

## PSYCHOLOGICAL ASPECTS IN THE MANAGEMENT OF INTERPERSONAL CONFLICTS

### ПСИХОЛОГІЧНІ АСПЕКТИ В УПРАВЛІННІ МІЖСОБИСТІСНИМИ КОНФЛІКТАМИ

*The problem of conflicts arising in person's life is one of the most topical issues in the system of humanities and social sciences. The tradition of collecting conflictological ideas has a centuries-old history. Conflicts arising with early human communities were not the subject of scientific research for a long time, although some interesting ideas about them can be found in the most ancient sources. Over time, with the change of life conditions, conflicts and public's attitude towards them also changed. Conflict is not always negative or unproductive; sometimes it can lead to a deeper understanding. Its settlement can lead to a mutually beneficial solution and a healthier relationship. Research shows that bad relationships can have a stronger impact on people's lives than positive ones. Sometimes interpersonal conflicts can be caused by intrapersonal conflicts. In an intrapersonal conflict, a person is torn between two opposing, mutually exclusive thoughts and tries to make an optimal decision. Interpersonal conflict usually occurs during interaction when there are incompatible goals, opposing points of view, as well as alleged interference by others in achieving goals. Stereotypes formed due to a lack of information prevent a person from accepting others fully. One of the most common methods of diagnosing person's behavior during conflict situations is "Thomas-Kilmann Conflict Mode Instrument – TKR-R" of Thomas Kenneth, and American psychologist Buss-Durkee's "Hostility Inventory, BDI" survey for detecting levels of aggression and hostility. Along with the differences between hostility and aggression based on the used methods, the experimental results of the expression of the five main styles of behavior during conflicts are reflected in this article. Hostility is defined as a hidden reaction to negative evaluation of people and events. The further differentiation was carried out in the direction of separation of subclasses within hostility and aggression. Differences in preferred and unacceptable conflict management styles are highlighted as well.*

**Key words:** conflict interaction, interpersonal communication, behavioral styles, aggression, hostility.

*Проблема конфліктів, що виникають у житті людини, є однією з найактуальні-*

*ших у системі гуманітарних і соціальних наук. Традиція колекціонування конфліктологічних ідей має багатовікову історію. Конфлікти, що виникли з ранніми людськими спільнотами, довгий час не були предметом наукових досліджень, хоча деякі цікаві думки про них можна знайти в найдавніших джерелах. Із часом зі зміною умов життя змінювалися і конфлікти, і ставлення до них суспільства. Конфлікт не завжди є негативним або непродуктивним; іноді це може призвести до глибшого розуміння. Його врегулювання може призвести до взаємовигідного вирішення та здоровіших відносин. Дослідження показують, що погані стосунки можуть мати сильніший вплив на життя людей, аніж позитивні. Іноді причиною міжособистісних конфліктів можуть бути внутрішньоособистісними конфліктами. У внутрішньоособистісному конфлікті людина розривається між двома протилежними, взаємовиключними думками і намагається прийняти оптимальне рішення. Міжособистісний конфлікт зазвичай виникає під час взаємодії, коли є несумісні цілі, протилежні точки зору, а також нібито втручання інших у досягнення цілей. Сформовані через брак інформації стереотипи заважають людині повноцінно сприймати інших. Одними з найпоширеніших методів діагностики поведінки людини під час конфліктних ситуацій є «Інструмент конфліктного режиму Томаса-Кілмана – TKR-R» Томаса Кеннета та опитування «Інвентаризація ворожості, BDI» американського психолога Басса-Деркі. Поряд із відмінностями між ворожнечею та агресією за використаними методами у статті відображено експериментальні результати вияву п'яти основних стилів поведінки під час конфліктів. Ворожість визначається як прихована реакція на негативну оцінку людей і подій. Подальша диференціація здійснювалася в напрямі виділення підкласів у межах ворожості та агресивності. Також виділено відмінності в бажаних і неприйнятних стилях управління конфліктами.*

**Ключові слова:** конфліктна взаємодія, міжособистісне спілкування, стилі поведінки, агресія, ворожість.

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**Introduction.** Conflicts arise during the process of interaction of individuals and their communication with each other. Disagreements between people, misunderstandings in the perception and evaluation of certain events often result in various arguments. Besides that, if the current situation threatens to achieve the goal for at least one of the participants in the interaction, then a conflict situation is unavoidable. As a rule, a conflict situation arises before any conflict, but not every situation leads to a conflict [2, p. 224]. Conflict occurs only when the balance of interests

of the participants in the interaction is broken. For such a situation to turn into a conflict an external influence, impulse or incident is needed. It should also be noted that the existence of an object of conflict is not necessary for a conflict situation to arise, the conflict may already begin. Bad moods, hate for a workmate, and a lack of sympathy towards each other can lead to conflicts. However, this does not reduce the level of interaction and complexity of conflict resolution [5]. Humans are social in nature. Every person over time becomes a member of different teams, within each of

these teams he socialized and becomes part of the social network. Therefore, it is not surprising that the quality of interpersonal relationships has an important impact on perception and human behavior [6].

Interpersonal conflicts arise between people who meet for the first time, and between people who communicate constantly. In both cases, an essential role in the personal perception of partners plays in relationships. People have very different characters, values, expectations, and attitudes to problem-solving [7, p. 124]. The problem of conflict has been studied by scientists in different periods both in terms of its personal determinants and situational components, as well as in terms of identifying conflict types, determining behavioral styles and its social role. The theoretical-methodological basis of the work is based on the theoretical and methodological approaches in the study of social conflicts, which are widely featured in the works of the founders and classics of conflictology, such as K. Levin, G. Zimmel, D. Moreno, K. Horney, K. Jung, J. Mouton, R. Likert, M. Deutsch, D. Scott, M. Follett, M. Sherif, N. Grishina, B. Hasan, W. Lincoln, and etc [10]. Azerbaijani psychologists such as A. S. Bayramov, A. A. Alizade, V. A. Yusifli, U. A. Shafiyev, S. I. Seyidov, Sh. T. Nuruzade and others were engaged in the study of the conflict problem from the socio-psychological aspect.

Among the main directions of conflict research, the following are noted: psychoanalytic (Z. Freud, A. Adler, E. Fromm); sociotropic (U. McDougall, S. Sigele, etc.); ethological (K. Lorenz); theory of group dynamics (K. Levin, L. Lindsey); behavior (A. Bass, A. Bandura); sociometric (D. Moreno, G. Gurvich); interactionist (D. Mead, T. Shibusani, D. Spiegel) [13, p. 738]. The subchapter also analyzes the difference between the concepts of "conflict situation", "conflict party", "subject" and "participant" of the conflict.

#### **Organization and conduct of the research**

The aim of our research is to determine the choice of behavioral strategies in interpersonal conflicts. The research was carried out in 4 stages. In the first stage, the structure of the research was formed, then it was determined how and where it will be performed, as well as what tests will be used. It was decided that the aggression questionnaire of A. Bass and A. Darkan would use the Thomas-Kilmann methodology, as well as clinical observation and demographic indicators, to determine the leading behavior in a conflict situation. The third stage is the stage of research performance. In the last stage, after the completion of the research, its results were analyzed, the data were placed in the SPSS program and the statistical results were analyzed.

The research was conducted with the participation of students of different classes and specialties of the University, employees of the

National Academy of Sciences, and a number of representatives of business organizations in Azerbaijan. The research included a total of 363 participants. 186 of them were women and 177 were men. The number, percentage, average, standard deviation, minimum, maximum values and interval of change were indicated during the processing of the survey results with the participants for the analysis of socio-demographic characteristics. Firstly, the dependent and independent groups of the research participants were identified. It was then observed whether there was a normal distribution in these groups. The Kholmogorov-Smirnov test was used to determine whether the data showed a normal distribution. Once this was determined, the groups that did not show a normal distribution in the two independent group comparisons were analyzed by the Mann-Whitney U test. During the comparison of no more than two independent groups the results were determined by the Kruskal-Wallis H test for groups that did not show a normal distribution. The relationship between the two variables was analyzed by Pearson and Spearman correlation. When  $p < 0.05$ , the result was considered statistically significant. The data in this research were analyzed using the IBM SPSS (Statistical Package for the Social Science) version 22 package program. In the end, the information obtained in the fourth stage was collected and put into the form of dissertation work.

#### **Interpretation of the obtained results**

The research used the aggression questionnaire of A. Bass and A. Darkan and the Thomas-Kilmann method to determine the leading behavior in a conflict situation. The number of participants of the research was 363. It is known that 186 participants were women and 177 were men. The following table shows the socio-demographic characteristics of the participants. The average age of the research participants is 20.5. The younger participant was 16, and the oldest was 37 years old. According to the results of the research, 51.2 % of research participants were women and 48.8 % were men. Looking at the level of education of the participants, it is known that 36.1 % have graduated from higher education, and 63.9 % are currently studying and are students. Social status of the research participants was as follows: 83.2 % were single and 16.8 % were married. In terms of employment, 74.7 % were students, 10.2 % were academic researchers, 6.6 % were business people and 8.8 % were social workers.

The chart below shows the gender distribution and the level of education of the research participants. It was determined that 20.1 % of the women participating in the research had higher education, and 31.1 % had incomplete higher education. 16 % of men have graduated and 32.8 % are still studying at university.

Table 1

**Sociodemographic features of the research participants**

		Number	%
Gender	Woman	186	51.2 %
	Man	177	48.8 %
Education	Higher	131	36.1 %
	Incomplete higher	232	63.9 %
Social status	Single	302	83.2 %
	Married	61	16.8 %
Place of residence	City center	205	56.5 %
	Outskirts of the city	158	43.5 %
Employment area	Student	270	74.7 %
	Academic worker	37	10.2 %
	Businessman	24	6.6 %
	Social area	32	8.8 %
Total		363	100 %

The 2nd chart shows the classification of participants by gender and employment. It was determined that 39.4 % of the students participating in the research were women, 4.1 % from the social sphere, 2.5 % from business, and 5.2 % from science. 35 % of men were students, 4.7 % from the social sphere, 4.1 % from business and 5 % were from science.

The following chart shows the results of the Thomas-Kilmann methodology for determining the leading behavior in a conflict situation. The methodology includes scales of competition, cooperation, compromise, avoidance and adaptation. Each of the scales was rated as weak, medium, or high accordingly. From the competition scale we can see that, 63.3 % of participants gave poor results, 34.2 % gave

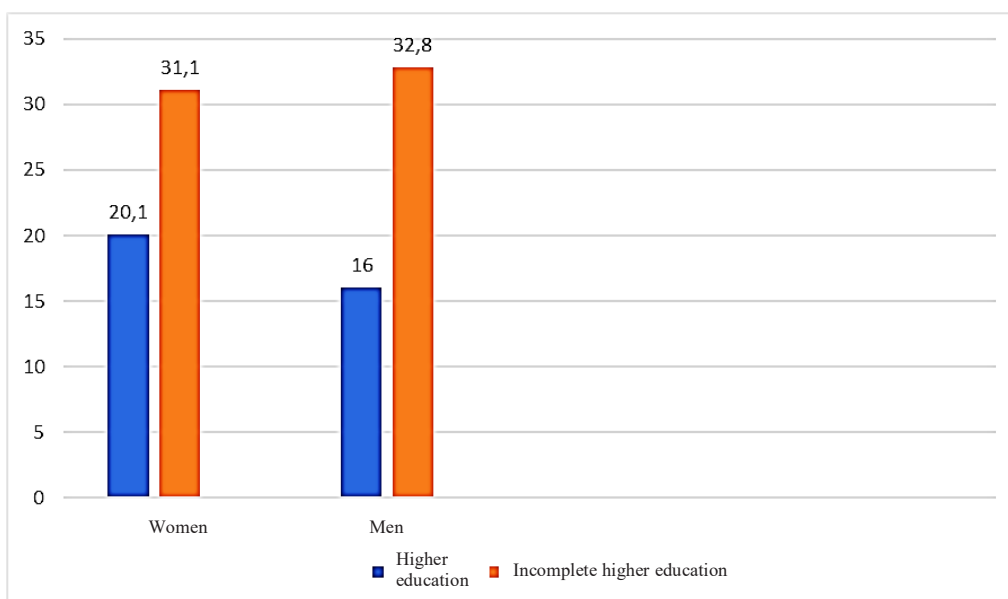
average results, and 2.5 % gave high results. On the cooperation scale, 20.3 % gave poor results, 75.9 % gave average results, and 3.8 % gave high results. On the compromise scale, 20.9 % of the research participants gave poor results, 72.8 % gave average results, and 6.3 % gave high results. The results of the abduction scale were identified as 16.5 % weak, 68.4 % medium, and 15.2 % high. The results of the adaptation scale were 18.4 % weak, 67.1 % medium and 14.6 % high.

Table 2

**Results of the research participants according to scales of “Thomas-Kilmann Methodology for Determining Leading Behavior in a Conflict Situation”**

	Weak	Medium	High	
Competition	63.3 %	34.2 %	2.5 %	100 %
Cooperation	20.3 %	75.9 %	3.8 %	100 %
Compromise	20.9 %	72.8 %	6.3 %	100 %
Avoidance	16.5 %	68.4 %	15.2 %	100 %
Adaptation	18.4 %	67.1 %	14.6 %	100 %

Table 3 also compares the genders with the scales of the Thomas-Kilmann methodology for determining leading behavior in conflict situations. On the competition scale, men performed better than women on the “weak” and “high” points. In the average response, women showed higher results. According to the results of the cooperation scale, men gave high results in the weak and medium points, and women in the high points. On the compromise scale, women gave high results in the weak and high points, and men in the middle point. On the avoidance scale, men showed high results in the weak and medium points, and women in the high points. On the adaptation scale, women



**Chart 1. Gender and education level of the research participants**

gave high results in the weak point and men in the medium and high points.

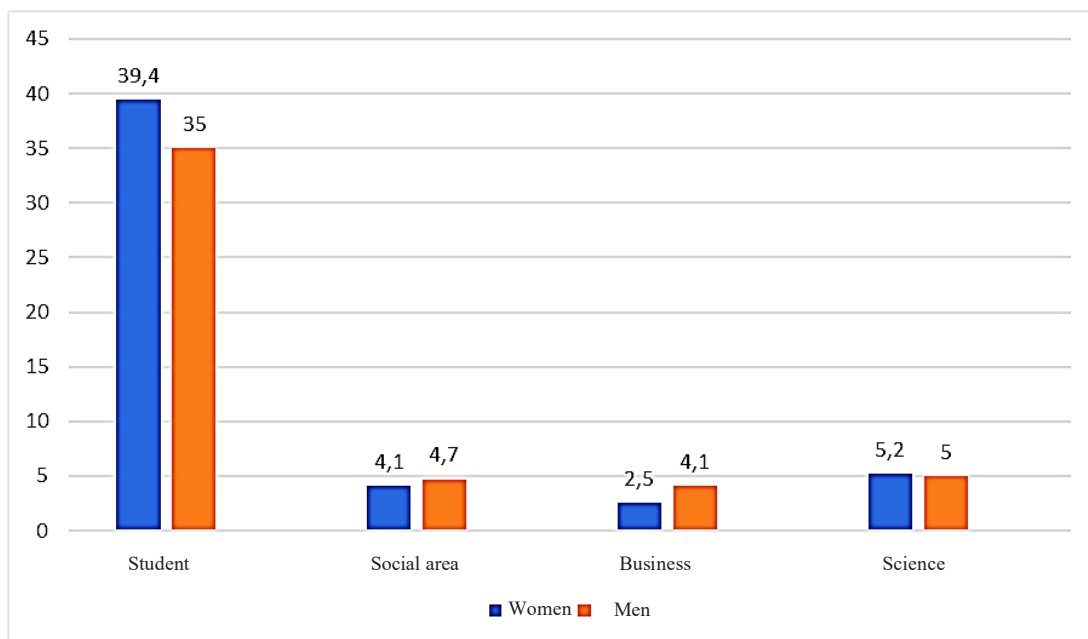
**Table 3**  
**Comparison of the research participants with the results of the “Thomas-Kilmann methodology for the determination of leading behavior in conflict situations”**

		Women	Men	
Competition	Weak	61.0 %	65.8 %	100 %
	Medium	37.8 %	30.3 %	
	High	1.2 %	3.9 %	
Cooperation	Weak	19.5 %	21.1 %	100 %
	Medium	75.6 %	76.3 %	
	High	4.9 %	2.6 %	
Compromise	Weak	22.0 %	19.7 %	100 %
	Medium	69.5 %	76.3 %	
	High	8.5 %	3.9 %	
Avoidance	Weak	14.6 %	18.4 %	100 %
	Medium	67.1 %	69.7 %	
	High	18.3 %	11.8 %	
Adaptation	Weak	23.2 %	13.2 %	100 %
	Medium	64.6 %	69.7 %	
	High	12.2 %	17.1 %	

The following table presents the results of a correlation test of the “Thomas-Kilmann methodology for determining the leading behavior in a conflict situation” of the research participants. The methodology includes scales of competition, cooperation, compromise, avoidance and adaptation. There was a significant negative correlation between the scales of cooperation, compromise, avoidance and adaptation with the competition scale ( $p < 0.05$ ). This means that as competition in our research increases, so

does the degree of competition, compromise, avoidance, and adaptation. There is a statistically strong correlation between the cooperation scale and the competition scale in the opposite direction ( $p < 0.05$ ). There is a strong positive correlation between the cooperation scale and the compromise scale ( $p < 0.05$ ). That is, as cooperation increases, compromise begins to increase too. In accordance with the results of the correlation test, there is a significant correlation between the compromise scale, the competition, the avoidance scale, the negative, the cooperation and adaptation scales in the positive direction ( $p < 0.05$ ). In other words, as compromise increases in research participants, competition and avoidance decrease, and cooperation and adaptation increase. Subsequently, a significant statistically significant correlation was found between the avoidance scale and the competition, compromise, and adaptation scales ( $p < 0.05$ ). As avoidance increases in the participants, competition, compromise, and adaptation begin to decrease. There is a statistically positive correlation between the adaptation scale and the compromise scale, and a negative correlation between the competition and avoidance scales ( $p < 0.05$ ). As adaptation increases among research participants, compromise increases, and competition and avoidance begin to decrease.

The analysis of the correlation results of the aggression questionnaire of A. Bass and A. Dark was conducted on the scales of physical violence, verbal violence, indirect violence, negativity, irritability, suspicion, resentment, guilt. According to the results of the correlation test, there is a statistically significant positive correlation between physical violence and verbal violence,



**Chart 2. Gender and employment status of the research participants**

negativity and irritability ( $p < 0.05$ ). This means that as physical violence increases in participants, verbal violence, negativity, and irritability increase too. On the scale of verbal violence, there is a strong statistically positive relationship between physical violence, indirect violence, irritability, suspicion, resentment and guilt ( $p < 0.05$ ). So that, as verbal violence increases, so does physical

violence, indirect violence, irritability, suspicion, resentment, and guilt. The correlation test found a statistically significant correlation between indirect violence and verbal violence, irritability, suspicion, resentment, and guilt ( $p < 0.05$ ). As indirect violence increases, verbal violence, irritability, suspicion, resentment, and guilt also increase. There was also a significant positive

Table 4

**Results of the Correlation Test of the “Thomas-Kilmann Methodology for Determining Leading Behavior in a Conflict”**

		Competition	Cooperation	Compromise	Avoidance	Avoidance
Competition	R		-0.382**	-0.205**	-0.343**	-0.254**
	P		0.000	0.010	0.000	0.001
	N		363	363	363	363
Cooperation	R	-0.382**		0.225**	-0.014	-0.096
	P	0.000		0.004	0.862	0.230
	N	363		363	363	363
Compromise	R	-0.205**	0.225**		-0.267**	0.209**
	P	0.010	0.004		0.001	0.008
	N	363	363		363	363
Avoidance	R	-0.343**	-0.014	-0.267**		-0.190*
	P	0.000	0.862	0.001		0.017
	N	363	363	363		363
Adaptation	R	-0.254**	-0.096	0.209**	-0.190*	
	P	0.001	0.230	0.008	0.017	
	N	363	363	363	363	

Table 5

**Analysis of the results of the scale correlation of the aggression questionnaire of A. Bass and A. Dark**

		Physical violence	Verbal violence	Indirect violence	Negat-y	Irrit-y	Susp.	Resen.	Guilt
Physical violence	r		0.391**	0.156	0.313**	0.346**	0.212	0.038	0.199
	p		0.001	0.187	0.007	0.003	0.072	0.753	0.092
	n		363	363	363	363	363	363	363
Verbal violence	r	0.391**		0.484**	0.190	0.685**	0.434**	0.359**	0.392**
	p	0.001		0.000	0.108	0.000	0.000	0.002	0.001
	n	363		363	363	363	363	363	363
Indirect violence	r	0.156	0.484**		0.094	0.433**	0.372**	0.434**	0.438**
	p	0.187	0.000		0.428	0.000	0.001	0.000	0.000
	n	363	363		363	363	363	363	363
Negativity	r	0.313**	0.190	0.094		0.266*	0.297*	-0.020	0.243*
	p	0.007	0.108	0.428		0.023	0.011	0.870	0.038
	n	363	363	363		363	363	363	363
Irritability	r	0.346**	0.685**	0.433**	0.266*		0.499**	0.339**	0.391**
	p	0.003	0.000	0.000	0.023		0.000	0.003	0.001
	n	363	363	363	363		363	363	363
Suspicion	r	0.212	0.434**	0.372**	0.297*	0.499**		0.311**	0.429**
	p	0.072	0.000	0.001	0.011	0.000		0.007	0.000
	n	363	363	363	363	363		363	363
Resentment	r	0.038	0.359**	0.434**	-0.020	0.339**	0.311**		0.415**
	p	0.753	0.002	0.000	0.870	0.003	0.007		0.000
	n	363	363	363	363	363	363		363
Guilt	r	0.199	0.392**	0.438**	0.243*	0.391**	0.429**	0.415**	
	p	0.092	0.001	0.000	0.038	0.001	0.000	0.000	
	n	363	363	363	363	363	363	363	

correlation by the negativity scale between the physical violence, irritability, suspicion, and guilt scales ( $p < 0.05$ ). As the negativity of the participants increases, so does their physical violence, irritability, suspicion, and guilt. A statistically positive correlation was observed between the next irritability scale and all other scales ( $p < 0.05$ ). This means that as irritability increases among participants of the research, physical violence, verbal violence, indirect violence, negativity, suspicion, resentment, and guilt also increase. A correlation test between verbal violence, indirect violence, negativity, irritability, resentment, and guilt with a suspicion scale revealed a statistically positive correlation ( $p < 0.05$ ). Oral violence, indirect violence, negativity, irritability, resentment, and guilt increase as participants of the research become more skeptical. According to the results of the correlation test, a strong positive correlation was found between the resentment scale and verbal violence, indirect violence, irritability, suspicion, resentment and guilt ( $p < 0.05$ ). That is, as resentment increases, verbal violence, indirect violence, irritability, suspicion, resentment, and guilt begin to increase too. A statistically positive correlation was found between the guilt scale and verbal violence, indirect violence, negativity, irritability, suspicion, and resentment ( $p < 0.05$ ). Verbal violence, indirect violence, negativity, irritability, suspicion, and resentment also increase as the guilt scale of the research participants increases.

The results of the correlation test between the aggression index and the hostility index of A. Bass and A. Dark's aggression questionnaire were considered both in interaction and with age. The results show that in our study, there is a statistically negative relationship between the age of the research participants and the hostility index ( $p < 0.05$ ). This means that the hostility index begins to decline as the age of the participants increases. There was no statistically significant relationship between age and aggression index ( $p > 0.05$ ). When comparing the indexes of aggression and hostility, according to the results of the correlation test, there is a significant correlation in the positive direction ( $p < 0.05$ ). As the aggression of the participants in the research increases, their hostility begins to increase, and as the index of hostility increases, the index of aggression increases too.

Table 7 shows the results of the correlation test between the scales of physical violence, verbal violence, indirect violence, negativity, irritability, suspicion, resentment, and guilt according to A. Bass and A. Dark's aggression questionnaire. It was determined that there is a statistical relationship between the aggression index and all scales ( $p < 0.05$ ). That is, as the aggression index increases, the scales of physical violence,

verbal violence, indirect violence, negativity, irritability, suspicion, resentment, guilt begin to increase, or quite opposite. The hostility index found a statistically positive correlation between the scales of verbal violence, indirect violence, irritability, suspicion, resentment, and guilt ( $p < 0.05$ ). There was no statistically significant relationship between physical violence and negativity in our research ( $p > 0.05$ ).

Table 6

**Analysis of correlation result between aggression, hostility indices and age according to A. Bass and A. Dark's aggression questionnaire**

		Age	Aggression index	Hostility index
Age	R		-0.111	-0.281*
	P		0.349	0.016
	N		363	363
Aggression index	R	-0.111		0.520**
	P	0.349		0.000
	N	363		363
Hostility index	R	-0.281*	0.520**	
	P	0.016	0.000	
	N	363	363	

Table 7

**Analysis of the results of the correlation between the scales of the aggression questionnaire of A. Bass and A. Dark and the indices of hostility and aggression**

		Aggression index	Hostility index
Physical violence	R	0.636**	0.146
	P	0.000	0.219
	N	363	363
Verbal violence	R	0.873**	0.486**
	P	0.000	0.000
	N	363	363
Indirect violence	R	0.733**	0.500**
	P	0.000	0.000
	N	363	363
Negativity	R	0.253*	0.157
	P	0.031	0.186
	N	363	363
Irritability	R	0.669**	0.509**
	P	0.000	0.000
	N	363	363
Suspicion	R	0.462**	0.777**
	P	0.000	0.000
	N	363	363
Resentment	R	0.386**	0.840**
	P	0.001	0.000
	N	363	363
Guilt	R	0.463**	0.520**
	P	0.000	0.000
	N	363	363

So, a universal reaction of a human to the contradictions and disintegrations (both in himself and in his communication with others) is an attempt to eliminate this disharmony. Internal contradictions are observed as manifestations of conflicts that destroy the human psyche. None of these models of behavior can be unequivocally called “good” or “bad”. Each of them can be optimal and provide the best effect, depending on the specific conditions of the conflict and its development. However, life experience shows that it is cooperation, compromise, constructive models of behavior in conflict that are more suitable to modern notions about long-term interaction. When choosing a strategy for conflict management, it is advisable to take into account the importance of achieving results on the one hand, and maintaining good relations on the other.

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