**FEDERAL STATE BUDGET EDUCATIONAL**

**INSTITUTION OF HIGHER EDUCATION**

**“LOMONOSOV MOSCOW STATE UNIVERSITY”**

FACULTY OF ECONOMICS

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| «APPROVED»  Dean of the Faculty of Economics, MSU  professor \_\_\_\_\_\_\_\_\_\_\_\_\_ А.А.Auzan  «\_\_\_» \_\_\_\_\_\_\_\_\_\_\_\_2021 |
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**COURSE SYLLABUS**

**Course title:**

### Conflict management and negotiations

**Level of higher education:**

MASTER STUDIES

**Field of study:**

38.04.02. MANAGEMENT

**Mode of study:**

FULL-TIME

Course syllabus is considered and approved by

*the Educational and Methodological Council of the Faculty of Economics*

(minutes №\_\_\_\_\_\_\_\_\_\_, date)

Moscow 2021

The course syllabus is developed in accordance with the self-established MSU educational standard (ES MSU) for implemented main professional educational programs of higher education for Master’s degree in the field of study 38.04.02. Management

ES MSU is approved by the decision of MSU Academic Council dated December 28, 2020, minutes №7

Year (years) of enrollment: 2021 and forthcoming

1. **Place and status of the course in the structure of the Master program**

Course status: *elective*

Trimester: 5

1. **Course Prerequisites**

*This discipline is based on the knowledge and skills acquired as a result of studying following courses:*

* Foreign language

1. **Intended learning outcomes (ILO) of the course associated to the required competencies of the graduates**

|  |  |  |
| --- | --- | --- |
| **Competencies of graduates (codes)** | **Indicators of achievement of competencies** | **Intended learning outcomes of the course (module) associated to the required competencies of the graduates** |
| UC-4. Capable of organizing and managing the work of a team (group), developing and implementing a team strategy to achieve the goal | UC-4.I-1. Forms an effective team | UC-4.I-1.A-1. Able to distribute roles in a team taking into account the individual characteristics of the participants |
| UC-4.I-1.A-2. Able to set a clearly formulated task for each team member, taking into account his/her role |
| UC-4.I-1.A-3. Able to choose methods of organizing the work of the team, taking into account the specifics of the goal, time and other restrictions |
| UC-4.I-1.A-4. Able to plan the work of the team to achieve its goals and assess the necessary resources |
| UC-4.I-2. Coordinates and directs the activities of the team members to achieve the set goal, taking into account the peculiarities of the behavior of its participants, time and other restrictions | UC-4.I-2.A-1. Able to maintain an atmosphere of cooperation and achievement of goals in the team, showing the value of each participant's contribution |
| UC-4.I-2.A-2. Able to provide effective feedback to team members on intermediate and final results of work |
| UC-4.I-2.A-3. Able to identify conflicts that arise in the process of teamwork, and constructively manage them |
| UC-4.I-2.A-4. Able to use various types of communication to ensure effective interaction of team members, including virtual |
| PC-15. Capable of participating in project activities of an organization as a leader or a team member | PC-15.I-1. Interacts effectively at various levels in the course of organization's project activities | PC-15.I-2.A-1. Able to organize work, assign responsibilities and allocate resources when implementing a project in a cross-functional group |
| PC-15.I-2.A-2. Able to communicate effectively with team members during project work |
| SPC-1. Capable of managing services and divisions in companies of various forms of ownership at different stages of the business development lifecycle, including using modern digital technologies | SPC-1.I-1. Uses and adapts management principles, methods and styles to the specifics of organizations of various different forms of ownership at different stages of the business development lifecycle | SPC-1.I-1.K-1. Knows the characteristics of organizations of various types and forms, as well as the features of their development at different stages of the business life cycle |
| SPC-1.I-1.U-1. Able to adapt existing principles, methods and management styles to the specificity of a particular organization, taking into account the stage of its development and other factors |
| SPC-3. Capable of developing project solutions, business plans and business models using data analysis technologies, as well as developing proposals and activities for implementation of the developed projects and programs | SPC-3.I-1. Capable of developing various project solutions, business plans and business models | SPC-3.I-1.K-1. Knows main methods for developing project solutions and business plans, characteristics and features of implementation of main business models |
| SPC-4. Capable of evaluating the results of implementation of strategies and projects, conducting analytical research and carrying out consulting activity in the field of current issues in business development management based on data analysisданных | SPC-4.I-3. Carries out consulting activities in the field of current issues in business development management, including those based on data analysis methods | SPC-4.I-3.A-1. Able to identify preferences and formalize opinions of persons seeking consultation in the field of business development management |

1. **Workload of the course by types of activity**

The workload of the discipline is \_3\_ ECTS: \_108\_ academic hours, including \_52\_ academic hours of contact work with a professor, \_56\_ academic hours of self-directed studies.

1. **Learning format**  full-time, with the use of educational platform On.Econ
2. **Content of the course structured by topics (sections) indicating the number of academic hours allocated to them and types of training**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Title and brief content of sections and topics of the course (module),**  **Form of assessment for the course (module)** | **Total**  **(hours**) | Including | | | | | | |
| **Contact work (work in contact with a professor) *Types of contact work, hours*** | | | | **Student self-directed studies**  ***Types of self-directed studies, hours*** | | |
| Seminars | Group consultations | Individual consultations | **Total** | Preparation for classroom studies | Self-learning | **Total** |
| Topic 1. The role and significance of communications in post-industrial business and career success. Features of human perception and structure of the communication process. Goals, types, forms and channels of business communications. The concept of a suitable communication format. | 18 | 4 | - | 4 | 8 | 2 | 8 | 10 |
| Topic 2. Oral communication techniques: rapport, active listening. Features of implementing techniques in oral and written formats. Features of communications with the" off " visual channel. Written business communications. | 16 | 4 | - | 4 | 8 | 2 | 6 | 8 |
| Topic 3. Emotions as the factor and the result of communication. The role of subjects' emotions in business results. Features of business communication with different personality types. Boundaries of the psychological norm in business communications. | 14 | 8 | - | 4 | 12 | 2 |  | 2 |
| Topic 4. Manipulation and psychological pressure in business communications. Managing stress in conflict communications. The role of values, beliefs, expectations, and attitudes in communications. | 16 | 4 | - | 4 | 8 | 2 | 6 | 8 |
| Topic 5. Communication in groups. The concept of a group. Small and large groups. Group effects in communications | 6 | 4 | - | - | 4 | 2 |  | 2 |
| Current certification:  *hometasks* | 4 |  | - | 4 | 4 |  |  |  |
| Current certification:  Studying project | 24 |  | - | 4 | 4 |  | 20 | 20 |
| Intermediate certification:  *Studying project presentation* | 10 | 4 | - |  | 4 |  | 6 | 6 |
| **Total** | 108 | 52 | | | | 56 | | |

**Brief content of the course topics**

**Topic 1.** Human-centricity and personal strategies as the basis of post-industrial business. Features of human perception and structure of the communication process. Goals and types of business communications. Reflection as a tool for personal and organizational development.

**Course literature:**

1. Abdul'manov S., Borisov D., Kibkalo D. «Biznes kak igra» Mann, Ivanov i Ferber; M.; 2016

2. Emel'yanov E.N., Povarnicyna S.E. «Psihologiya biznesa». M.: Armada, 1998.

3. Krol' L.M., E.L. Mihajlova «CHelovek-orkestr: mikrostruktura obshcheniya». M.- TOO «Nezavisimaya firma «Klass», 1999

4. Krasnostanova M. V. «Psihologicheskie aspekty vnedreniya innovacij i izmenenij v rabotu sovremennyh organizacij». M., 2019.

5. Laundes L. «Kak govorit' s kem ugodno i o chem ugodno. Navyki uspeshnogo obshcheniya i tekhnologii effektivnyh kommunikacij». M., 2007

6. Lefevr V.A. «Refleksiya». M.,2003

7. Rozencvejg Fil. Effekt Oreola. …i drugie vosem' illyuzij, vvodyashchie menedzherov v zabluzhdenie. BestBusinessBooks, 2008

8. Sorokoumov A. «Strategii uspekha v epohu peremen». Ekaterinburg, 2006

**Topic 2.** Communication techniques: rapport, lead, completion, active listening. Psychological characteristics and personality types. Psychological norm, character, accentuations and borderline States of the individual in the business-communicative context.

**Course literature:**

1. Krasnostanova M. V. «Psihologicheskie aspekty vnedreniya innovacij i izmenenij v rabotu sovremennyh organizacij». M., 2019.

2. Laundes L. «Kak govorit' s kem ugodno i o chem ugodno. Navyki uspeshnogo obshcheniya i tekhnologii effektivnyh kommunikacij». M., 2007

3. Leongard K. Akcentuirovannye lichnosti. – Rostov-na-Donu: Feniks, 1997.

**Topic 3.** Emotions as a factor and result of communication. The influence of emotional intelligence on the economic results of organizations.

**Course literature:**

1. Krasnostanova M. V. «Psihologicheskie aspekty vnedreniya innovacij i izmenenij v rabotu sovremennyh organizacij». M., 2019.

2. Psihologiya Uchebnik pod redakciej B.A. Sosnovskogo, M. 2008

3. Rubinshtejn S.L. Osnovy obshchej psihologii. SPb., 2000.

4. SHabanov S. Aleshina A. «Emocional'nyj intellekt. Rossijskaya praktika». M.,2014.

**Topic 4.** Manipulation and psychological pressure in business communications. Managing stress in communications (conflicts). Mental States of the individual as a factor of effective communication. Concepts of self-efficacy (A. Bandura) and learned helplessness (M. Seligman).

**Course literature:**

1. Kirillov I. O. Stress-serfing. M., 2013

2. Psihologiya Uchebnik pod redakciej B.A. Sosnovskogo, M. 2008

3. Sel'e G., Stress bez distressa, per. s angl., M., 1979;

4. Sidorenko E. V. «Trening vliyaniya i protivostoyaniya vliyaniyu». Spb, 2004 (glavy 1-6).

5. CHaldini R. Psihologiya vliyaniya». M., 2016

**Topic 5.** Values, beliefs, attitudes, needs, goals, and motivation in communications.

**Course literature:**

1. Kovi Stiven R. «7 navykov vysokoeffektivnyh lyudej. Moshchnye instrumenty razvitiya lichnosti», 2-e izd., M., Al'pina Biznes Buks: 2007

2. Ketlin K., Metyuz D. Put' sobstvennika – M., 2007

3. Harskij K. Cennostnoe upravlenie dlya biznesa. M., 2019

4. Prigozhin A.I. «Celi i cennosti» M., 2010

5. Frankl V. «CHelovek v poiskah smysla». M., 1985

1. **Assessment tools to assess the course learning outcomes** 
   1. **Sample assessment tools:**

|  |  |
| --- | --- |
| **Learning outcomes of the course** | **Types of assessment tools** |
| UC-4.I-1.A-1. Able to distribute roles in a team taking into account the individual characteristics of the participants | Classroom tasks  Self-directed tasks 1-3  Final work |
| UC-4.I-1.A-2. Able to set a clearly formulated task for each team member, taking into account his/her role |
| UC-4.I-1.A-3. Able to choose methods of organizing the work of the team, taking into account the specifics of the goal, time and other restrictions |
| UC-4.I-1.A-4. Able to plan the work of the team to achieve its goals and assess the necessary resources |
| UC-4.I-2.A-1. Able to maintain an atmosphere of cooperation and achievement of goals in the team, showing the value of each participant's contribution |
| UC-4.I-2.A-2. Able to provide effective feedback to team members on intermediate and final results of work |
| UC-4.I-2.A-3. Able to identify conflicts that arise in the process of teamwork, and constructively manage them |
| UC-4.I-2.A-4. Able to use various types of communication to ensure effective interaction of team members, including virtual |
| PC-15.I-2.A-1. Able to organize work, assign responsibilities and allocate resources when implementing a project in a cross-functional group |
| PC-15.I-2.A-2. Able to communicate effectively with team members during project work |
| SPC-1.I-1.K-1. Knows the characteristics of organizations of various types and forms, as well as the features of their development at different stages of the business life cycle |
| SPC-1.I-1.U-1. Able to adapt existing principles, methods and management styles to the specificity of a particular organization, taking into account the stage of its development and other factors |
| SPC-3.I-1.K-1. Knows main methods for developing project solutions and business plans, characteristics and features of implementation of main business models |
| SPC-4.I-3.A-1. Able to identify preferences and formalize opinions of persons seeking consultation in the field of business development management |

* 1. **Course assessment criteria (scores):**

|  |  |
| --- | --- |
| **Types of assessment tools** | **Score** |
| Classroom tasks | 78 (13\*6) |
| Self-directed task 1 | 13 |
| Self-directed task 2 | 13 |
| Self-directed task 3 | 16 |
| Final work | 30 |
| **Total** | **150** |

* 1. **Grade for the course is determined based on the following criteria:**

|  |  |  |
| --- | --- | --- |
| **Grade** | **Minimum score** | **Maximum score** |
| *Excellent* | 127,5 | 150,0 |
| *Good* | 97,5 | 127,0 |
| *Satisfactory* | 60,0 | 97,0 |
| *Failed* | 0,0 | 59,5 |

**Note:** in case a student’s score obtained during the trimester is less than 20% of the maximum score of the discipline, the following rule of passing the course should be applied at the midterm assessment (and further re-examination): ‘a student can obtain only a satisfactory mark and only in case she/he receives for the midterm assessment, including all the course material, no less than 85% of the score allocated to this assessment’.

* 1. **Typical tasks and other materials necessary to assess the learning outcomes:**

Modelling the scale of assessment of communicative competence and the formation of behavioural patterns. Analysis of video clips. Modelling behavioural examples of manipulative communications in business and their recognition. Forming a classification of values that affect the quality of business communications. Group project on the subject of the course (essay on the read sources, presentation).

* 1. **Methodological guidelines and assignment requirements:**

Project requirements: in a research group of 2-4 people (there should be 3 group projects for the entire group), do the following:

1. find and filter modern foreign and Russian research (articles, Internet resources, books) on the topic of communications in business (marketing, management, psychology, etc.), published no later than 2005. Total of at least 5 sources;

2. write an abstract on them with a volume of at least 13-17 pages, 1.5 spacing, 12 font;

3. prepare a presentation with slides on this essay lasting 5-7 minutes.

Evaluation criterion:

* New sources found
* Percentage of author's text
* Link content to the course you listened to
* Slide design and consistency

1. **Resources**
   1. **List of main and additional literature**

**Course literature**:

1. Abdul'manov S., Borisov D., Kibkalo D. «Biznes kak igra» Mann, Ivanov i Ferber; M.; 2016
2. Al'tshuller G., Vertkin I. «Kak stat' geniem: zhiznennaya strategiya tvorcheskoj lichnosti», M.: 1994.
3. Emel'yanov E.N., Povarnicyna S.E. «Psihologiya biznesa». M.: Armada, 1998.
4. Zvereva N. « YA govoryu –menya slushayut». M., 2012
5. Krasnostanova M. V. «Psihologicheskie aspekty vnedreniya innovacij i izmenenij v rabotu sovremennyh organizacij». M., 2019.
6. Ketlin K., Metyuz D. Put' sobstvennika – M., 2007
7. Laundes L. «Kak govorit' s kem ugodno i o chem ugodno. Navyki uspeshnogo obshcheniya i tekhnologii effektivnyh kommunikacij». M., 2007
8. Lefevr V.A. «Refleksiya». M.,2003
9. Prigozhin A.I. «Celi i cennosti» M., 2010
10. Rozencvejg Fil. Effekt Oreola. …i drugie vosem' illyuzij, vvodyashchie menedzherov v zabluzhdenie. BestBusinessBooks, 2008
11. Frankl V. «CHelovek v poiskah smysla». M., 1985
12. Harskij K. Cennostnoe upravlenie dlya biznesa. M., 2019
13. SHabanov S. Aleshina A. «Emocional'nyj intellekt. Rossijskaya praktika». M.,2014.

**Additional Literature (for preparing analytical notes):**

1. Abdul'manov S., Borisov D., Kibkalo D. «Biznes kak igra» Mann, Ivanov i Ferber; M.; 2016
2. Al'tshuller G., Vertkin I. «Kak stat' geniem: zhiznennaya strategiya tvorcheskoj lichnosti», M.: 1994.
3. Emel'yanov E.N., Povarnicyna S.E. «Psihologiya biznesa». M.: Armada, 1998.
4. Zvereva N. « YA govoryu –menya slushayut». M., 2012
5. Krasnostanova M. V. «Psihologicheskie aspekty vnedreniya innovacij i izmenenij v rabotu sovremennyh organizacij». M., 2019.
6. Ketlin K., Metyuz D. Put' sobstvennika – M., 2007
7. Laundes L. «Kak govorit' s kem ugodno i o chem ugodno. Navyki uspeshnogo obshcheniya i tekhnologii effektivnyh kommunikacij». M., 2007
8. Lefevr V.A. «Refleksiya». M.,2003
9. Prigozhin A.I. «Celi i cennosti» M., 2010
10. Rozencvejg Fil. Effekt Oreola. …i drugie vosem' illyuzij, vvodyashchie menedzherov v zabluzhdenie. BestBusinessBooks, 2008
11. Frankl V. «CHelovek v poiskah smysla». M., 1985
12. Harskij K. Cennostnoe upravlenie dlya biznesa. M., 2019
13. SHabanov S. Aleshina A. «Emocional'nyj intellekt. Rossijskaya praktika». M.,2014.

**8.2. List of licensed software**

##### Package of Software ‘Microsoft Office’

**8.3. List of professional databases and information referral systems**

Institutional subscription resources of the Faculty of Economics, MSU;

**8.4. List of Internet resources (if necessary)**

on.econ.msu.ru

**8.5. Description of material and technical support**

For the appropriate organization of classes the following equipment is needed: microphone, projector, flip chart, markers, Internet access.

1. **Language of instruction:**

For the appropriate organization of classes the following equipment is needed: microphone, projector, flip chart, markers, Internet access.

1. **Professor (professors):**

Krasnostanova M.V., Savizkii R. S.

**Syllabus authors:**

Krasnostanova M.V., Savizkii R. S.