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TEAM CONFLICTS

Конфликты в коллективе

Conflict in the most general definition means "any kind of resistance and negative situations in a relationship. Conflicts arise because of differences between the attitudes and perspectives of the parties involved. In many workplaces, conflict is seen as part of organizational life. According to an article published by Forbes, 60 to 80 percent of problems in organizations are caused by conflicts between employees. Therefore, conflict management is very important to organizations.

While in the 1990s conflicts were seen as bad situations that should not be in institutions and that are detrimental to the organization, today a reasonable level of conflict is believed to increase the effectiveness of the organization. However, in order for conflict to remain at a reasonable level and to increase productivity, conflict must be managed properly.

In order to manage conflict effectively, an objective and detailed analysis of the behavior of the parties involved and the situation generating the conflict is necessary. In addition, in order to resolve conflict, it is necessary to first acknowledge the existence of conflict and identify the nature of the conflict. Identifying the conflict and knowing its causes is important in terms of finding ways to resolve it. Of course, one of the most important things is that the leader who will manage the conflict must know the methods of management and types of conflict.

Conflict is an unavoidable part of life. All of us have our own opinions, ideas and beliefs. We have our own view of things, and we act according to what we think is right. The main characteristics of group conflicts are generally considered to be:

1. Group conflict arises from group views and opinions.
2. The main methods of manifestation of discontent are strikes, rallies, discussions.
3. The conflict between a group and an individual, it is accepted to consider as group, but it is necessary to influence motives and interests of both parties simultaneously. Destruction of the opportunities of one group, prevents the achievement of the goals of the other. Any distribution of resources (for example, a bonus contract, bonus agreement) can often lead to dissatisfaction, refusal of the proposed distribution, limitation of own interests, emphasizing the universality of their contribution or overestimation of the willingness of people to make a significant contribution.

Moreover, intergroup conflict in the team provokes a different perception of the time required for the perspectives of each sector. With significant differences in timing, critical

problem situations for one department become the foundation for situations in which conflict will be considered important for the other team.

The exercise of power affects the team environment. If one group considers itself superior to another group/groups and uses its power over another group/groups, conflict is likely to arise as the oppressed group will try to resist or oppose.

Ineffective group control. When leadership is weak and control over group members is relaxed, conflict can arise over minor issues.

The most popular foreign tactics for resolving conflict are:

- conflict avoidance — denying the existence of a problematic situation, postponing its resolution;

- method of inaction — a variation of the previous method, the meaning of which is the complete absence of calculations or actions;

- concession method, e.g., the superiors concede by reducing their demands (applied if the superiors find their own blunders);

- smoothing of corners — it is applied in the companies, which are aimed at team interaction;

- if the solution of issues requires the use of implicit means of management, the method of covert influence is popular, for example, when socio-psychological or economic conditions prevail and there is no possibility to intervene in the implementation of equality of participants or openly oppose it, for fear of losing reputation.

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SOCIAL AND CULTURAL ENVIRONMENT OF INTERNATIONAL BUSINESS

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The purpose of the study is to consider the socio-cultural environment of international business in two countries: China and Russia. We have chosen this topic due to its relevance and importance today, to study the social culture of other countries to build successful international business.

The social and cultural environment is the social space surrounding a person, the culture of the state of society in which a person lives and develops. But, in international business, this environment has a key impact on companies and entrepreneurs through factors of the internal and external environment.