

STRATEGIES OF MANAGERS' BEHAVIOR IN CONFLICTS IN THE TOURISM INDUSTRY

People's lives are unthinkable without collisions of ideas, life positions, goals of individual personalities, small and large collectives, and other communities. Differences and contradictions constantly arise between different parties, often escalating into conflicts.

Conflict is a contradiction that arises between people in connection with the resolution of various issues in public and personal life. The purpose of this work is to consider and study strategies of managers' behavior in conflicts in a tourism industry.

Conflicts in the tourism industry can arise for various reasons: from customer dissatisfaction to problems with staff or partners. But a manager should be able to resolve any conflict effectively. Before choosing a strategy to make a specific management decision, a manager selects a general position, a way out of the situation in which they find themselves by their own will or by the will of others: their superiors, colleagues, or subordinates. In the conditions of conflict activity, the forms of behavior of managers take the form of the following strategies: strategy of confrontation (competition), strategy of cooperation, strategy of compromise, strategy of avoidance, adaptation strategy, or conciliation strategy.

Strategy of confrontation (competition): the manager seeks to claim a commanding role, dictate to their colleagues the way out of the situation, influence their opinions, and ultimately achieve success in their activities. This strategy is based on the following psychological reasons: a high degree of voluntary activity; awareness of significance in one's own eyes and in the eyes of colleagues.

Strategy of cooperation: its action is also based on the desire to achieve success in activities. The choice of the cooperation strategy is determined by the following psychological reasons: the desire to succeed in activities; the operation of positive social attitudes; the ability to avoid conflict situations during group discussions.

Strategy of compromise: in this case, the manager chooses a middle ground between overt confrontation and cooperation. The strategy is more aimed at establishing contacts than at making the decision itself. The choice of this strategy may be based on these reasons: positive motivation to achieve some agreement; a desire to avoid conflicts; a tendency to steer clear of risky decision-making.

Strategy of avoidance: it involves evading responsibility for implementation and setting of management goals. The manager seeks to exclude the managerial task from the zone of current significance. This

strategy is based on inability to resolve issues related to choosing means of resolution; fear of responsibility and punishment.

Strategy of adaptation or conciliation is aimed at avoiding conflictual relationships with other managers and superiors. The choice of this strategy is possible due to these reasons: fear and inability to make necessary decisions at the right time; fear of punishment for negative work outcomes; a desire to escape from the situation.

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It is especially important to prevent conflict and utilize these strategies. In conclusion, it should be mentioned that the conflicts in an organization affect:

- the behavior and mood of employees;
- the production and service processes;
- the clients.

Therefore, it is necessary to manage conflicts, which requires studying their sources, typical patterns, and stages of development.

Reference

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