

Секция 3
СОЦИАЛЬНО-КУЛЬТУРНАЯ СРЕДА
МЕЖДУНАРОДНОГО БИЗНЕСА

АНГЛИЙСКИЙ ЯЗЫК

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APPROACHES TO ORGANIZATIONAL CONFLICT MANAGEMENT

ПОДХОДЫ К УПРАВЛЕНИЮ ОРГАНИЗАЦИОННЫМИ
КОНФЛИКТАМИ

Organizational conflict involves different types of disagreement between employees or departments in an organization [1]. It is a widespread phenomenon which can take a multitude of forms. Nowadays it is hard to imagine an organization where conflicts have never occurred. Whereas conflict was previously viewed solely in a bad light, it is now considered that the absence of conflicts in organizations is impossible and even undesirable. Anyway, conflicts are supposed to be resolved in order to boost employees' productivity and the productivity of the organization in overall. Therefore, it is necessary to raise the question of ways of their management.

There exist 5 major ways of conflict management: avoiding, accommodating, collaborating, compromising, and competing. Differences between them are caused by varied styles of behavior of the conflicting parties. The purpose of our research

was to determine the prevailing strategies of conflict resolution among our target group – international law and international relations students – and give relevant recommendations on improving their conflict management skills. It is important because these people are expected to occupy important positions in business and civil service in future. We canvassed 66 persons by means of a questionnaire elaborated by an American Conflict Coach and Mentor, a member of the Association for Conflict Resolution Reginald Adkins, PhD.

According to the results of our survey, the prevailing strategy of conflict management among the target group was competing (23.5%). In general, this strategy is regarded as ineffective. It means that parties to a conflict tend to defend their positions in an overt way rather than focus on the problem. Consequently, this may lead to the deterioration of relations among the parties involved [3].

The following most popular strategy in accordance with the survey was compromising (21.2%). This style is in the middle between being assertive and cooperative. Business owners frequently employ it during contract negotiations. The purpose of this style is to find a quick middle ground. However, compromise is acceptable only among the participants who are more or less equal in rank [3].

Collaboration came close with 20.7%. It is really a pity that it was only the third most popular choice because this style is generally regarded as an optimum one for conflict resolution. It is based on 4 major principles: separate the people from the problem; focus on interest, not position; invent options for a mutual gain; insist on using objective criteria. However, choosing collaboration means being prepared for considerable time constraints [2].

Least popular choices were accommodation and avoidance – 20% and 14.6% respectively. On the one hand, it looks nice that these generally ineffective styles were not the top preferences among our respondents. However, together with competition they sum up to about 60%, which testifies to a relatively low level of conflict management skills among our target group.

This leads us to the conclusion that conflict management needs to be taught: in many specialities dealing with management the learners have a special integrated discipline known as business communication which includes a special module connected to conflicts. We think that the integration of the method of principled negotiation, developed at the Harvard Negotiation Project, will be very beneficial [2].

References:

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**BY AIR OR BY BRAINS: THE WAY THE NEIGHBORHOOD
CONTRIBUTES TO IT SPHERE SUCCESS**

**ПО ВОЗДУХУ ИЛИ С ПОМОЩЬЮ УМА: КАК СОСЕДСТВО
СПОСОБСТВУЕТ УСПЕХУ В СФЕРЕ ИНФОРМАЦИОННЫХ
ТЕХНОЛОГИЙ**

Many countries face the problem of outflow of qualified work-force abroad. So, for today in Belarus and in some bordering countries there is an acute shortage of the following specialists: IT workers or so-called “tech ninja”, programmers, system administrators and so on. That’s why we want to analyze the problem of outflow of qualified personnel abroad in IT sphere – or “Dutch problem”.

Choosing the destination of migration our specialists prefer highly developed countries with a high living standard. However, it is not so easy to move there for permanent residence, so they choose neighboring countries with a high demand for programmers. Thus, the object of our research is the outflow of qualified personnel abroad in IT sphere in Belarus and Lithuania. The main objective of the following study is to define the reasons for Belarusian programmers and IT workers movement to Lithuania. Therefore, we set the following tasks: to analyze the labor market in IT sphere in Belarus and one of the Belarus neighboring country as Lithuania, to outline the favorable conditions of career prospects when moving, to suggest the way of averting movement.

The “brain drain” is understood as one of the forms of migratory behavior, which implies the departure, migration of highly qualified specialists, who can’t find their ability to be used in the national economy, abroad for a permanent job.

Like any highly qualified specialists, “tech ninjas” have the right to worthy remuneration of their labor. Their average salary in Belarus achieves \$20,000 while in Lithuania is about \$17,000 per year. Many Lithuanian programmers have the opportunity to earn more abroad. As for Lithuanian statistics, we found out that the reason "why do they leave the country" is not only relatively low wages in