

classification, and mitigation of these risks to ensure successful project completion. By utilizing risk management techniques and proactive measures, project managers can proficiently manage potential challenges and unforeseen obstacles, thereby ensuring successful project completion and contributing to the overall success of the organization.

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CONFLICT MANAGEMENT IN A PROJECT TEAM

Conflict management in a project team is crucial for successful project implementation in modern business [2]. In today's constantly changing and increasingly complex environment, conflicts are an integral part of the work setting. They may arise due to various reasons, such as differences in task perception, resource allocation, or team roles. Effective conflict analysis, prompt detection and proficient management can prove vital not only in conflict resolution but also in inspiring creativity, enhancing teamwork and attaining noteworthy results in projects.

Conflict in project teams, much like conflict in other aspects of life, can be advantageous when utilized as a means of promoting creativity to remedy problems and enhance procedures. A team's proficiency in resolving conflicts efficiently can elevate its productivity and bolster the bonds between team members. However, it's crucial to acknowledge that not all conflicts result in positive consequences, and unregulated, harmful conflicts can impede the team's progress and accomplishments. Therefore, successful resolution of conflicts within project teams necessitates thorough evaluation of situations and implementation of appropriate strategies and tools to achieve beneficial outcomes and constructive solutions.

First of all, it is crucial to consider the structure of the team and its conflict management skills when aiming for project success. Teams composed of various individuals with distinct beliefs, abilities, and experiences are predisposed to conflicts. Nevertheless, effective resolution of conflicts is not just limited to enhancing communication and collaboration skills, but also necessitates acknowledging the divergences between team members as generators of innovation and fresh perspectives.

The manager's responsibility entails handling conflicts - a complicated and deliberate process aimed at lessening or removing the sources of conflicts and correcting team members' conduct. There are different ways to handle conflicts: removing the conflict if it's impacting the project team's work, but won't require excessive time and resources to solve; managing the conflict if it's advantageous to the manager - ensure it doesn't escalate and cause professional burnout; directing the conflict towards a constructive outcome if it's excessively tricky to settle (lowering its intensity, transforming it into healthy competition, etc.) [4].

Conflicts can either be constructive, where both parties work together towards a mutually beneficial solution, or destructive, where each party remains steadfast in their own point of view. Constructive conflicts arise from disagreements and struggles over the fundamental aspects of an organization's scientific, technical and social policies. They prevent stagnation, encourage the emergence of innovative

ideas, and contribute to the formation of new scientific directions. Therefore, it is crucial to utilize such conflicts effectively, ensuring the accomplishment of the conflicting parties' objective requirements.

Managers should be able to differentiate between the immediate causes of a conflict and its root, which may be concealed. It is crucial to establish the relevance of the dispute's subject to workplace matters and what aspects pertain to personal relationships among the conflicting parties. Furthermore, when managing a conflict, exploring the participants' motivation and the direction of their actions is necessary [3]. Only a comprehensive examination and comprehension of all aspects of the dispute will enable its effective resolution and aid in enhancing the internal workings of the organization.

To achieve this objective, it is important to grant all parties involved in the dispute the chance to articulate their opinions and attentively listen to others. Refrain from jumping to conclusions or sweeping statements and avoid expressing personal preferences. The key objective of this process is to establish a shared understanding between the opposing parties in the dispute. This agreement outlines potential methods for resolving the conflict, such as reconciling on objective terms and finding a compromise that addresses the needs of both parties to some extent.

Destructive conflicts can escalate when the parties involved possess contrasting perspectives and objectives, causing the emergence of deep divergences. In instances of such conflicts, participants' intense stance regarding their positions may push them to adopt inappropriate methods to achieve their desired outcome. In addition to the conflict resolution methods previously mentioned, it may be crucial to demonstrate determination and firmness, even up to the point of enacting organizational measures, like dissolving the group or terminating those who instigated the conflict.

The above mentioned means that in order to manage conflict successfully, it is important to have conflict resolution strategies in place, to develop communication skills and the ability to listen to all team members [1]. It is also important to understand that conflict is not always the only way to solve problems and to

recognize when they need attention and when they can be resolved independently. Managing conflict requires objectivity, tolerance and flexibility, and is a key skill for effective leaders and leadership teams who are able to achieve common goals and overcome challenges along the way.

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