has taken place) to conflicts that have reached an insensate level of destructiveness. By looking on conflict with different approaches we can easier understand its nature and solve it.

Inviting different conflict managers demonstrates the company as a professional organization, which cares about their employees and strives for progress. Liz Kislik, a professional coach, was mentioned previously in this work. But another great example would Karleen Savage. Karleen Savage is not only a strong woman, a mom to seven children and married for more than three decades. But she is also a certified hostage and crisis negotiator with years of experience in business and domestic mediation. She's also an expert on conflict resolution, with a master's degree in the subject, so she knows everything about how to manage conflicts peacefully and organize the successful communication in any company. Terrible events in her life forced her to study new aspects of conflict resolution, which has made it her life's work to help others resolve their conflicts and came up with "Savage theory", she has told about more on TEDxTalks

youtube channel (13 June, 2024, TEDxTalks ). Years of studying, brought her to five universal skills the experts use to resolve conflicts- it's curiosity , their attitude, master listening, connection and reframing. She believes that the first one - curiosity is the one which pushes the whole process of conflict resolution, unites five skills and considers it is the main from the other four skills (the website of Karleen Savage, n.d.). There are a lot of curiosities - those which inspire people to learn something new, create things you've never done before and motivate your ambition to try more in life.

But Karleen believes that curiosity in resolution eliminates the ability to make excuses and rationalizations . It uses plain language with simple intent - what do you want and how would you like to get there? She believes that when we are in the fight we knuckle under, we dig in and we insist and lock into insisting we are right. So the last thing we want to do is be curious what the other side sees but that's the key. Many people as well as Karleen know that curiosity sometimes can lead to troubles, but in conflict resolution it is necessary to be. She said "If you want to elevate your relationship - get curious. And if you want to know how there are only two areas of focus - you and them ". Talking more deeply about this quote Karleen Savage suggested the next. There are the questions you should ask yourself in order to reveal things you even might not know about yourself - from example, how curious you were about the conflict. Question number one, when you imagine a terrible fight, did you allow them to have their own story independent of yours? Question number two - were you willing to hear their story without the emotional or verbal backlash (which parties often do).

Question number three - did you allow their story to become a part of the solution? Answering those questions has to force us to learn what happens on the other side of the fight, which is crucial for saving our relationships. Focus area number two is the other party, but a person can be confused as how he can be

curious when it seems like they're the ones causing all the problems? Karleen Savage has the answer and it is to ask questions, as it is the strongest way of taking to somebody. Hearing the story of your opponent without backlash and then taking a breath will be always the most beneficial way of behaving. After careful listening we may ask our opponent "You have called me (something), what did you see in me that made you feel this way?" Karleen Savage that curiosity has saved her marriage and can save many other relationships and companies. Her biggest advice for those who seek to find resolution is to be intentional about learning where the other side is coming from and instead of digging into your own position and doubling down on it do the opposite. It is important to ask about their position and use it as the start of your curiosity and conflict.

The problem is that no matter how much we investigate such a phenomenon as conflict, it is almost impossible to avoid it. But by understanding the psychology of conflict, we can find ways to promote a more sustainable, cooperative and happy society. Research psychologist Jay Michaels explored why people act in the conflict the way they do (University of South Florida Sarasota-Manatee, n.d. ). Rather than focusing on minor or every-day conflicts, he chose to focus on major conflicts (which are 5% of all conflicts )and study the Israeli-Palestinian conflict. He used a dynamic-system approach in his article "Social forces sustaining the Israeli-Palestinian tensions: a dynamical psychology perspective," published in the International Journal of Conflict and Violence. According to this article, Jay Michael believes that when we look at Israeli-Palestinian conflict we should understand that it is not only about the history, land rights or religious differences. But it also about the lack of jobs and social services, which exist for example in Gaza and West Bank, does not give opportunity for young Palestinians to grow and encourage their personal development, which does provoke the growth of aggression, disappointment

and causing a cycle of violence and grows beyond the borders of the territory of one country, striking international conflicts. All mentioned factors as land rights and security concerns are just other reasons to escalate these circles of aggression. And this is so true, because if we will use this approach for any company, we can understand that in the same way a toxic person, person who is not satisfied with his personal life, sooner or later this anger will spread on the other employees. The research of psychologist Jay Michaels confirms the words of Liz Kislik about a “dysfunctional person”. That is why my advice for the BMN company and any other organizations would also be to investigate their teams and make sure that their teams don't have such people.

### **3.2 Assessments and forecasts of Business Media Network Company's future based on Conflict Management analysis**

Both, future of each company and conflict management depends on many external factors such as industry trends, economic conditions and changes in the competitive landscape. It is really hard to make any prognosis for Business Media Network Company as it and it's employees are dependent on many factors it cannot change. For example, due to the war, most people in Ukraine suffer from an unfavorable psychological climate, which can lead to more conflicts inside the organization. This obstacle can be surmounted by effective communication between managers and co-workers, mutual support, and professionalism of the team. It is crucial to everyone feel heard and accepted, as during my internship, half of the team has lived in Europe and some of team members were in Ukraine and HR managers have shown their understanding and have always tried their best to delegate tasks in such way that everyone can take part in the working process despite unpredictable circumstances such as blackouts, air alarms etc.. Unstable situation in the world leads to many disagreements and conflicts in the company and this factor is not something managers can influence. If they keep this trend, then they have absolutely every chance

not only to maintain good relations in the company, but also to improve their indicators of employee satisfaction with their place of employment.

To have a more clear picture of what is going to happen with the company in the future based on conflict management analysis there could be done assessment of current conflict management practices and analysis of past conflicts. Also, gathering feedback from employees about their conflict resolution can provide insights into the effectiveness of conflict resolution strategies.

For better analysis and more accurate forecasting, I decided to interview several workers who also had internships with me. The first employee interviewed admitted that she did not participate in conflict situations, but she witnessed the conflict that I wrote about earlier. Speaking about her condition after what she saw, she shared that she did not worry about it and believes that the conflict is part of the work of any company and this is the norm. But it is worth noting that despite the absence of conflicts in the experience of this employee, to determine that she is satisfied with the internship in the BMN company will be a false statement. She was dissatisfied with the internal organization of processes in the company and her subjective opinion in the work of the company did not have unity and consciousness, there was also no common goal and understanding of the company's unified strategy. The second employee interviewed also did not participate in the conflict and did not even hear about conflicts between other team members. She believes that conflicts should not exist in any company, because they are unnecessary and any issue can be resolved with sincere conversation. And the last one of the interviewed employees also have not been a party in conflict. He considers the atmosphere in the team as friendly and kind. However, there are some things he would recommend to work on. He proposed to implement clearly prescribed rules and impose specific penalties for specific misconduct. Also, he offers to conduct even more team building meetings to bring together leaders and employees.

In general, we can conclude that the company BMN chooses good employees who can find a common language and solve most of the issues on their own. However, the workers of the company would like to feel more confidence in their companies, to understand what they are striving for as a team and of course more frankness between each other. Furthermore, assessing leadership style within the company is a really important step in forecasting the company's future as a strong and convenient leadership style can play a crucial role in managing and resolving conflicts effectively. The article on a topic of types of leadership from the website “udemy” proposes the next leadership styles. The first leadership is the autocrat, which is known as one of the most common types and could be characterized as such a type which does not require the manager to ask other members of the team their ideas and suggestions. From one point of view such a leadership style saves a lot of time and it is really convenient for companies which struggle, however all responsibility lies on the manager for his or her decisions.

The second one is called the laissez-faire leader which is opposite to the autocrat. In such a type of leadership employees are given a lot of freedom, as a leader does not monitor employee's work on a daily basis and can only sometimes provide feedback to coordinate their activity. This style is a great approach when a company wants to encourage its employees to make decisions and be more creative, however it is important to mention that such leadership style is work only when employees are honest and responsible enough to provide a high-quality service and show the best result as they can. As it also improves relations inside the company, such leadership style also reduces the number of possible conflicts. The motivational leader is another type of leadership, which is interpreted as a style which studies the skills of each employee and uses them for achieving the common result. Such leadership is useful in such companies where feelings and enthusiasm play a huge role in the results of the company. There is also such a

leadership style as the Democrat. The goal of such a leadership style is that the manager has to do his best in order to make everyone in the team engaged and useful. In most of the working processes, all team members can share his or her suggestions or offer their ideas, and the leader will listen carefully to all of them and make a decision he finds the best. And the last leadership style is gratifier, which is known for setting goals for team members and giving rewards for taking part in achieving the aim (February 2020, “Types of Leadership: Which Type of Leader Are You?” from the website Udemy). According to the information I remembered most leaders in the Business Media Network of Ukraine have used democratic leadership style - employees in the company always feel free to share their suggestions and ideas with their team leads, which boost their mind for creative ideas and just make their team members happy to work. It is important to consider that every time there was a meeting of all workers once a week with a board of directors, where many motivational speeches have been spoken and after each talk employees feel more inspired for achieving even better results and more confident in the successful future of the company. Due to this, it could be suggested that a motivational leadership style was also used. It has been more than two years since my internship ended in the BMN company and the company has faced two changes in its structural organization and it is hard to guess how many managers, team members and ideas have been changed and implemented. Unfortunately, it is not possible to find out how a company operates nowadays, but this bachelor paper contains enough advice that could be useful in any conditions.



## CONCLUSION

Conflict management is a broad topic for studying. It can be studied from many aspects and can be overlooked from different points of view. The definition of the conflict is the one, but the methodology of conflict resolution is comprehensive. The most known are Thomas-Kilmann Conflict Mode Instrument with its five styles of conflict, Structural Equation Model, Rahim's five conflict handling modes, which are based on both (Thomas Kilmann management styles and the grid of managerial styles proposed by Blake and Mouton). Science is not standing in one place and every time there are new experts in conflict management, who invent their own methodology and approaches to conflict management. Such were mentioned in this paper - Liz Kislik and Karleen Savage. The successful conflict manager should be able to combine both - using the validated methods proposed by well-known scientists and be always ready to welcome new opinions of real negotiators and coaches with their own experience of conflict resolution. Conflict management is a timeless topic top discussion as disagreement is a part of people's nature. But as has been already mentioned the presence or absence of conflicts aren't the main thing. What is the key - is how we manage those conflicts. A skill of resolving conflicts in the most professional, respectful, and creative way, will open new doors and opportunities not only to managers, but it is an essential ability for any person and especially for such professions as lawyers, entrepreneurs, politicians, journalists etc. Conflicts have always existed and will exist. Its evolution is under the influence of many factors like cultural, historical, and economical. The studying of conflict management helps to look at the situation with new approaches and ideas. Conflict management helps not only to analyze cases which happened in the past, but also it helps to forecast and predict the future of the company. Conflict management is not only about philosophy, education and leadership styles, but it is also about economy, time management, international

law and life. Conflict management is an essential tool for maintaining effective and sustainable relationships, no matter where they are between individuals, team members or whole organizations. Conflict management can and does affect people's productivity, motivation and creativity, which means it may influence the company's economy, growth and future.

## REFERENCES

1. Alimba, C. (2018). Conflict management: Historical evolution, perspectives and rationalization. *Review of Public Administration and Management*, 7(1), 24-36.
2. Bercovitch, J., Lee, S.-M. (2003). Mediating international conflicts: examining the effectiveness of directive strategies. *The International Journal of Peace Studies*, 8(1). Retrieved from: [https://www3.gmu.edu/programs/icar/ijps/vol8\\_1/cover8\\_1.htm](https://www3.gmu.edu/programs/icar/ijps/vol8_1/cover8_1.htm)
3. Bloom, L. (2024). Work from home or anywhere: FlexJobs ranks 30 companies for remote jobs. *Forbes*, Jan 25, 2024. Retrieved from: <https://www.forbes.com/sites/laurabegleybloom/2024/01/25/work-from-home-or-anywhere-top-30-companies-for-remote-jobs-in-2024/?sh=14c3482b70ae>
4. Bloom, L. (2023). Work from home or anywhere: Top 30 companies for remote jobs in 2023. *Forbes*, Jan 26, 2023. Retrieved from: <https://www.forbes.com/sites/laurabegleybloom/2023/01/26/work-from-home-or-anywhere-top-30-companies-for-remote-jobs-in-2023/?sh=40cf11e36401>
5. British Council. (n. d.). Conflict management. Retrieved from: <https://learnenglish.britishcouncil.org/business-english/business-magazine/conflict-management>
6. The British Journal of Sociology (n.d.) “Social conflict and the Theory of Social Change” Retrieved from: <http://www.csun.edu/~snk1966/Lewis%20A%20Coser%20Social%20Conflict%20and%20the%20Theory%20of%20Social%20Change.pdf>
7. Chargebacks911 (n. d.). Chargebacks911 Homepage. Retrieved from: <https://chargebacks911.com/>

8. Coursera website, Editor Coursera Staff (2023, December 1) "Conflict Management: Definition, Strategies, and Styles" Retrieved from:  
<https://www.coursera.org/articles/conflict-management>
9. Coser, L. (1956). The functions of social conflict. New York, NY: Free Press.
10. CPP, Inc. (2008). CPP Global Human Capital Report. Workplace Conflict. Mountain View, CA, USA. Retrieved from: [www.cpp.com](http://www.cpp.com)
11. D. Kaplan (2001) "Structural Equation Modeling"  
Retrieved from: <https://www.sciencedirect.com/topics/neuroscience/structural-equation-modeling>
12. Dispute Resolution Office (n. d.). Types of conflict. Ministry of Justice, Government of Saskatchewan. Retrieved from:  
[https://med.libretexts.org/Bookshelves/Nursing/Leadership\\_and\\_Influencing\\_Change\\_in\\_Nursing\\_\(Wagner\)/11%3A\\_Identifying\\_and\\_Understanding\\_How\\_to\\_Manage\\_Conflict/11.03%3A\\_Four\\_Major\\_Types\\_of\\_Conflict](https://med.libretexts.org/Bookshelves/Nursing/Leadership_and_Influencing_Change_in_Nursing_(Wagner)/11%3A_Identifying_and_Understanding_How_to_Manage_Conflict/11.03%3A_Four_Major_Types_of_Conflict)
13. Forbes Advisor (Jun 12, 2023) "Remote Work Statistics And Trends In 2024" Retrieved from: <https://www.forbes.com/advisor/business/remote-work-statistics/>
14. Griffiths, H., Keirns, N. (2015). Introduction to Sociology. Houston, TX, USA: OpenStax. Retrieved from: <https://openstax.org/books/introduction-sociology-2e/pages/1-introduction-to-sociology>
15. Hocker, J., Wilmot, W. (2000). Interpersonal Conflict. New York, NY, USA: McGraw-Hill Humanities.

16. The International Journal of Peace studies (n.d.) Mediating International Conflicts: Examining the effectiveness of 'directive strategies' Retrieved from:

[https://www3.gmu.edu/programs/icar/ijps/vol8\\_1/Bercovitch.html](https://www3.gmu.edu/programs/icar/ijps/vol8_1/Bercovitch.html)

17. Insurance Panda (n.d). Insurance Panda Homepage. Retrieved from:

<https://www.insurancepanda.com/team/>

18. Liz Kislik (2018). "Why There's So Much Conflict at Work and What You Can Do to Fix It." TEDx Talks (January 16, 2018). Retrieved from:

<https://www.youtube.com/watch?v=2l-AOBz69KU>

19. Linda Le Phan (n. d.), "12 Proven Communication Strategies for Remote Teams, According to Experts" Retrieved from: [https://www.compt.io/hr-](https://www.compt.io/hr-articles/communication-strategies-for-remote-teams)

[articles/communication-strategies-for-remote-teams](https://www.compt.io/hr-articles/communication-strategies-for-remote-teams)

20. Lifelong Learning Programme "Learning material on interpersonal conflict: Rahim's model". Retrieved from:

<https://www.mondodigitale.org/sites/default/files/Rahim-interpersonal-conflict.pdf>

21. Lewis Coser's (1956) "The Functions of Social Conflict" Retrived from:

<https://www.newfoundations.com/EGR/FunConflict.html>

22. "Lewis Coser and the theory of social conflict" (n.d.) Retrieved from:

[http://ccnet.vidyasagar.ac.in:8450/pluginfile.php/936/mod\\_resource/content/1/Coser.pdf](http://ccnet.vidyasagar.ac.in:8450/pluginfile.php/936/mod_resource/content/1/Coser.pdf)

23. Lewis Coser (1956) The Functions of Social Conflict. New York: The Free Press. Retrieved from:

<https://www.beyondintractability.org/bksum/coser-functions>

24. The Myers-Briggs Company (n. d.). Thomas-Kilmann Conflict Mode Instrument (TKI). Retrieved from:

<https://www.themyersbriggs.com/en-US/Products-and-Services/TKI>

25. The Psychometrics (n.d). “Thomas-Kilmann Conflict Mode Instrument.” Retrieved from:

<https://www.psychometrics.com/assessments/thomas-kilmann-conflict-mode/>

26. OpenStax College, Sociology 2e. OpenStax CNX (n.d.) “Introduction to Sociology”, Retrieved from:

<https://philsschatz.com/sociology-book/contents/m42918.html>

27. OpenOregon (n.d.) Psychology of Human relations” Chapter 9.1 Understanding Conflict Retrieved from:

<https://openoregon.pressbooks.pub/psychologyofhumanrelations/chapter/9-1-understanding-conflict/#:~:text=Conflict%20can%20occur%20at%20different,affective%20conflict%20and%20behavioral%20conflict.\\>

28. Overton, A., Lowry, A. (2013). Conflict management: Difficult conversations with difficult people. *Clin Colon Rectal Surg*, 26(04), 259-264.

29. Pollack Peacebuilding Systems (n.d.)“Workplace Conflict Statistics”

<https://pollackpeacebuilding.com/workplace-conflict-statistics/>

30. Pressbooks (2018) “Identifying and understanding how to manage conflict” Retrieved from:

<https://pressbooks.pub/leadershipandinfluencingchangeinnursing/chapter/chapter-11-identifying-and-understanding-how-to-manage-conflict/>

31. Raghu Krishnamoorthy (October 26, 2022) “What Great Remote Managers Do Differently” Retrieved from:  
<https://hbr.org/2022/10/what-great-remote-managers-do-differently>
32. Rahim’s Model. (Lifelong Learning Programme (n.d.).
33. Rice, S. (2000). Non-violent conflict management: Conflict resolution, dealing with anger, and negotiation and mediation. Berkeley: University of California at Berkeley, California Social Work Education Center.  
<https://www.oercommons.org/courseware/lesson/21446/overview-old>
34. Rocket Station (n.d.) Rocket Station Homepage. Retrieved from:  
<https://theorg.com/org/rocket-station/org-chart/robert-nickell>
35. Rozycki, E., Clabaugh, G. (1999). The functions of conflict in the context of schooling. Retrieved from:  
<https://www.newfoundations.com/EGR/FunConflict.html>
36. Resources for Employers (n. d.). Linda Lee Phan. Retrieved from:  
<https://resources.workable.com/author/linda-lephan/>
37. TEDxTalks (13 June 2023) “A hostage negotiator on how to resolve conflict” <https://youtu.be/jUF9sY4HvxY?si=L9UWI3sRBkR7bEX4>
38. The website of Karleen Savage (n.d.) <https://www.karleensavage.com>
39. Thomas C.Schelling (n.d.). “The Strategy of Conflict”, Retrived from:  
<https://iuristebi.files.wordpress.com/2011/07/d182d0bed0bcd0b0d181-d188d0b5d0bbd0bbd0b8d0bdd0b3->

[d181d182d180d0b0d182d0b5d0b3d0b8d18f-d0bad0bed0bdd184d0bbd0b8d0bad182d0b0.pdf](#)

40. “Workplace conflict and how can business can harness it to thrive” from CPP Global Conflict Human Capital Report, July 2008

[http://img.en25.com/Web/ CPP/Conflict\\_report.pdf](http://img.en25.com/Web/ CPP/Conflict_report.pdf)

41. University of South Florida Sarasota-Mantee (n.d.). “Psychology of Conflict” <https://www.sarasotamanatee.usf.edu/magazine/2020/the-psychology-of-conflict.aspx>

42. Udemy (February 2020). “Types of Leadership: Which Type of Leader Are You?” Retrieved from: [https://blog.udemy.com/types-of-leadership/?utm\\_s](https://blog.udemy.com/types-of-leadership/?utm_s)

43. Thrive (n.d). Executive leadership team. Retrieved from: <https://thriveagency.com/team-dev/>

44. Touval, S. and Zartman, I.W. (2006), “International mediation in the post-Cold War era”, in Crocker, C.A., Hampson, F.O. and Aall, P.R. (Eds), *Turbulent Peace: The Challenges of Managing International Conflicts*, United States Institute of Peace Press, Washington DC, pp. 427- 443.

45. To, A., Tran, T., Nguyen, K., Hoang, V., Thai, K. (2021). Applying conflict management styles to resolve task conflict and enhance team innovation. *Emerging Science Journal*, 5(5). Available at [www.ijournalse.org](http://www.ijournalse.org)

46. “Wheel of Conflict” developed by Christopher Moore and Bernie Mayer. (2012, Noël & Co. Inc.



47. Wang, N., Wu, G. (2020). A systematic approach to effective conflict management for program. *SAGE Open*, 10(1), January-March 2020. Available at: <https://doi.org/10.1177/2158244019899055>

48. Zhao, M. (2021). Kristin and William Schumacher of Uprising Food. *Authority Magazine*, Dec 5, 2021. Retrieved from: <https://medium.com/authority-magazine/kristin-and-william-schumacher-of-uprising-food-5-things-you-need-to-create-a-successful-food-5a0b54c353cf>

## LIST OF FIGURES

**Figure 1.** *Average number of hours per week spent on dealing with workplace conflict, by country. (Source: CPP, 2008, p.5)*

**Figure 2.** *How does conflict make you feel? (Source: CPP, 2008, p.7)*

**Figure 3.** *What are the main causes of conflict?(Source: CPP, 2008, p.10)*

**Figure 4.** *Thomas-Kilmann Conflict Mode Instrument (TKI) (Source: The Myers-Briggs Company)*

**Figure 5.** *Rahim and Bonoma's two-dimensional model of five styles of handling interpersonal conflict (Source: Lifelong learning programme)*

**Figure 6.** *The Wheel of Conflict (Bernie Mayer, 2012) Source: Noël & Co. Inc.*