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MANAGING A PROJECT TEAM THROUGH CONFLICT RESOLUTION IN THE 'SRBIJAGAS' CORPORATION

ABSTRACT: The topic of the research presented in this paper is to examine responses to conflicts in the project team in a particular company, 'Srbijagas,' Novi Sad. The aim of the research was to determine the most appropriate tactics for addressing conflict situations, taking into account the theoretical research methods in relation to the established way of reacting of the employees in conflict situations.

KEYWORDS: management of a project team, conflict resolution

MANAGING A PROJECT TEAM — CONFLICT RESOLUTION

Managing a project team refers to monitoring the performance and motivation of the project team, providing timely feedback, resolving problems and conflicts and coordinating changes to enhance project performance (PMI-2004.)

Project managers have a special task to lead their teams in developing standards for resolving different types of conflicts that may arise in the implementation of projects. Five basic methods of conflict resolution are: confrontation, compromise, smoothing, forcing and withdrawal (Blake, R.; Mouton-1985).

Research shows that top project managers prefer to use the confrontation to resolve conflicts rather than the other four methods. This method is in fact focusing on conflict resolution using the approach to solving problems. By using the paradigm of interdependence by Stephen Covey, this method focuses on the win-win approach, where all the parties endeavor to find the best way to resolve the conflict.

CASE STUDY- PE ‘SRBIJAGAS’ -NOVI SAD

Here are the ways of resolving conflicts in a particular company ‘Srbijagas’ Novi Sad, given through the results of the survey conducted among the members of the project team, where the applied methodology included sampling methods and surveys. A field survey was conducted, and the results of completed questionnaires are given in the following table.

Table 1:

AVERAGE VALUES OF RESPONDENTS’ ANSWERS

No	Claim: I try to resolve a conflict:	AS
1.	By withdrawal from the situation.	3,01
2.	By defending my views and rights.	3,87
3.	By meeting other party’s demands.	2,43
4.	By ‘golden mean’ between my position and that of the opposite side.	3,33
5.	By ensuring that conflict resolution does not contain discontent parties to the conflict, but greater pleasure.	3,97
The overall mean		3,32

The results obtained during the study of conflict conducted in PE ‘Srbijagas’ generally indicate that members of the project-team at the company avoid conflicts and try to solve them by defending their positions with respect for the other party.

CONCLUSION

Psychology of interpersonal relations at work in recent decades has been gaining importance, as it was confirmed that the increase in productivity was more associated with human relationships than with material incentives and working conditions. In every organized human activity, individuals and groups engage in reciprocal interactions that often lead to conflict, but it is important to place them in a frame in where discontent and frustration are kept as small as possible. Healthy interpersonal relationships in a group are prerequisites for achieving prosperity in all areas of business as well as involvement in the game in the global market, which is a specially desirable skill for managers involved in human resources in the implementation of projects. The research of ‘Srbijagas’ confirms this.

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ОЦЕНКА НЕОПРЕДЕЛЕННОСТИ В УПРАВЛЕНЧЕСКИХ РЕШЕНИЯХ НА ПРЕДПРИЯТИИ

АНОТАЦІЯ. У статті аргументується імовірнісний характер управлінських рішень і обґрунтовуються методи зниження невизначеності в управлінні підприємством.

КЛЮЧОВІ СЛОВА: соціальне планування, закон великих чисел, невизначеність.

АННОТАЦИЯ. В статье аргументируется вероятностный характер управленческих решений и обосновываются методы снижения неопределенности в управлении предприятием.

КЛЮЧЕВЫЕ СЛОВА: социальное планирование, закон больших чисел, неопределенность.

ANNOTATION. In this article the probable character of administrative solutions is argued and the methods of decrease in the management of enterprise are substantiated.

KEY WORDS: social planning, Law of Large Numbers, probable character of administrative solutions.

На практике управление обеспечивает пропорциональность как соответствие однозначных пропорций. Но мы считаем, что коллектив и производство необходимо рассматривать как вероятностные объекты. Поэтому вероятностный характер общих за-