

**METHODS OF CONFLICT RESOLUTION IN PROJECT TEAM
MANAGEMENT IN INVESTMENT PROJECTS**

Batirkhuja Aziza Fakhmuddin-kizi

Department of Valuation and Investments, Tashkent Institute of Finance

Annotation:

The article discusses ways to resolve conflicts in project team management in investment projects the opinions of the world's leading scientists were studied, In investment projects, conflicts have been identified in the management of the project team, Human resources manage theories Systematized , Management a comparative analysis of technology was carried out, reasonable conclusions and proposals were developed on ways to resolve conflicts in the management of the project team in investment projects.

Keywords: Investment project, project team, conflict types, Japanese model.

**МЕТОДЫ РАЗРЕШЕНИЯ КОНФЛИКТОВ ПРИ УПРАВЛЕНИИ
ПРОЕКТНОЙ КОМАНДОЙ В ИНВЕСТИЦИОННЫХ ПРОЕКТАХ**

Батирхуджа Азиза Фахмуддин-кизи

Кафедра оценки и инвестиций

Ташкентского финансового института

Аннотация:

В статье рассмотрены пути разрешения конфликтов в управлении проектной командой в инвестиционных проектах, изучены мнения ведущих ученых мира, В инвестиционных проектах выявлены конфликты в управлении проектной командой, Систематизированы теории управления человеческими ресурсами, Сравнительный анализ управления. проведена техническая экспертиза, разработаны обоснованные выводы и предложения по путям разрешения конфликтов в управлении проектной командой в инвестиционных проектах.

Ключевые слова: инвестиционный проект, проектная команда, типы конфликтов, японская модель.

Introduction

In order to successfully implement investment projects, it is necessary to effectively manage them, that is, to achieve the goals set in the project, to implement certain plans, to organize activities aimed at the effective use of available resources - labor, material and time resources in such a way that all project participants have the opportunity to fully achieve their goals. should be. But an investment project is not an activity carried out by a single person, the construction, registration, production organization and other similar tasks envisaged in the project require the organization of a team of various

specialists.

The accumulated experience of developed countries in personnel management is of urgent importance from the point of view of organizing the model of innovative development of human resources. Based on the study of this experience, it is possible to determine which rules of this activity can be applied in the economy of Uzbekistan and which can have a real economic effect, and which are considered special privileges of foreign management. The Japanese experience in innovative development of human resources is noteworthy. This is the result of Japan achieving one of the highest indicators in the world in terms of labor productivity, high quality of innovative products, leading the world in the production of high-tech products, and taking the third place in the world in terms of the country's gross domestic product .

Proper use of human resources of the above developed countries, strengthening their position in the team and projects, scientific research of their experience in preventing conflicts that may occur, and their use in the Republic of Uzbekistan are urgent issues of today.

Review of Literature

Project theoretical and practical aspects of the role of the conflict resolution method in managing the team of foreign economists N.M. Arsenteva, S.V. Kovalev, S.Yu. Witte, N.V. Komarova, E.A. Borisov, F. Chiocchio, D. Forgues, D. Paradis, I. Iordanova, G. Wu, X.Zhao, J. Zuo, CCCheung, KBChuah, RABaron, PRLawrence, JWLorsch, MKKozan, RALundin, A. Soderholm, R. Müller, JRTurner, ESAndersen, J. Shao, O. Kvalnes, YQChen, YBZhang, SJZhang, D. Tjosvold, G. Kleinman, D. Palmon, P. Lee, MARahim, NRMagner, JZRubin, D.G.Pruitt, S.H.Kim, R.R.Blake, J.S.Mouton.

Project Research on the role of conflict resolution methods in team management was conducted by economists M.Sharifkhojaev, Yo.Abdullaev, D.Mirzabdullaeva, G.Tojiboeva, M.M.Yuldasheva, A.M.Akbarov and others. .

Research works and conceptual views of the above-mentioned economists are an important scientific and methodological source. Ammr investment project project, taking into account the specific features of conflict resolution methods in team management it is desirable to conduct a more in-depth study of the conflicts that arise in the management of the team.

Research Methodology

Ways to resolve conflicts in project team management in investment projects economic research methods such as studying the research conducted by world scientists and economists, collecting data, analyzing the collected data, synthesizing, and logical thinking were widely used.

Analysis and Discussion of Results

Nowadays, it is difficult to imagine a large company or a small business that does not face the problems of conflict situations between employees or team members in their

activities. However, not all managers know what actions to take to resolve the situation and improve the psychological climate in the team. A number of companies around the world are taking an individual approach to solving these problems. In particular, Japan's experience in effective use of human resources and their innovative development is being adopted, first of all, by auto giants and countries where subsidiaries of the largest Japanese corporations for the production of electronic equipment are located. First of all, it is possible to include Southeast Asian countries - Malaysia, Thailand, Singapore, Taiwan. Also, Nissan's UK-based subsidiary company was the first in the British Isles to apply advanced Japanese rules for innovative development of human resources.

From today's perspective, effectively managed projects not only have some conflicts, they are necessary. Of course, conflict is not always positive. In some cases, it prevents meeting the needs of an individual or the entire project. But in some cases, conflicts help to express different points of view, provide an opportunity to have additional information, alternative decisions. This makes the decision-making process more efficient and allows people to have their say.

Thus, conflict can serve to improve the performance of a certain task and project performance, or it can hinder the performance of a task and lead to a decrease in personal satisfaction and project performance. In order to manage conflicts, it is necessary to know the causes of the conflict situation. There are four main types of conflict: intrapersonal conflict, interpersonal conflict, intergroup conflict, and intergroup conflict.

Disputes are divided into the following types (see Figure 1).

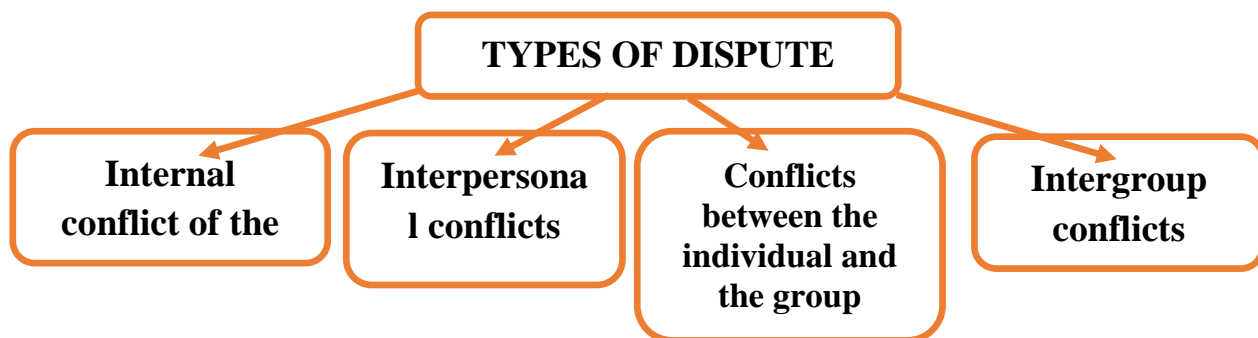


Fig. 1. Types of conflict¹

The internal conflict of the person is caused by the disparity between the personal needs and values of the employees and the requirements of production, the employee is overloaded with work less than or more than the norm, and conflicting requirements are imposed. An internal conflict of a person arises when a person is given an opposite task and a mutually exclusive result is demanded from him. For example, if the production manager asks the shop floor manager to increase the production of the product, the head of the internal quality control department of the project wants to

¹ Created by the author.

improve the product quality by slowing down the production process.

There are several effective methods of conflict management, which can be divided into two categories: structural and interpersonal. A leader should not assume that the root cause of conflict is people's actions. Of course, such differences can cause conflict, but they are often only among the factors that lead to conflict. Before the leader resolves the conflict, it is necessary to analyze its causes using various methods.

There are four structural methods of conflict resolution: clarifying the demand for work, using coordination and integration mechanisms, defining a set of common organizational goals, and applying the incentive system. Clarifying job requirements is one of the best ways to manage conflict. It is necessary to explain to each employee, what results are expected from the department's work, the system of their basic rights and duties. Another way to manage a conflict situation is to use the coordination mechanism - the chain of command, the distribution of powers. If there is a disagreement between one or two employees on some issues, they can turn to the general superiors for a decision to avoid conflict.

The term "personnel" unites the components of the project work team. Personnel includes all employees who perform production or management operations and are engaged in processing labor objects and labor tools.

Here, the terms "employees", "servants", "personnel" mean the same thing. In management theories, there are different approaches to personnel classification based on employee's profession and career, management level, and employee categories. Depending on their participation in the production process, personnel are divided into two main parts: workers and servants (Table 1).

1 – table Types of activities in human resource management²

Field of activity	Why priority is given	How functions does	Fulfillment to whom information is given
Human Resource Management (Strategic Approach)	To solve absolutely new tasks; To solve global, long-term tasks	Human resource planning; Improvement of personal abilities and skills; Planning of personnel costs within the personnel cost of the project	To the president of the corporation
Work with employees (quick activity)	To solve everyday problems that require administrative intervention	Selection and placement of frames; Work motivation management; Technical safety control; Dispute resolution	To the vice president of the corporation

There are two main approaches to solving personnel problems in foreign experience. The first approach focuses on the fact that "Human resource management" covers the strategic aspects of solving this problem, including social development issues, while

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"personnel management" refers to operational work with more personnel. "Management of human resources" is primarily focused on issues of state regulation of labor and employment relations, and "personnel management" is focused on project-level labor relations.

Among the decisions to be made, if we talk about the essence of the Japanese "Ringi" method, "Ringi" is a widely used method in Japanese entrepreneurship and business. In the "Big Japanese-Russian Dictionary" the term ringi is defined as obtaining consent by asking without calling meetings to solve the problem, it has several stages:

At the 1st stage, the management of the enterprise, when it is necessary to make a decision about the problem, together with the involved specialists, put forward the general considerations about this problem (for example, the problem of starting the production of a new type of product).

In the 2nd stage, the problem is passed down, that is, to the stage where work on the project is organized.

At the 3rd stage, all aspects of the project being prepared are agreed upon in detail with the performers. In fact, this is the stage of eliminating differences and opposing points of view.

In the 4th stage, special councils and conferences are held to solve the problem.

At the 5th stage, the document is signed by the executors, everyone puts their seal, and the document is approved by the management of the enterprise. Now Table 2 below shows the difference between American and Japanese control technology.

Table 2 Comparative analysis of management technology

American	Japanese
For each employee job instructions based management technology detailed in advance development	There are no job descriptions. The slogan "act according to the situation" means analyzing the situation and making non-standard decisions. The subordinate performs a temporarily responsible job compared to the leader, the senior manager addresses the subordinate directly through the leader.

When asked where they got their resources for such economic development, the Japanese answered that they get it "from under their hats". One of the important reasons for the Japanese miracle is joint action, unity, coming to a common opinion. The development of the post-war economy is attributed to the merger with the joint-stock company "Japan Incorporated". This company was the foundation of the system of interaction between government and business. Japanese economist S. Okita said that the reason for the growth of labor productivity is long-term economic policy and government support for private entrepreneurship, industrial re-equipment, the use of advanced foreign technology and, of course, scientific and technical achievements. The Japanese prefer to strictly adhere to the following rules of life:

A) adapting to the situation regardless of what it is;

- B) finding the possibility to comply with the established rule;
- C) know the limits of the debate;
- D) search for the reason of failure

The "quality circles" and "just-in-time" systems typical of Japanese management originated in the United States, but did not develop there. Leaders of American companies are increasingly considering the issues of increasing the share of engineers in their factories, increasing the role of craftsmen in production, increasing labor productivity and introducing targeted programs to save resources. The Japanese system of decision-making is a detailed exchange of ideas and tactical plans in the first agreement of the lower stages until full agreement.

By Western standards, this is a long and uncertain process, but its main idea is that all this is more than covered in the stage of execution of decisions. The Japanese think that how many people report and support a decision is more important than the decision itself. Failure to understand this often causes good decisions to fail, and conversely, unexpected good effects, if they are supported by the performers, result in unexpected good results. When a decision is necessary, it is at its lowest formative. And often the draft decision on guarantee is prepared by the youngest employee. At the same time, they both sat: they avoided the important standard of targeting and the date of the opportunity to train a young worker, even if he is not without mistakes.

Learning in practice is more effective than in theory, especially when critical management errors are required to be corrected at lower levels of management.

Conclusions and Suggestions

Project team management conflicts arise because team members have different goals, needs, ways of thinking, worldviews, and attitudes toward tasks. Conflict resolution is not so easy in practice, it can be very difficult to admit and say out loud that you are in conflict with an employee about an issue. Sometimes the conflict lasts for a long time, people suffer, but do not openly admit it, everyone chooses their own behavior and influence on other aspects of the project, but there is no way to discuss together and get out of the situation. Determining the possibility of negotiations is of great importance in resolving disputes. After recognizing the existence of a dispute and the impossibility of solving it "on the move", it is recommended to agree on the possibility of negotiations and clarify how to conduct negotiations: with or without a mediator, and who can be a mediator is equally appropriate.

Each specialist should clearly understand what results are required from him, what are his tasks, responsibilities, limits of authority, work stages. Such a solution is implemented in the form of drawing up relevant job descriptions (labor tasks and scope), distribution of rights and obligations by management levels.

In conclusion, it can be noted that the effective implementation of the above suggestions and recommendations in practice will help to improve the process of conflict resolution in project team management in investment projects.

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