

## CONFLICT MANAGEMENT METHODS AND REGULATION FEATURES

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**Introduction.** The concept of "conflict" comes from the Latin word "conflict", which literally means "conflict, serious disagreement, dispute". According to the most common definition, a conflict is a social situation in which two or more parties are trying to pursue their opposite interests or incompatible goals.

It should be noted that conflict is one of the indisputable facts of social relations and the driving force of social change.

**Methodology.** In the course of the research and for the generalization and presentation of its results, philosophical-channel, pedagogical, sociological, conflictological literary methods of analysis, historical–reflexive, conceptual-reflexive, as well as theoretical and empirical methods of analysis and comparison, formulation, generalization and systematization were used.

**Scientific novelty.** The features of the correlation and interdependence of the main components of personality conflict are revealed, at the same time, the features of working capacity in a complex system of interrelated components were considered as a constructive factor affecting personality conflict. The constructive and destructive factors that cause personality conflict and influence the development of a conflict situation, as well as the features of the ratio of working capacity and emotional, personal and behavioral characteristics of the individual are revealed.

**Literature review.** Conflict promotes action-from the first clash of opposing forces to the resolution and completion of the struggle. The most characteristic form of conflict in the country with the plot is the confrontation of positive and negative characters expressing the struggle within socio-political forces (for example, the struggle of David of Sassoun and Msra Melik in the epic "David of Sassoun"). This form of conflict is characteristic of epic and especially dramatic works, which usually depict heroes performing in action and struggle. Conflict can also manifest itself in the psychology of cha-

racter, emotions and moods (for example, Hamlet (from Shakespeare's tragedy "Hamlet"), in addition to open confrontation with the outside world, also lives in a tense mental state of internal, acute struggle, doubt and hesitation). The basis of a lyrical work is often an irreconcilable opposition of the poet's ideal and the environment, but not to external conflicts, but to internal dramatic experiences (for example, the tragic experiences arising from the aspirations of the lyrical hero and the opposition to reality in P. V. Duryan's, Teryan's poems). The theory of conflict was first thoroughly developed by G. Hegel. According to him, "the confrontation in the situation" creates the possibility and necessity of the actions of the acting forces representing the conflict. [Mirzoyan, 2005, 16-17]. According to N. Leonov, conflict as a process is gradual and dynamic in nature and has the following structure: the emergence of conflict, the development of conflict, partial or complete resolution of the conflict.

As noted by R. Krichevski and Y. Dubovskaya, three main stages of the conflict development can be distinguished:

1. the latent phase (pre-conflict situation),
2. the open phase of the conflict,
3. the stage of resolution (completion) of the conflict:

Each conflict can be associated with both the psychological characteristics of the conflicting parties, as well as with a specific right, conditions and other factors. That is, the conflict cannot be resolved without the consent or compromise of the parties. And it is on this that the result of the conflict depends, which can have: a positive or negative impact, a constructive or destructive conclusion.

**Analysis.** In the practical activity of any organization, it is necessary to organize the process of conflict management, that is, it is necessary to analyze and manage them.

Many experts in management and personnel management do not pay the necessary attention to this issue.

Practical management of the conflict process is a generalized direction of the implementation of means (methods) of managing conflict processes within the organization. The issue of the methodology of influencing the conflict is the most problematic, since it is the methodology that determines the direction of the methods and technologies used, which makes it possible to purposefully influence the conflict process.

To do this, methods and technologies must be effective. Often the selected (defined) method cannot be changed later. The time period does not allow this to happen as the conflict changes, that is, at this particular point it differs from what is at the previous and next points.

In practice, an inefficient conflict management organization can lead to the expenditure of large resources, increase risks for the organization, and also become an unmanageable conflict.

The main organizational methods used in the practice of conflict management include:

- The method of organizing the conflict process,
- Method of motivating conflict processes,
- Method of planning conflict processes,
- Method of managing conflict processes

These methods include all actions aimed at purposefully influencing conflicts, and therefore constitute an effective conflict management organization system.

Methods of managing conflict processes in practice can be applied both separately and systematically:

At the same time, in a certain case, these methods directly depend on the specifics of the organization, process, etc.

Conflicts that carry out functional, dysfunctional and cognitive functions are an inevitable component of modern society that requires a professional approach.

The causes of conflicts can be objective and subjective.

Objective reasons include those factors of the conflict environment that lead to a conflict of motives, interests, interests, opinions, positions of the conflicting parties.

Limited resources, improper distribution of rights and responsibilities, shortcomings in monitoring activities, communication gaps are identified as the objective cause of the conflict. Subjective factors are primarily related to such individual characteristics of the conflicting parties that encourage them to choose a conflict, and not another solution to the problem or contradiction. [Svetlov, 2011, 111-113].

For a more complete understanding of the content of conflict resolution, it is necessary to remember that settlement, like conflict, at any level, whether interpersonal or international conflict, acts as a complex process unfolding over time, having its own starting and ending points. The time characteristics of regulation can be expressed in different units of measurement depending on the specific type and complexity of the conflict:

Thus, the settlement of an interpersonal conflict can be carried out within a few weeks and measured within a few days, while the process of resolving a number of international conflicts takes a very long time and can have tens of years as a unit of mea-

surement. However, every conflict process goes through certain stages of settlement. [Krychevsky, 1993, 52].

Let's try to identify the most general and complete stages of conflict resolution: the stabilization stage, the communication stage, the negotiation stage, the implementation stage.

The first two stages do not involve joint actions of the parties, but their importance in the settlement is enormous.

The main objectives of the first stage of stabilization are the prevention and cessation of violence, prevention of further escalation of the conflict, stabilization of the overall situation. At this stage, the conflict ceases to be arbitrary and becomes more manageable, even if it is not finally resolved later. At this stage, working with the conflict, it should be remembered that the truce does not yet imply the mandatory adoption of a further bilateral regulatory agreement. The stabilization phase can occur quite quickly, it can take several months or years. [Vorozheykin I. Ye., Kibanov A.Ya., Zakharov, 2003, 132-134].

Secondly, the communication stage is aimed at solving the tasks of establishing a dialogue and preparing negotiations. The parties should move from unilateral decisions to the adoption of bilateral decisions, which implies, first of all, the establishment of bilateral feedback. At this stage, in addition to creating communication links and labor relations, a search for a negotiation space is carried out.

The negotiation stage is a discussion of the main contacts, the positions of the parties and the main contradictions. At the last stage of the conflict settlement, the implementation of the agreements reached is ensured. Very often, a regulatory agreement that has already taken place does not come to life. The parties do not fulfill their obligations.

Various studies of the regulatory process have made it possible to identify two of its main principles. The first principle refers to the gradual settlement of conflicts, which is typical for all settlement measures.

According to the principle of gradualness, the primary condition for effective regulation is gradual development. An attempt to move from violent conflict directly to joint action is doomed to failure from the very beginning [Nazaryan, 2016, 61-63].

A gradual approach makes it possible to study in detail the situation, positions and behavior of the parties, prepare them for the development of joint steps or negotiations, form options for possible settlement agreements and only then turn to the final regulatory decision.

The principle of gradualness also concerns the gradual discussion and settlement of existing contradictions, that is, only after making sure of the implementation of some agreements, you can proceed to the formulation of the following agreements. The next principle inherent in the conflict resolution process is synchronicity (synchronicity), due to the mandatory two-sidedness of the conflict. Any conflict, as is known, presupposes the presence of at least two opposing sides, whose interaction is the driving force of the conflict process. The conflict settlement process, merging with the course and development of the conflict, assumes that the conflicting parties must necessarily be at the same stage of the settlement process. If one of the parties returns to the previous stage as a result of certain initiatives, the other party, as a rule, also proceeds to the previous stage. This principle is especially important in terms of organizing negotiations, because in such a situation, when one of the parties is no longer ready to negotiate and, accordingly, move to the negotiation stage, the opposite side is also forced to return to the negotiation stage.

**Conclusion.** Usually, the conflict is based not only on one reason, it is a combination of several reasons, some of which may not even be understood by the conflicting parties or one of the parties. Thus, the cause of the conflict is not only biological, social or psychological factors separately, but also their combined impact.

Any conflict has both its causes, object, course, conditions of development, and its completion. Negotiations, discussions, concessions, reconciliation are important in resolving the conflict. Naturally, these means cannot be imagined without communication, without speech and language. The practical method of organizing a conflict process assumes a certain influence on the conflict process. Within the framework of the method, technologies aimed at changing the process are used. The method also assumes an active, purposeful impact on the conflict process. In practice, this method is the main one. For example, it can be applied using technology such as the imposition of sanctions.

The technology of applying sanctions means influencing the conflict in such a way that the necessary behaviors are proposed in this situation and sanctions are applied in case of non-compliance. A person is quite complex as an object of influence and execution, so an employee may not obey the methods of the organization, although after that sanctions will be applied against him.

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Thus, the effectiveness of conflict management in the organization became the subject of study, which is conditioned by the use of methods aimed at improving the activities of the organization, as well as the performance of the staff. In case of ineffective management of conflicts, the organization may lose the ability to control the conflict situation, human and material resources and generally increase the risks. Conflict management is the ability to take action to understand and resolve a conflict situation. Each individual must find his or her own way of expressing behavior in a conflict situation her own method of managing conflicts. Regular training and imitation games can help you to choose effective tactics and methods in conflict situations; to acquire conflict resolution skills. Conflicts in organizations are manifested in different ways, which can be based on the conflict of conflicting interests of the individual and the organization. Especially in labor relations and in processes and processes the clash of different organizational cultures, values and creative ideas can be conflicting, affecting individual, organizational efficiency and productivity. However, this conflict can be a signal for the parties to the conflict to rethink their activities and values, as well as to improve working relationships. And finally, conflict is one of the inevitable realities of public relations - the driving force of social change.