

UDC 005.8:658.589+005.8:005.83

JEL Classification: D74, J20, M12, M14, O32, O33

*Illiashenko Sergii^{a, b}, Shypulina Yuliia^a, Illiashenko Nataliia^c***CONFLICT MANAGEMENT OF INNOVATIVE DEVELOPMENT PROJECTS¹**^a National Technical University "Kharkiv Polytechnic Institute", Kharkiv, Ukraine^b University of Economics and Humanities, Bielsko-Biala, Poland^c Sumy State Pedagogical University named after A. S. Makarenko, Sumy, Ukraine

The article is devoted to the development of an approach to conflict management of innovative development projects of business entities of different levels and sectors of the economy in order to increase the efficiency of their development and implementation in the constantly changing conditions of the modern economy. A general systematization of conflicts by their essence has been carried out, which includes: internal conflicts of the innovation project team; internal conflicts of the innovator; conflicts between external subjects of the innovation process related to the innovator. The composition of conflicts of the selected groups has been clarified and detailed. The types, levels and nature of threats as consequences of identified and systematized conflicts have been determined. Complexes of activity aimed at resolving internal and external conflicts of innovative development projects have been formed. They combine both well-known methods and those proposed by the authors. The principles and approaches to managing internal and external conflicts of innovative development projects have been developed. Conceptual management schemes have been proposed. The sequence and content of formalized conflict analysis procedures have been determined, as well as selection management based on the results of the analysis of activities aimed at resolving conflicts. The obtained scientific and applied results in total deepen the conceptual principles of innovative management in terms of forming a methodological and analytical base for managing conflicts of innovative development projects of business entities in the conditions of technological and economic transformations caused by the fourth industrial revolution and changes in technological ways. The practical implementation of the developed approach to conflict management of innovative development projects will allow to increase the validity of innovative development strategies of business entities and reduce the level of associated risks of their implementation.

Keywords: innovative management, innovative process, innovation conflict management, innovative development projects, systematization of innovative conflicts, conflict resolution, economic turbulence.

DOI: 10.32434/2415-3974-2025-22-2-6-15

¹ The article includes research results on the topics: "Organizational-economic provision of post-war sustainable development of territories based on the infrastructure-service methodology for the development of innovative communities", No. 0123U1002714, state budget of the Ministry of Education and Science; «Methods and tools of marketing and management in the digital economy», No. 0123U103232, initiative.

© Illiashenko Sergii, Shypulina Yuliia, Illiashenko Nataliia, 2025



This article is licensed under Creative Commons Attribution 4.0 International License (CC-BY)

Introduction and statement of the problem

Practice shows that the development, implementation and support of innovative development projects (innovation projects) are associated with a high risk which is one of the main factors that restrain innovative activity. Among the variety of innovative risks are risks caused by conflicts in the innovation project team, as well as between the subjects of the innovation process, one of which is the innovator (innovation project team). It should be noted that conflicts, as well as the innovation risks caused by them, have a dualistic nature. They are a deterrent to innovation activity, but at the same time they provide a chance for innovative development. Accordingly, the issue of identifying conflicts of innovative development projects (innovative projects), analyzing their causes and possible consequences (threats and opportunities), developing activities aimed at their resolution (using opportunities) is becoming more relevant. This problem is especially acute for Ukraine, which innovative development has poor alternatives in many industries, in particular, regarding the orientation of its national economy to the manufactures of past technological systems. In future, this may lead to a systemic gap from the leading economic countries due to the incompatibility of technology as drivers of economic growth, life standards, etc. Solving the outlined problem will contribute to increasing the efficiency of innovative activity, increase success in implementing innovative recovery projects and innovative development of the national economy, its industries, as well as individual enterprises and institutions.

Analysis and research of publications

The issues of defining, analyzing and managing conflicts of innovative development projects (innovation projects) have been studied in the works of many scientists. Tsisetski [15] investigates conflicts occurring at the enterprise between the innovator (innovation project team) and other employees, in particular: individual colleagues, teams of different departments, managers of different levels, etc. The analyzed conflicts relate more to situations when innovations are implemented at the enterprise itself, or when the creation and dissemination (commercialization) of market-oriented technological or product innovations requires innovative transformations at the enterprise. Similar issues have been studied in the works of Shaulska, Hrynkevich [12] and Bazaliiska, Kozak [1], which also highlight a number of approaches to resolving innovation conflicts caused by the implementation of innovations at the enterprise. Kocherga, Bondar-Pidgurska [7] proposed an author's approach to the identification of conflicts in industrial

enterprises: by the way they occur, the cause and consequences; by the vector of formation of joint relations - participants, causes, consequences; by the order of appearance and action. This approach allows to outline the set of possible conflicts at an industrial enterprise, but it should be adapted to the specifics of innovation activity. Sedashova, Fedotova [11] studied conflicts in project teams. They identified a number of conflicts, the sources (causes) of their occurrence. They explain the causes of conflicts mainly by the difference in personal interests of members of the project team and its individual groups. Considerable attention is paid to the analysis of behavior stereotypes of different generations, as well as to individual aspects of resolving conflicts between representatives of different generations. Bezgin, Ushkalev [2] studied the features of joint creation of innovations by members of an innovation project team. They analyzed the stages of the team formation process, outlined external and internal factors that ensure the effectiveness of the team's functioning, and proposed a system of indicators for assessing the quality of joint innovation creation. Danich and Tatar [3] identified a set of internal and external barriers to the formation of stable socio-economic bonds and the development of innovative activity. They can be considered as sources of internal and external conflicts between the subjects of the innovation process. However, the identification of the conflicts themselves requires further research. Ryabtseva and Alsufieva [10] investigated conflicts generated by the difference in economic interests of the subjects of innovative activity at the national economy level. They consider the basis of conflicts to be property relations that are implemented through the interaction of the interests of the innovator, the producer of innovations, and the consumers of innovations. They propose activities to coordinate the interests of these subjects in the innovative macroeconomic system. Stadniychuk et al. [14] analyze social conflicts in society generated by its digitalization, which is based on the introduction of innovative information and communication technologies in organizations of the human activity sphere. Lisovska [8] systematized the subjects of innovation activity and outlined their interests in the innovation process, proposed an approach to determining the value of interaction indicator, but did not study possible conflicts of the selected subjects. Pankova [9] analyzes conflicts of interest regarding the commercialization of intellectual products that arise in the business environment of the region, in particular the following groups: regulatory; socio-economic; institutional. Jones [6] analyzed the interests of the innovation process subjects and showed that

they can cause rejection of innovations. Accordingly, diverse interests generate numerous conflicts and increase the risk of non-implementation of innovative projects. Xu, Felzensztein [16] based on the analysis of 186 Chinese industrial clusters examined the impact of constructive and destructive conflicts in innovation teams in various organizations involved in the creation of open innovation. Yin et al. [17] examined the impact of conflict management style of the leader of an innovation project team that work remotely. The research is based on data from 118 Chinese innovation project teams whose members work remotely. The results obtained provide a significant impact of the management style of the team leader on the psychological climate in the team and the effectiveness of the team's innovation activities.

Summarizing the results of the analysis of literary sources, it should be noted that their authors have investigated certain aspects of conflict management of innovative development projects. Most of the research concern conflicts between the innovation project team and other employees of the organization as a host of the innovation project. In particular, it is focused on the modernization of this organization or/and the creation, production and commercialization of innovative products on the market. Some of the works are devoted to conflicts that arise within innovation project teams. Another part considers certain aspects of conflicts that arise as a result of the difference in interests of market entities that are external (in relation to the innovator) subjects of the innovation process. It should be noted that the existing works are of fragmentary nature, there is no holistic approach to managing the set of external and internal conflicts of innovative development projects. And this causes insufficient justification of innovative development projects, which reduces their effectiveness and causes a high level of associated risks.

The purpose of the article

The purpose of the article is to develop a new approach to conflict management of innovative development projects of business entities of different levels and industries to increase the efficiency of their development and implementation in the constantly changing conditions of the modern economy.

Main material

To achieve the set goal, the following set of research tasks has been formed:

– first, identification, analysis and systematization of conflicts of innovative development projects (innovation projects) of business entities;

– second, outlining the possible consequences of conflicts, as well as the formation of a system of

activities to resolve them;

– third, development of the approach to conflict management of innovative development projects in conditions of increased turbulence of the modern economy.

Analysis of literary sources, practice of development and implementation of innovative development projects, as well as taking into account the results of previous studies by the authors [4, p. 397-399; 5] gave grounds to identify and systematize conflicts of innovative development projects of enterprises and institutions (hereinafter organizations). The proposed systematization scheme is presented in Fig. 1.

The main consequences of conflicts of each of the three groups highlighted in Fig. 1 are determined. Complexes of activities for their resolution are outlined.

Group 1 (Fig. 1). Practice shows that the greatest threat is caused by internal conflicts in the project team. Their consequences are: an increase in the terms of development and implementation of an innovative development project; increased costs; a decrease in the quality of project solutions, etc. As a result, this sharply increases the risk of losing the organization's competitiveness and market positions due to a delayed or inadequate response to changes in the conditions of the external micro- and macroenvironment. Rapid adaptation to changes (ideally, their programming), which is implied in the strategies of innovative development of organizations, is an important prerequisite for their sustainable economic growth in the conditions of increased turbulence of the modern economy. A means of operational adaptation to changes is the creation and dissemination (commercialization) of innovations, which requires effective conflict management in the project team.

To resolve all group 1 conflicts, a set of activities is proposed, which includes:

– careful selection of project team members using various complementary methods (resume and portfolio analysis, interviews, testing, performing simulation and practical tasks, etc.), checking team members for psychological compatibility, etc.;

– conveying a common goal, as well as tasks to be performed to achieve it to all project team members;

– formation of a team structure favorable for project implementation from the standpoint of the distribution of functions, roles and authorities, taking into account the internal values and type of career orientations of team members, as well as their profession, knowledge, experience, age, gender characteristics, etc.;

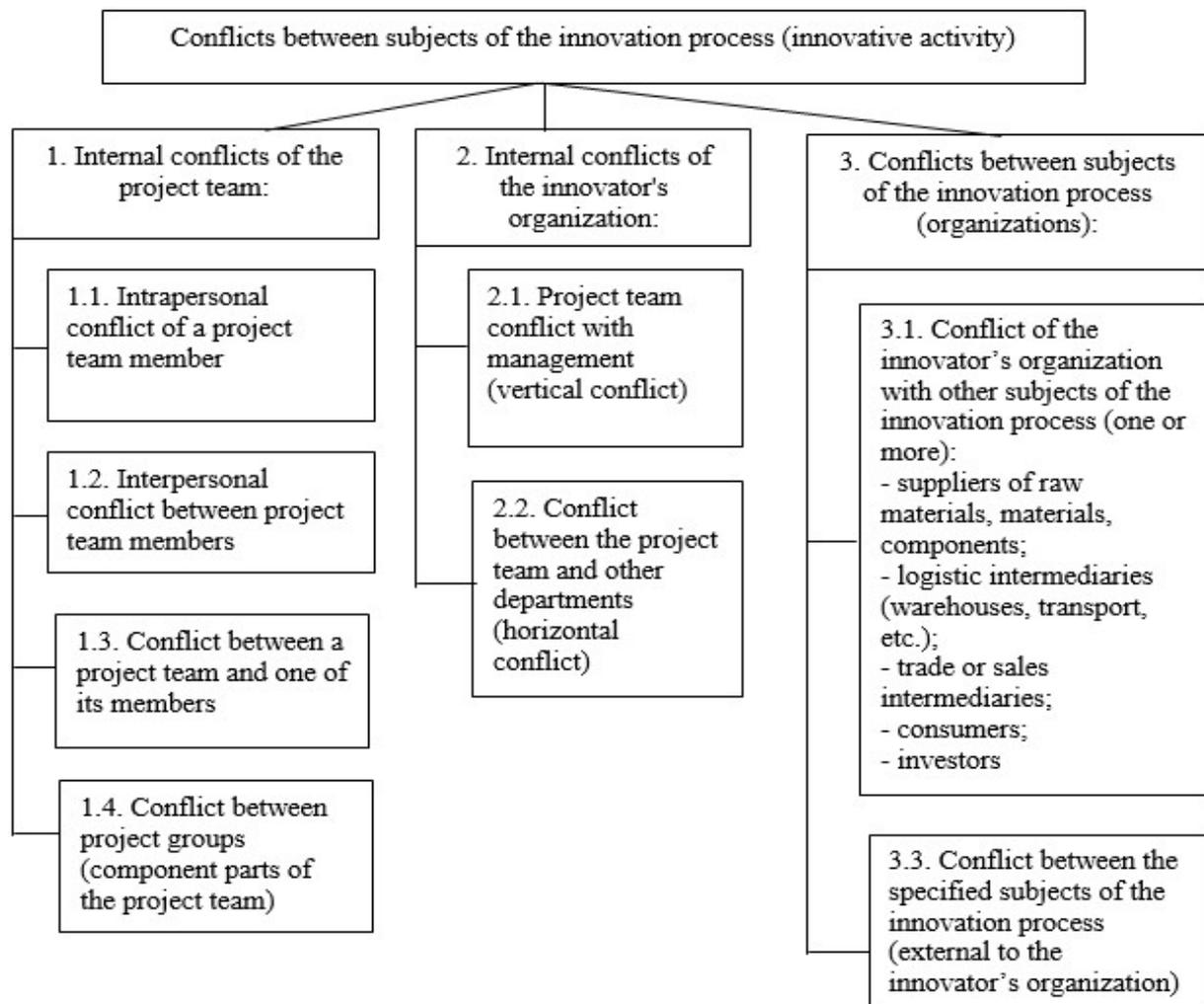


Fig. 1. Systematization of conflicts of an innovative development project

Source: developed by the authors

– training the team on test tasks to check the adequacy of the formation of the structure, cohesion, conflict, mastering methods of generating and testing ideas for solving problems, etc.;

– formation and development of the team's innovative culture, which characterizes the degree of perception of innovations by the project team members, their individual groups and the team as a whole, readiness to create and implement new products, technologies, management solutions, etc. Individual components of the innovative culture (including their elements) are also important [13, p. 169]: 1) organizational, which ensures mutually coordinated creative cooperation of the personnel of the innovative enterprise in the creation and dissemination of

innovations; 2) motivational, which motivates the personnel of the innovative enterprise (innovation project team) to active innovative activity; 3) intellectual and creative, which ensures the acquisition, updating, development and transfer of knowledge and experience, the formation and modification of stereotypes of innovative behavior of personnel.

Activities for individual conflicts of group 1 are also defined.

Conflicts 1.2. and 1.3., Fig. 1. Appeal to the project manager. Reminding by the project team leader about the common goals and objectives of the project, initiating the search for ways to jointly resolve the conflict, in particular: finding a compromise and smoothing out the conflict, increasing the necessary

scarce resources. Development of the motivational component of the innovation culture, its orientation towards joint cooperation to achieve the project goal, eliminating the influence of human factors. Correction of the composition and structure of the team: the composition of project groups, the powers and roles of individual team members, etc.

Conflict 1.4, Fig. 1. Activities to resolve it relate to all conflicts of group 1, as well as conflicts 1.2 and 1.3. Additionally, activities to coordinate procedures (sequence and content) of interaction between groups of the innovation project team, as well as the participation of each group in solving project tasks, making management decisions, distributing powers, etc. should be applied.

Group 2 (Fig. 1). Conflicts of this group become especially acute if the activities of the innovation project team lead to changes in the production process (service delivery system) of the organization, transform the traditional organizational structure of the management of the organization, changes in established stereotypes of the activities of its divisions, as well as managers, etc. The more radical the expected changes are, the greater is the probability of conflicts. Minor modifications are less conflict-prone. However, in the conditions of technological transformations of the modern economy, caused by the fourth industrial revolution and changes in technological ways, permanent changes in production, industries and markets are taking place, including the collapse of existing ones and the formation of new ones. In these conditions, it is impossible to rely on traditional products, production and markets. It is necessary to constantly search for new areas and ways to realize the potential of the innovator's organization, which requires innovative changes (of varying degrees of radicalization) in its activities. To ensure success, it is necessary to effectively manage the internal conflicts of the innovator's organization (group 2, Fig. 1).

The main way to resolve contradictions that can lead to conflicts with management (conflicts 2.1) is reasoning the need for innovative transformations as a prerequisite for the survival and sustainable development of the innovator's organization in a turbulent economy in which only changes are constant. To resolve horizontal conflicts (conflicts 2.2), two groups of management methods are used:

- first, structural: formation of general goals of innovative transformations; clarification of requirements for personnel regarding expected results, powers, resource provision, control and decision-making based on its results; appeal to a common manager, establishment of a hierarchy of powers, streamlining the interaction of units; orientation of

- the reward system for achieving common goals, etc.;
- second, interpersonal: avoidance of conflict; coordination of interests and disagreements; authoritarian management; coercion; compromise; increase of available resources; modification of the structure of the innovator's organization; joint problem solving, etc.

It is necessary to highlight the development of the organization's innovation culture, its constituent subsystems and their elements, which will increase the level of innovation readiness of the organization's personnel and will contribute to the resolution of group 2 conflicts.

A generalized scheme for managing groups 1-2 conflicts (Fig. 1) is presented in Fig. 2.

The scheme presented in Fig. 2 is enlarged, it can be detailed in terms of individual types of conflicts of groups 1 and 2.

Group 3 (Fig. 1). The main causes of conflicts of this group are [4, p. 398]: insufficient interest of external subjects of the innovation process in participation in the innovation development project and cooperation with the innovator's organization (conflict 3.1); contradiction of interests of external subjects of the innovation process (conflict 3.2); change of interests of external subjects of the innovation process (conflicts 3.1 and 3.2). The consequences of conflicts of this group are an increase in the terms of development and implementation of the innovation project and reaching its planned indicators (sales product volumes, profitability, economic efficiency, etc.).

To resolve conflicts of group 3 the compliance of the project characteristics with the interests of the external subjects of the innovation process is analyzed. In case of inconsistency, they implement conflict management activities, in particular: adjustment the characteristics of the innovative development project; development a system of stimulating the subjects of the innovation process; changing the composition of the subjects (remove the conflicting ones and search for a replacement).

A generalized scheme for managing conflicts of the innovator's organization with other subjects of the innovation process (conflicts 3., Fig. 1) is presented in Fig. 3.

According to the scheme in Fig. 3, a sequential analysis of possible conflicts of the innovator's organization with potential external subjects of the innovation process with a total number of N is performed, as well as the management of these conflicts. The scheme shows the analysis and options for actions based on its results for the I subject (I=1, ..., N).

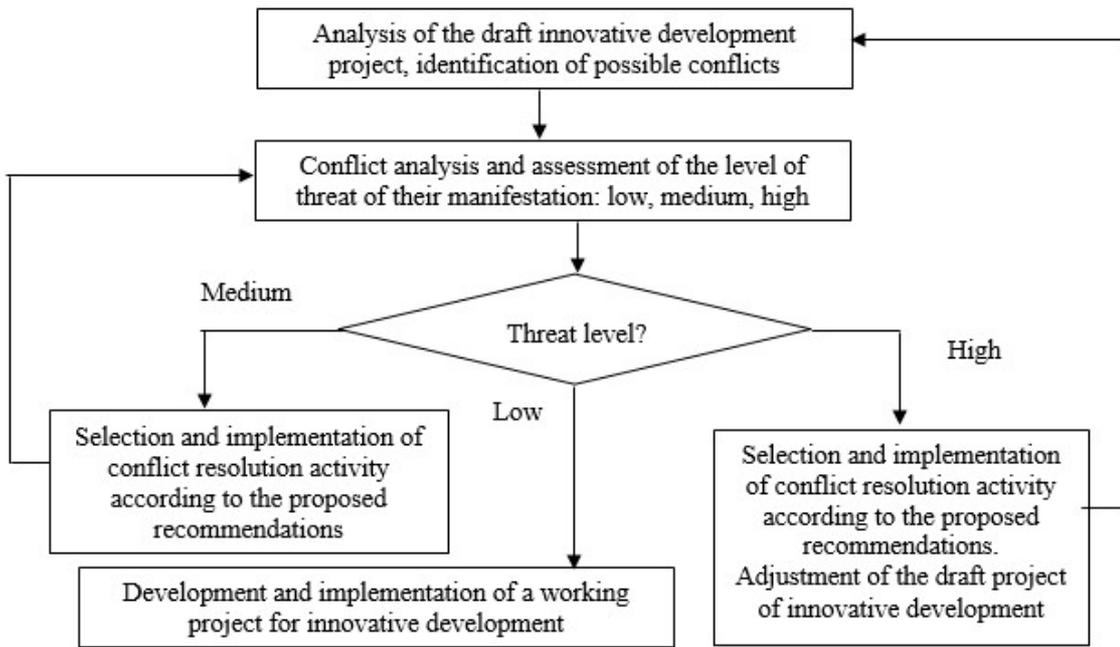


Fig. 2. Scheme of the innovation project team internal conflicts management and internal conflicts of the innovator's organization

Source: author's development

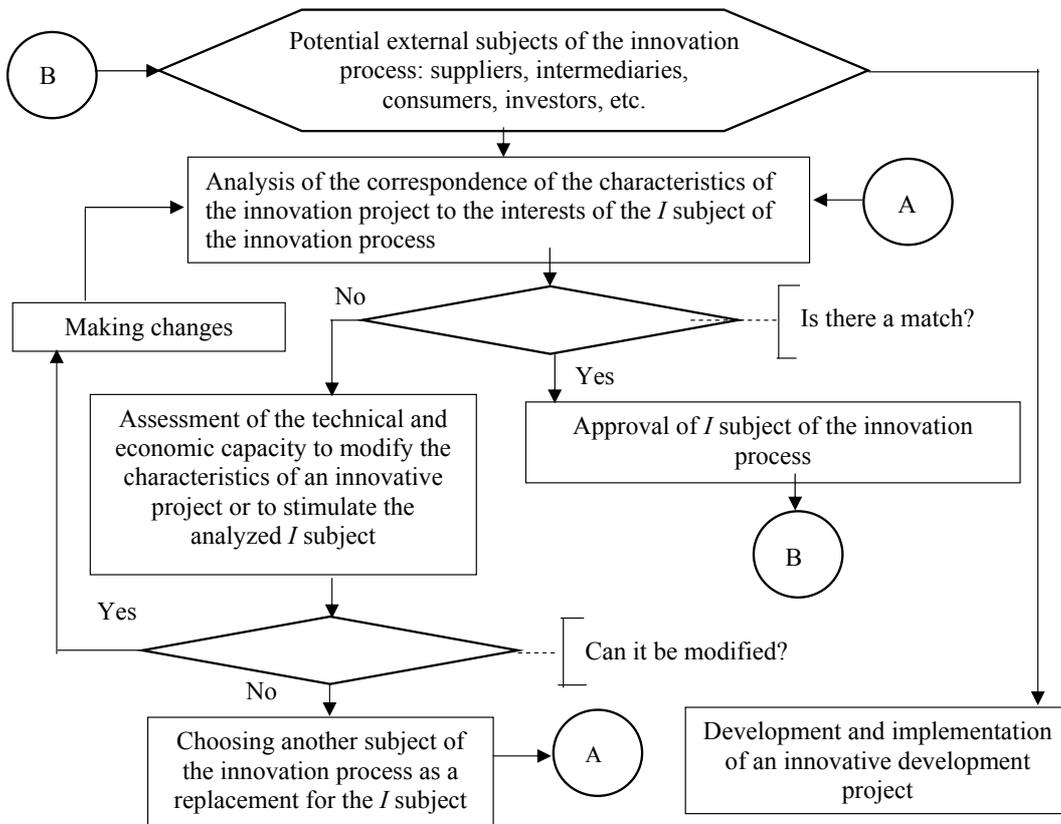


Fig. 3. Scheme of conflict management of the innovator's organization with external subjects of the innovation process

Source: developed by the authors

Analysis of conflicts between external subjects of the innovation process (conflicts 3.2, Fig. 1) and the choice of methods of managing them are performed based on the results of a pairwise comparison of their interests.

Conclusions

The generalization of the above gives grounds to draw the following conclusions:

– first, a generalized systematization of conflicts that arise during the development and implementation of projects for the innovative development of business entities is proposed. Unlike existing ones, it supplements and shows a single system of internal conflicts of the innovation project team, internal conflicts of the innovator's organization, conflicts between external entities of the innovation process. This allows to improve the quality of the analysis of these conflicts and the level of justification of activities for their resolution;

– second, the possible consequences of the identified conflicts are outlined, the types, level and nature of the threats they create are determined. Complexes of activities aimed at resolving the identified and systematized conflicts of innovation development projects are formed. These complexes include both well-known methods and those proposed by the authors;

– third, a new approach to managing conflicts of innovation development projects of business entities of different levels and industries is developed. It includes: conceptual schemes for managing internal and external conflicts of innovation development projects of business entities of different levels and industries; formalized procedures (sequence of implementation and content) of conflict analysis, as well as management of the choice of activities aimed at resolving conflicts.

The results obtained in total deepen the conceptual foundations of innovation management in terms of forming a methodological and analytical base for managing conflicts of innovative development projects in the constantly changing conditions of the modern economy. Their practical use will allow to increase the validity of innovative development projects, reduce the level of associated risks of their implementation.

Further research should be aimed at forming the foundations of the organizational and economic mechanism for managing conflicts of innovative development projects in the conditions of high turbulence of the modern economy.

REFERENCES

1. Bazaliiska, N. P. & Kozak, A. M. (2016). Shliakhy podolannia innovatsiinoho konfliktu v diialnosti trudovoho kolektyvu [Ways to overcome innovation conflict in the staff activities]. *Visnyk Odeskoho natsionalnoho universytetu. Serii: Ekonomika – Bulletin of the Odessa National University. Series: Economics*, 21(4), 81-86. Retrieved from [https://elar.khmnu.edu.ua/server/api/core/bitstreams/d267863f-36ae-4a83-a8d5-3f3947c155c3/content_\[in Ukrainian\]](https://elar.khmnu.edu.ua/server/api/core/bitstreams/d267863f-36ae-4a83-a8d5-3f3947c155c3/content_[in Ukrainian]).
2. Bezgin, K. S. & Ushkalev, V. V. (2021). Zborka polisubiekta spilnoho stvorennia innovatsiinykh tsinnosti [Assembly of a polysubject of joint creation of innovative values]. *Ekonomika i orhanizatsiia upravlinnia – Economics and organization of management*, 3(433), 28-39. DOI: <https://doi.org/10.31558/2307-2318.2021.3.3> [in Ukrainian].
3. Danich, V. & Tatar, M. (2021). Zabezpechennia stiikoi vzaiemodii uchasykyv innovatsiinoho protsesu v umovakh hlobalnykh vyklykiv [Ensuring sustainable interaction of participants of the innovation process in the context of global challenges]. *Review of transport economics and management*, 5(21), 163-189. DOI: <https://doi.org/10.15802/rtem2021/243657> [in Ukrainian].
4. Ilyashenko, N. S. (2019). *Upravlinnia vyperedzhaiuchym innovatsiynym rozvytkom promyslovykh pidpriemstv : monohrafiia [Management of advanced innovative development of industrial enterprises: monograph]*. Sumy: Tritoria [in Ukrainian].
5. Ilyashenko, S. M. & Ilyashenko, N. S. (2025). Konflikt v innovatsiinii diialnosti: identyfikatsiia i sposoby rozviazannia [Conflicts in innovative activity: identification and methods of resolution]. M. A. Slatvinsky (Ed. chief editor), T. A. Yashchuk, S. M. Podzigun (Eds), *Aktualni pytannia rozvytku ekonomiky: svitovi ta natsionalni aspekty – Current issues of economic development: global and national aspects: Materials of the III International Scientific and Practical Conference* (pp. 67-70). Uman: Vizavi, Retrieved from <https://repository.kpi.kharkov.ua/handle/KhPI-Press/90387> [in Ukrainian].
6. Jones, J. K. (1992). *Design methods* (2nd ed.). New York: Van Nostrand Reinhold [in English].
7. Kocherga, A. & Bondar-Pidgurska, O. (2023). Formuvannia klasyfikatsii konfliktiv yak instrumentu menezhmentu promyslovykh pidpriemstv [Formation of conflict classification as a management tool for industrial enterprises]. *Ekonomika ta suspilstvo – Economy and Society*, 58. DOI: <https://doi.org/10.32782/2524-0072/2023-58-3> [in Ukrainian].
8. Lisovska, L. S. (2020). Obruntuvannia sutnosti ta skladovykh tsinnosti vzaiemodii v innovatsiinykh protsesakh [Substantiation of the essence and components of the value of interaction in innovation processes]. *Biznes Inform – Business Inform*, 10, 73-80. DOI: <https://doi.org/10.32983/2222-4459-2020-10-73-80> [in Ukrainian].

9. Pankova, L. I. (2019). Rehionalni osoblyvosti komertsializatsii proektiv intelektualnoho pidpriemnytstva [Regional features of the commercialization of intellectual entrepreneurship projects]. *Ekonomika i orhanizatsiia upravlinnia – Economy and organization of management*, 3(35), 71-81. DOI: <https://doi.org/10.31558/2307-2318.2019.3.7> [in Ukrainian].

10. Ryabtseva, N. V. & Alsoufeva, O.O. (2013). Mekhanizm uzghodzhennia ekonomichnykh interesiv v innovatsiinii makroekonomichnii systemi [Mechanism of coordination of economic interests in an innovative macroeconomic system]. *Ekonomichnyi visnyk – Economic Bulletin*, 2, 77-84. Retrieved from https://ev.nmu.org.ua/docs/2013/2/EV20132_077-084.pdf [in Ukrainian].

11. Sedashova, O. & Fedotova, N. (2025). Konflikty u XXI stolitti v upravlinni komandoiu proiektu: psykholohichni aspekty [Conflicts in project team management of the 21st century: psychological aspects]. *Vcheni zapysky Universytetu “KROK” – Scientific notes of “KROK” University*, 1(77), 309–316. DOI: <https://doi.org/10.31732/2663-2209-2025-77-309-316> [in Ukrainian].

12. Shaulska, L. V. & Hrynevich, R. I. (2022). Upravlinnia konfliktamy kompetentnisnoi ta sotsialno-psykholohichnoi pryrody v innovatsiino-aktyvni orhanizatsii [Managing conflicts of competence and socio-psychological nature in an innovatively active organization]. *Visnyk ekonomichnoi nauky Ukrainy – Bulletin of Economic Science of Ukraine*, 2(43), 132-139. DOI: [https://doi.org/10.37405/1729-7206.2022.2\(43\).132-139](https://doi.org/10.37405/1729-7206.2022.2(43).132-139) [in Ukrainian].

13. Shipulina, Y.S. (2017). Upravlinnia formuvanniam innovatsiinoi kultury promyslovykh pidpriemstv: monohrafiia [Managing the formation of innovation culture of industrial enterprises: monograph]. Sumy: Tritoria. 432 p. [in Ukrainian].

14. Stadniychuk, R., Garafonova, O., Yankovoy, R., Efremov, I. & Artemov, S. (2025). Sotsialnyi konflikt yak indyikator tsyfrovoy transformatsii suspilstva v konteksti publichnoho upravlinnia [Social conflict as an indicator of the digital transformation of society in the context of public administration]. *Sotsialno-ekonomichni vidnosyny v tsyfrovomu suspilstvi – Socio-economic relations in the digital society*, 1(55), 56-67. DOI: <https://doi.org/10.55643/ser.5.55.2025.590> [in Ukrainian].

15. Tsisetsky, O. (2011). Innovatsiini konflikty na pidpriemstvi: sut, prychny i naslidky [Innovative conflicts at the enterprise: essence, causes and consequences]. *Rehionalni aspekty rozvytku produktyvnykh syl Ukrainy – Regional aspects of productive forces development of Ukraine*, 16, 78-82. Retrieved from <http://rarrpsu.wunu.edu.ua/index.php/rarrpsu/article/view/38/38> [in Ukrainian].

16. Xu, R. & Felzensztein C. (2025). Do conflicts in cooperation matter to open innovation? An empirical study of industrial clusters in China. *Journal of Business Research*, 196, 115427. DOI: <https://doi.org/10.1016/j.jbusres.2025.115427> [in English].

17. Yin, J., Qu, M., Li, M., & Liao, G. (2022). Team Leader’s Conflict Management Style and Team Innovation Performance in Remote R&D Teams—With Team Climate Perspective. *Sustainability*, 14(17), 10949. DOI: <https://doi.org/10.3390/su141710949> [in English].

Received 18.09.2025.

Revised 28.09.2025.

Accepted 20.11.2025.

Published 25.12.2025.

УПРАВЛІННЯ КОНФЛІКТАМИ ПРОЕКТІВ ІННОВАЦІЙНОГО РОЗВИТКУ

Ілляшенко С. М., Шипуліна Ю. С., Ілляшенко Н. С.

Статтю присвячено розробленню підходу до управління конфліктами проектів інноваційного розвитку суб’єктів господарювання різних рівнів і галузей економіки для підвищення ефективності їх розроблення і реалізації в перманентно мінливих умовах сучасної економіки. Виконана за характером прояву узагальнююча систематизація конфліктів, яка включає: внутрішні конфлікти команди інноваційного проекту; внутрішні конфлікти організації інноватора; конфлікти між зовнішніми по відношенню до організації інноватора суб’єктами інноваційного процесу. Уточнено і деталізовано склад конфліктів виділених груп. Визначено види, рівень і характер загроз, як наслідків прояву ідентифікованих і систематизованих конфліктів. Сформовано комплекс заходів спрямованих на розв’язання внутрішніх і зовнішніх конфліктів проектів інноваційного розвитку. Вони поєднують як загальновідомі способи, так і запропоновані авторами. Розроблено засади підходу до управління внутрішніми і зовнішніми конфліктами проектів інноваційного розвитку. Запропоновано концептуальні схеми управління. Визначено послідовність і зміст формалізованих процедур аналізу конфліктів, а також управління вибором за результатами аналізу заходів спрямованих на розв’язання конфліктів. Отримані науково-прикладні результати у сукупності поглиблюють концептуальні засади інноваційного менеджменту в частині формування методичної і інформаційно-аналітичної бази управління конфліктами проектів інноваційного розвитку суб’єктів господарювання в умовах технологічних і економічних трансформацій, спричинених четвертою промисловою революцією і зміною технологічних укладів. Практичне впровадження розробленого підходу до управління конфліктами проектів інноваційного розвитку дозволить підвищити обґрунтованість стратегій інноваційного розвитку суб’єктів господарювання, знизити рівень супутніх ризиків їх реалізації.

Ключові слова: інноваційний менеджмент, інноваційний процес, управління інноваційними конфліктами, проекти інноваційного розвитку, систематизація інноваційних конфліктів, розв’язання конфліктів, турбулентність економіки.

CONFLICT MANAGEMENT OF INNOVATIVE DEVELOPMENT PROJECTS

Illiashenko Sergii^{a, b*}, *Shypulina Yuliia*^a, *Illiashenko Nataliia*^a

^a National Technical University “Kharkiv Polytechnic Institute”, Kharkiv, Ukraine

^b University of Economics and Humanities, Bielsko-Biala, Poland

^c Sumy State Pedagogical University named after A. S. Makarenko, Sumy, Ukraine

*e-mail: illiashenko.s@gmail.com

Illiashenko Sergii ORCID: <https://orcid.org/0000-0001-5484-9788>

Shypulina Yuliia ORCID: <https://orcid.org/0000-0002-8133-578X>

Illiashenko Nataliia ORCID: <https://orcid.org/0000-0002-1426-1215>

The article is devoted to the development of an approach to conflict management of innovative development projects of business entities of different levels and sectors of the economy in order to increase the efficiency of their development and implementation in the constantly changing conditions of the modern economy. A general systematization of conflicts by their essence has been carried out, which includes: internal conflicts of the innovation project team; internal conflicts of the innovator; conflicts between external subjects of the innovation process related to the innovator. The composition of conflicts of the selected groups has been clarified and detailed. The types, levels and nature of threats as consequences of identified and systematized conflicts have been determined. Complexes of activity aimed at resolving internal and external conflicts of innovative development projects have been formed. They combine both well-known methods and those proposed by the authors. The principles and approaches to managing internal and external conflicts of innovative development projects have been developed. Conceptual management schemes have been proposed. The sequence and content of formalized conflict analysis procedures have been determined, as well as selection management based on the results of the analysis of activities aimed at resolving conflicts. The obtained scientific and applied results in total deepen the conceptual principles of innovative management in terms of forming a methodological and analytical base for managing conflicts of innovative development projects of business entities in the conditions of technological and economic transformations caused by the fourth industrial revolution and changes in technological ways. The practical implementation of the developed approach to conflict management of innovative development projects will allow to increase the validity of innovative development strategies of business entities and reduce the level of associated risks of their implementation.

Keywords: innovative management, innovative process, innovation conflict management, innovative development projects, systematization of innovative conflicts, conflict resolution, economic turbulence.

REFERENCES

1. Bazaliiska, N. P. & Kozak, A. M. (2016). Shliakhy podolannya innovatsiinoho konfliktu v diialnosti trudovoho kolektyvu [Ways to overcome innovation conflict in the staff activities]. *Visnyk Odeskoho natsionalnoho universytetu. Seriya: Ekonomika – Bulletin of the Odessa National University. Series: Economics*, 21(4), 81-86. Retrieved from [https://elar.khmn.edu.ua/server/api/core/bitstreams/d267863f-36ae-4a83-a8d5-3f3947c155c3/content_\[in_Ukrainian\]](https://elar.khmn.edu.ua/server/api/core/bitstreams/d267863f-36ae-4a83-a8d5-3f3947c155c3/content_[in_Ukrainian]).
2. Bezgin, K. S. & Ushkalev, V. V. (2021). Zborka polisubiekta spilnogo stvorennia innovatsiinykh tsinnostei [Assembly of a polysubject of joint creation of innovative values]. *Ekonomika i orhanizatsiia upravlinnia – Economics and organization of management*, 3(433), 28-39. DOI: <https://doi.org/10.31558/2307-2318.2021.3.3> [in Ukrainian].
3. Danich, V. & Tatar, M. (2021). Zabezpechennia stiikoї vzaïemodii uchasnykiv innovatsiinoho protsesu v umovakh hlobalnykh vyklykiv [Ensuring sustainable interaction of participants of the innovation process in the context of global challenges]. *Review of transport economics and management*, 5(21), 163–189. DOI: <https://doi.org/10.15802/rtem2021/243657> [in Ukrainian].
4. Ilyashenko, N. S. (2019). *Upravlinnia vyperedzhaiuchym innovatsiynym rozvytkom promyslovykh pidpriemstv : monohrafiia [Management of advanced innovative development of industrial enterprises: monograph]*. Sumy: Tritoria [in Ukrainian].
5. Ilyashenko, S. M. & Ilyashenko, N. S. (2025). Konflikty v innovatsiinii diialnosti: identyfikatsiia i sposoby rozviazannia [Conflicts in innovative activity: identification and methods of resolution]. M. A. Slatvinsky (Ed. chief editor), T. A. Yashchuk, S. M. Podzigun (Eds), *Aktualni pytannia rozvytku ekonomiky: svitovi ta natsionalni aspekty – Current issues of economic development: global and national aspects: Materials of the III International Scientific and Practical Conference* (pp. 67-70). Uman: Vizavi, Retrieved from <https://repository.kpi.kharkov.ua/handle/KhPI-Press/90387> [in Ukrainian].
6. Jones, J. K. (1992). *Design methods* (2nd ed.). New York: Van Nostrand Reinhold [in English].
7. Kocherga, A. & Bondar-Pidgurska, O. (2023). Formuvannia klasyfikatsii konfliktiv yak instrumentu menezhmentu promyslovykh pidpriemstv [Formation of conflict classification as a management tool for industrial enterprises]. *Ekonomika ta suspilstvo – Economy and Society*, 58. DOI: <https://doi.org/10.32782/2524-0072/2023-58-3> [in Ukrainian].
8. Lisovska, L. S. (2020). Obgruntuvannia sutnosti ta skladovykh tsinnosti vzaïemodii v innovatsiinykh protsesakh [Substantiation of the essence and components of the value of interaction in innovation processes]. *Biznes Inform – Business Inform*, 10, 73-80. DOI: <https://doi.org/10.32983/2222-4459-2020-10-73-80> [in Ukrainian].

9. Pankova, L. I. (2019). Rehionalni osoblyvosti komertsializatsii proektiv intelektualnogo pidpriemnytstva [Regional features of the commercialization of intellectual entrepreneurship projects]. *Ekonomika i orhanizatsiia upravlinnia – Economy and organization of management*, 3(35), 71-81. DOI: <https://doi.org/10.31558/2307-2318.2019.3.7> [in Ukrainian].
10. Ryabtseva, N. V. & Alsoufeva, O.O. (2013). Mekhanizm uzgodzhennia ekonomichnykh interesiv v innovatsiinii makroekonomichnii systemi [Mechanism of coordination of economic interests in an innovative macroeconomic system]. *Ekonomichnyi visnyk – Economic Bulletin*, 2, 77-84. Retrieved from https://ev.nmu.org.ua/docs/2013/2/EV20132_077-084.pdf [in Ukrainian].
11. Sedashova, O. & Fedotova, N. (2025). Konflikty u XXI stolitti v upravlinni komandoiu proiektu: psykholohichni aspekty [Conflicts in project team management of the 21st century: psychological aspects]. *Vcheni zapysky Universytetu “KROK” – Scientific notes of “KROK” University*, 1(77), 309–316. DOI: <https://doi.org/10.31732/2663-2209-2025-77-309-316> [in Ukrainian].
12. Shaulska, L. V. & Hrynkevich, R. I. (2022). Upravlinnia konfliktamy kompetentnisnoi ta sotsialno-psykholohichnoi pryrody v innovatsiino-aktyvni orhanizatsii [Managing conflicts of competence and socio-psychological nature in an innovatively active organization]. *Visnyk ekonomichnoi nauky Ukrainy – Bulletin of Economic Science of Ukraine*, 2(43), 132-139. DOI: [https://doi.org/10.37405/1729-7206.2022.2\(43\).132-139](https://doi.org/10.37405/1729-7206.2022.2(43).132-139) [in Ukrainian].
13. Shipulina, Y.S. (2017). Upravlinnia formuvanniam innovatsiinoi kultury promyslovykh pidpriemstv: monohrafiia [Managing the formation of innovation culture of industrial enterprises: monograph]. Sumy: Tritoria. 432 p. [in Ukrainian].
14. Stadnychuk, R., Garafonova, O., Yankovoy, R., Efremov, I. & Artemov, S. (2025). Sotsialnyi konflikt yak indyikator tsyfrovoi transformatsii suspilstva v konteksti publichnoho upravlinnia [Social conflict as an indicator of the digital transformation of society in the context of public administration]. *Sotsialno-ekonomichni vidnosyny v tsyfrovomu suspilstvi – Socio-economic relations in the digital society*, 1(55), 56-67. DOI: <https://doi.org/10.55643/ser.5.55.2025.590> [in Ukrainian].
15. Tsisetsky, O. (2011). Innovatsiini konflikty na pidpriemstvi: sut, prychny i naslidky [Innovative conflicts at the enterprise: essence, causes and consequences]. *Rehionalni aspekty rozvytku produktyvnykh syl Ukrainy – Regional aspects of productive forces development of Ukraine*, 16, 78-82. Retrieved from <http://rarrpsu.wunu.edu.ua/index.php/rarrpsu/article/view/38/38> [in Ukrainian].
16. Xu, R. & Felzensztein C. (2025). Do conflicts in cooperation matter to open innovation? An empirical study of industrial clusters in China. *Journal of Business Research*, 196, 115427. DOI: <https://doi.org/10.1016/j.jbusres.2025.115427> [in English].
17. Yin, J., Qu, M., Li, M., & Liao, G. (2022). Team Leader’s Conflict Management Style and Team Innovation Performance in Remote R&D Teams—With Team Climate Perspective. *Sustainability*, 14(17), 10949. DOI: <https://doi.org/10.3390/su141710949> [in English].