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**Foreign experience in conflict management**

Many Western theorists and practitioners of management believe that some conflicts can be not only useful but also desirable in terms of effective management of organizations. Conflict helps to reveal a variety of points of view, provides additional information, allows to analyze a large number of alternatives, etc. This makes the process of developing a decision by a group or an individual leader more effective, enables people to express their thoughts and feelings, to satisfy their needs for respect and power [1, p. 102].

An analysis of contemporary foreign authors works in this area of modern labor conflict management has shown the possibility and usefulness of applying many of their ideas in the current conditions but of course taking into account their specifics. First of all is meant the model of “principled negotiations” by R. Fischer and U. Urey, the model of “management intervention” in internal organizational conflicts by W. Mastenbrook, the concept of “positive conflict” in the organization of D. Thjöswold, the technology of stage-by-stage regulation of conflict relations of opponents by H. Brodal.

Along with the economic one it also presents a sociological approach to understanding the causes and sources of social and labor conflicts in the concepts of foreign sociologists (E. Mayo, R. Darendorf, F. Fürstenberg, M. Weber). Thus, E. Mayo's “theory of human relations” substantiated the possibility of integrating workers into the social organization of an enterprise, which is designed to eliminate the inevitability of antagonistic contradictions and conflict of interests between management and employees. On the contrary, R. Dahrendorf argued that the social conflict on the basis of the wield power will be eternal, and therefore labor conflicts in an industrial society can only be amenable to resolution, and not completely resolved. M. Weber's school saw the essence of labor conflicts in the struggle of economic interests of agents production (profit, wages, labor intensity, etc.). K. Marks and his followers explained the nature of labor conflicts by the domination of private property, which gave social production under capitalism an exploitative nature, and made social relations between employers and employees antagonistic and hostile.

Modern labor conflicts are organically inscribed in the context of the life of the enterprise. In this regard, the main theoretical models of the enterprise are considered, each of which emphasizes certain features of labor disputes and disagreements as forms of manifestation of intra-organizational social and economic problems. The neoclassical economic theory of the firm (D. Williamson, 1985 and others) ignored the fact that in the socio-economic exchange between the owner of the labor force and the employer, the choice of a partner is made not only through impersonal price competition in the labor market but also through individual bargaining involving a conflict of interest and labor disputes. Naturally, according

to this theory, labor conflict situations can be effectively regulated only through judicial proceedings. In the institutional concept of the firm that came to replace it (R. Coase, 1993 and others), on the contrary, the socio-economic relations of the enterprise with other organizations are described in terms of the conclusion and fulfillment of contractual obligations of the parties. Typical areas of conflict situations are labor motivation of employees, working conditions and organization, planning and control over the production activities of personnel. In the prevention of labor conflicts, the center of gravity is shifted to improving the methods and style of management of labor behavior and interpersonal relationships in small work groups.

The strengthening of the role of the "human factor" in a modern enterprise is clearly reflected in the evolutionary model of the firm, where the economic behavior of the enterprise is determined by the relationship both between management and personnel, and within the contingent of employees, during which values, norms and traditions of social organization of the firm are formed. It was who determine the image, contribute to the strengthening of positions in economic competition, including in open conflicts, in the market for goods and services. The increasing role of an individual enterprise in the functioning of small and medium-sized businesses stimulated the creation of an entrepreneurial concept of a firm (R. Hirsch, M. Peters, 1989), according to which the main subject of its activity is an entrepreneur, whose leading qualities are along with a focus on success, a risk-taking and use conflicts to their advantage. This theory localizes the "subject field" of conflicts by the interaction of entrepreneurs of three levels of the organizational structure ("macro", "meso" and "micro") and their relationship with hired personnel.

At this point in time, Russia is formally provided for a stricter legislative control over conflicts of interest than in the public sector of nine European countries - France, Germany, Italy, Portugal, Spain, Great Britain, Hungary, Latvia and Poland. For example, declaring personal income (France, Germany, Great Britain), declaring family income (only in Poland, mandatory); declaration of personal property (Germany, Great Britain) are absent. This proves the fact that legal regulation is one of the points, but not the main one in the management of conflicts of interest [2].

Members of Parliament in the UK are required to fill out a form with ten categories of declared interests (directorship and any paid work, including providing services to clients; sponsorship, ownership of land, property, shares, etc., gifts, benefits, hospitality received by a member of parliament or a spouse, as well as a partner; foreign travel, foreign benefits and gifts - received personally, by a spouse or partner; etc.). In Germany there is a crime related to conflict of interest, referred to as "the adoption of benefit" which, in addition to generally accepted include: reduced prices for private use; reduction of interest rates on loans; unreasonably high pay for officially approved part-time work; hiring relatives of a civil servant; provision of unreasonably cheap accommodation; inheritance; up to invitations to exclusive events and services of a sexual nature [2].

In a number of European countries, the solution of labor conflicts carried out through state intervention by establishing legislative rules for their regulation, taking

into account the interests of the parties, which are mandatory. At the same time, there are characteristic features of individual countries. In particular, Portugal has developed conciliation procedures and approved by law, but they are not mandatory. The functions of European states include the assessment of the social and labor sphere and the development of social policy that affects the regulation of the state and labor relations of the parties. In recent years, the system of settlement of labor conflicts in European countries has been influenced by common European legislation, Recommendations and EU Directives.

A number of foreign managers believe that it is necessary to attract talented employees to resolve conflict situations in management. The main problem in this case is the search and retention of skilled professionals and talented workers. To manage such employees, certain methods of motivation are needed to realize their abilities. Some researchers believe that talented personnel management strategy should comply with business strategy. In the Russian practice of personnel management, as well as abroad, serious attention is given to the study of the phenomenon of management of talented employees. Since such a study is aimed at creating a model of conflict-free functioning of organizations.

In some European countries, the practice of creating bodies for out-of-court settlement of labor conflicts is widely used. Belgium, Finland, Denmark have included such bodies in their internal administrative structures. In a number of countries, independent organizations have been created that play the role of conciliation mediators, the role of arbitration, which financed by the state.

In other words, in the foreign practice of resolving organizational conflicts, state systems for managing labor conflicts interact with private organizations funded or not funded by the state.

The well-known scientist E. Deming as a modern approach to resolving conflict situations in personnel management implies a system of partnership between employees and managers, where the manager acts as a mentor and directs employees on the path of professional growth. In his opinion, contradictions in individual divisions may arise due to the busyness of employees of the organization not with their own affairs, exaggerating their role. To resolve such conflicts, a team of third-party consultants is invited [3].

Exploring the modern system of managing organizational conflicts abroad, Zhigley I.V., Raboshuk A.V. note that today the Anglo-American countries are characterized by conflicts between shareholders and managers of companies, since the property of the companies belongs to shareholders. "In continental Europe and developing countries in a concentrated structure property, the main conflict arises between the majority and minority shareholders" [4].

The system for managing labor conflicts in the UK and the USA is quite interesting.

In the British system, the agency for pre-trial settlement of conflict situations is the British Advisory, Conciliation and Arbitration Service (ACAS), which was established by the country's government in 1974 [4]. The functions of the service include: procedures for preventing labor disputes between management personnel and employees; consideration of complaints of employees and their resolution on

the facts of violation of their rights; resolution labor conflicts between employees and employers; formation of reliable information and implementation of consultations on the settlement of labor relations. ACAS is an independent organization which provides an annual report to the UK Parliament and Government.

Modern approaches to the study of conflicts in the managing of a labor collective indicates the need for a management team to resolve conflict situations in management, which will ensure a stable process of business development.

The solution of the conflict is the elimination in whole or in part of the causes that gave rise to the conflict, or a change in the goals of the parties of the conflict [5, p. 61].

So, general recommendations for resolving conflict situations can be as follows:

1. Acknowledge the existence of a conflict.
2. Determine the possibility of negotiations.
3. Agree on a negotiation procedure.
4. Identify the range of issues that make up the subject of the conflict.
5. Develop options for solutions.
6. Make an agreed decision.
7. Implement the decision in practice.

Thus, we summarize the theoretical material given in the first chapter of the course work.

Conflict management is a conscious activity in relation to it, carried out at all stages of its emergence, development and completion by the parties to the conflict or a third party. It is important not to block the development of a contradiction, but to strive to resolve it in non-conflict ways. Conflict management includes conflict prevention and constructive completion. Incompetent conflict management is socially dangerous. Without knowledge of the causes of the eruption and development of conflicts, it is difficult to count on their effective regulation. Determination of the system of causes is the result, mainly, of the systemic genetic analysis of conflict situations. It is necessary to distinguish between the causes of conflicts and the reasons for changes in their characteristics.

To prevent conflicts, it is important to know not only what needs to be done, but also how to achieve the development of a problem situation in a constructive direction. Conflict prevention in the narrow sense is about dealing with specific conflicts.

This is the activity of the parties to the conflict, as well as third parties to eliminate objective and subjective an emerging conflict, resolution of the contradiction in non-conflict ways. Prevention technology is a set of knowledge about the methods, means, influencing technique on the pre-conflict situation, as well as the sequence of actions opponents and third parties, as a result of which the arisen contradiction is resolved.

Conflicts can be prevented by changing your attitude to a problem situation and behavior in it, as well as by influencing the psyche and behavior of the opponent. The main ways and techniques of changing one's behavior in a pre-conflict situation

include: the ability to determine that communication has become pre-conflict; striving to deeply and comprehensively understand the position of the opponent; decrease in their general anxiety and aggressiveness; the ability to assess your current mental state; constant readiness for conflict-free problem solving; the ability to smile; do not expect too much from others; sincere interest in a communication partner; conflict tolerance and a sense of humor.

To prevent interpersonal conflicts, it is necessary to evaluate, first of all, what has been done, and then what has failed: the evaluator must know the activity himself well; the assessment should be given on the merits of the case, and not according to the form; the evaluator must be responsible for the objectivity of the evaluation, identify and inform the evaluated employees of the reasons for deficiencies; clearly formulate new goals and objectives; inspire employees to new jobs.

Compliance with these recommendations will help the conflicting parties to prevent conflict situations, and if they occur, then constructively resolve them and find the best way out of the conflict.

Thus, a conflict is a clash of oppositely directed, mutually exclusive goals, interests, needs, motives, opinions and views. The conflict is determined by the fact that the conscious behavior of one of the parties causes a disorder of the interests of the other party, which generates countermeasures and, as a result, leads to a decrease in the efficiency of joint work, an increase in risk, the termination of joint activities or other consequences.

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