

**DISPUTE RESOLUTION METHODS IN PROJECT TEAM MANAGEMENT IN INVESTMENT PROJECTS**

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Akramov Azamat Ramziddinovich  
Under the Ministry of Economy and Finance  
Treasury Service Committee Officer, PhD

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**Abstract**

The article examines the opinions of the world's leading scientists on ways to resolve conflicts in the management of the project team in investment projects, identifies the conflicts that cause conflicts in the management of the project team in investment projects, systematizes the theories of human resources management, makes reasonable conclusions and suggestions on the ways to resolve conflicts in the management of the project team in investment projects developed.

**Keywords:** Investment, style, project team, personnel management, "e-statement".

**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.

**Literature Review**

Project in investment projects theoretical and practical aspects of the role of the conflict resolution method in team management, foreign economists N.L.Zaitsev, the quality of training of specialist



personnel in the higher education system and management of this process M.I.Irodov, M.M.Ivanov, who studied the US experience of science management, human resources I.K.Makarova on management, A.Panova, who studied the Russian experience of making management decisions in the higher education system, and others contributed.

Project Researches on the role of conflict resolution method in team management <sup>1</sup>were conducted by M.Sharifkhojaev, N.V.Abrosimov, 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**

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.

No matter how harmonious and friendly the project team is, no matter how patient and understanding the project clients are, but practice shows that conflicts arise in all projects.

From interpersonal disagreements to outright project management conflicts, such as those involving unbalanced dual reporting in a matrix organizational structure. Therefore, the tasks of the project manager include conflict management, that is, timely identification and elimination of conflicts.

Conflict management is a targeted effect to eliminate (minimize) the causes that caused conflicts or to correct the behavior of conflict participants.

There are many ways to manage conflict. Expanded, they can be presented in the form of several

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1Zaitsev N.L. Economics, organization and enterprise management: Textbook. - 2nd ed. - M.: INFRA-M, 2008. - 455 p. Irodov M.I., Razumov S. Creation of a quality management system for training specialists at a university // University Management. - 2003. - 2. - P. 90-95. Ivanov M.M., Kolupaeva S.R., Kochetkov G.B. USA: management of science and innovation. - M.: Nauka, 1999. - P. 23. Makarova I.K. Human resource management: five lessons of effective HR management. - M.: Delo, 2007-232 p.

M. Sharifkhuzhaev, Y. Abdullaev "Management 100 questions and answers" Tashkent-2000, page 228; Mirzabdullaeva D. Interpersonal conflicts and their psychological phenomena // Journal of young researchers, 2020, No. 3, pp. 32-37; Tozhiboeva G.R. Interpersonal conflicts and their psychological phenomena// Science and Education, April 2022 Volume 3 Issue 4, p . 1473-1477; Abrosimov N. V. Foreign experience of the organization's innovative development of personnel potential // Bulletin of the Moscow University Series I. Economy and management, 2012 - №1. - S. 46., Yuldasheva M.M. Improvement of personnel management in corporate structures in the conditions of modernization of the national economy. Dissertation written for obtaining the scientific degree of candidate of economic sciences. - Tashkent, 2010. - p. 34 , Akbarov Akhmal Mahmudovich "Model of innovative development of human resources (in the example of Japanese experience)" "Economics and innovative technologies" scientific electronic journal. No. 2, March-April, 2019



groups, each of which has its own scope:

- 1) ways of influencing a person;
- 2) structural, ie. methods of eliminating organizational conflicts;
- 3) conflicting interpersonal methods or behavioral styles;
- 4) negotiations;
- 5) vindictive and aggressive actions. This group of methods is used in extreme cases, when all the possibilities of the previous group are exhausted.

Intrapersonal methods consist of the ability to properly organize one's actions, to express one's point of view without provoking a defensive reaction of another person. Some authors suggest using the "I-statement" method, i.e. a method of communicating your attitude to a certain subject to another person without accusations or demands, but in such a way that the other person changes his attitude.

This method helps a person to maintain his position without turning the other into an enemy. "e-statement" can be useful in any situation, but it is especially effective when a person is angry, disturbed, dissatisfied. It should be noted right away that using this approach requires skill and practice, but it can be justified in the future. "e-statement" is designed to allow a person to express his opinion about the situation, to express his position. This is especially useful when a person wants to convey something to another, but does not want to take it negatively and go on the offensive.

Structural methods, i.e. methods of influencing organizational conflicts arising from incorrect distribution of powers, organization of work, adopted incentive system and others. These methods include: identification of work requirements, coordination and integration mechanisms, corporate goals, use of reward systems.

Clarifying job requirements is one effective way to manage and prevent conflict. Each specialist should clearly understand what results are required from him, what are his tasks, responsibilities, limits of authority, work stages. The method is implemented in the form of drawing up relevant job descriptions (job descriptions), distribution of rights and obligations by management levels.

Coordination and integration mechanisms are another method of conflict management. One of the most common mechanisms is the chain of command. Establishing a hierarchy of authority regulates human interaction, decision-making, and information flow within an organization. If two or more subordinates disagree on a matter, conflict can be avoided by contacting the superior and inviting him to make a decision. The principle of unity of command makes it easier to use hierarchy to manage a conflict situation, because the subordinate knows whose decisions he must follow.

**Table 1 Interpersonal disputes solution to do styles**

<b>Styles</b>	<i>Description</i>
<b>Escape</b>	This style means that the person tries to distance himself from the conflict. His position is not to get into situations that lead to the emergence of contradictions, not to start discussing issues full of disagreements. Then, even if you solve the problem, you don't have to get excited.
<b>Polishing</b>	With this style, one is convinced that one should not get angry, because "we are all one happy team and we should not rock the boat." Such "smoothness" tries not to show signs of conflict, calls for the need for unity. But at the same time, you can forget about the underlying problem of the conflict. As a result, peace and tranquility may come, but the problem remains, which eventually leads to an "explosion".



<b>Compulsion</b>	This style is dominated by attempts to force people to accept their point of view at any cost. A person who tries to do this does not care about the opinion of others, usually behaves aggressively, uses force through coercion to influence others. This method can be effective if the leader has a lot of power over subordinates, but it cannot suppress the initiative of subordinates, it increases the possibility of making wrong decisions, because only one point of view is presented. This can cause resentment, especially among younger and more educated employees.
<b>Compromise</b>	This style is characterized by accepting the other side's point of view, but only to a certain extent. The ability to compromise is highly valued in management situations because it minimizes ill will, which often allows for a quick resolution of a dispute to the satisfaction of both parties. However, using early compromise in a dispute over an important issue can reduce the time it takes to find alternatives.
<b>Solving the problem</b>	This style is a willingness to recognize different points of view and get acquainted with other points of view in order to understand the reasons for the conflict and find a course of action that is acceptable to all parties. A person who uses this method does not try to achieve his goal at the expense of others, but looks for the best solution. This method is the most effective in solving organizational problems.

Negotiations represents a broad aspect of communication, covers many areas of personal activity. Negotiation as a method of conflict resolution is a set of tactics aimed at finding mutually acceptable solutions for conflicting parties.

Project the team in management conflicts exist, which 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 to 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.

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

Having studied the theoretical views on the method of conflict resolution in the management of the project team and the main forms of the conflict resolution method, the following conclusions were reached regarding the resolution of conflict situations:

In a democratic state, it is normal for the diversity of opinions, for each person to have his own opinion on the issues under discussion, but the opinions of people working in the same team do not coincide with each other, there are different approaches to completing the task, or different ways of solving problems are offered in the team. serve as the causes of conflicts.



Explaining the requirements for the work that must be done by the management is one of the best ways to manage the conflict situation, it is necessary to explain in advance to each employee what results are expected from their work, and the system of their basic rights and obligations.

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 turn to the general superiors to make a decision. The single leadership method allows to avoid the conflict situation, because the leader knows well who the subordinate should obey.

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