

COMMUNICATIVE TOOLS FOR CONFLICT RESOLUTION IN PROJECTS

Abstract. *The paper examines communicative tools for conflicts resolution in the projects. The origin of the conflicts in project is reviled. The types, essence and features of project conflicts are defined. The communicative project management tools are worked out.*

Key words: *communicative tools, communications in projects, project conflicts.*

Introduction. An important factor in the successful implementation of the project is the quality of communications. Project management experts and international project management standards consider communications as a key factor in project success. A project manager should devote 80% to 90% of the project time to communications. Moreover, professional survey of PMI (Project Management Institute) shows that that US\$135 million is at risk for every US\$1 billion spent on a project and research reviled in this importance of effective communications – 56 percent is at risk due to ineffective communications [4].

Purpose. Taking into consideration the importance of communications in project management, project managers must devote a significant amount of time to the implementation and development of communication tools in projects. Therefore, the determination of possible problems in project implementation to avoid conflicts between project participants, as well as research and development of conflict prevention and minimization tools to transform conflict in the project into a constructive communication tool is the focus of this research.

Results. One of the areas of communication management in projects is conflict management. The analysis of standards and publications [1, 2, 3, 4], the practice of project activity allowed to discover the following areas of conflict management in projects through identification of the conflict nature and using the appropriate tools in the project.

Project priorities conflict. It is manifested in the disagreement of the vision, actions, and influences of project stakeholders in the decision-making process regarding project results. A wide range of project participants - project stakeholders, both internal and external, determines their different interest in the expected results and benefits from the project. Therefore, at the project initiation stage and in the subsequent stages of the project management processes, it is necessary to agree and clarify the interests of the project stakeholders. The tools for solving such conflicts are the identification of project stakeholders and the creation of a register of project stakeholders, positioning of stakeholders in the "power/influence-interest" matrix, determination of strategies for interaction with them, determination of success criteria for project stakeholders, analysis of the complementarity of stakeholders as partners in the project, management of stakeholder involvement, development of a communication plan with project stakeholders. It is also important clear definition of the project's priorities and their documentation in the charter, in the project scope. Another important and effective tool is the prioritization of the project in accordance with the impact of the project on the strategic development goals of the organization through an expert assessment of the importance and impact of the project goals for the goals of the strategic development of the organization [3] - then the strategic orientations of the project as a whole are outlined, which contributes to narrowing the focus of attention of project managers on more significant results for the project.

Project resources conflict. It manifests itself in two aspects - in the absence of the necessary appropriate resources for the implementation of the project activities and in general for the project results, as well as in the divergence of vision and actions and influences of the project participants on the volume and content of resources. The tools for solving such conflicts in the project are the

development of a plan with the definition of what resources are needed and when they are needed, the presentation of the plan to key stakeholders and the agreement, documentation, and formalization of such decisions. It is also important to develop project budgets and resource schedules, histograms, and flexible response to project status in cases of resource conflicts through resource redistribution, replanning, work optimization, staff training, and project audits.

Project roles and responsibilities conflict. It manifests itself in two aspects, and therefore two types of such conflict can be distinguished: role conflict - two people perform the same work, conflict due to role ambiguity - a project participant's misunderstanding of what exactly needs to be done. As a tool for solving such conflicts, it is suggested that all participants create and formalize (sign) a matrix of responsibility - a matrix of distribution of roles and responsibilities in the performance of project works RAM (Responsibility Assignment Matrix), there is also a name RASCI chart (abbreviation according to the name of the roles R - Responsible, A - Accountable, S - Supports, C - Consulted, I - Informed).

It is important to add that this matrix not only defines roles and responsibilities by functional direction, but also indicates the hierarchy and relationships between project participants regarding the right of delegation, responsibility, direct implementation, support, and informing.

Meaning and features of RAM: identifies roles and responsibilities – shows who is actually responsible for the work, who should know about the work, who will provide assistance or advice; creates structures - you can create work structures at different levels (from the highest - subprojects, to the lowest - individual works and tasks); resolves conflicts and unites the team - therefore RAM should be created with the help of the project team together with all participants, and it helps everyone understand who is doing what; helps to clarify role conflict and role ambiguity and therefore it is advisable to sign the RAM by its participants; contributes to the involvement and commitment to the results of project team members - if formed with the participation of all team members; develops communications with project stakeholders - may include not only the roles of team members, but also the roles of external stakeholders (when an external RAM is being built).

Also, an important tool in forming commitment to the project among project team members and eliminating misunderstandings and conflicts about the content of the project is teamwork in creating the work breakdown structure of the project - WBS. Joint decisions and discussion of the content of the works significantly clarifies the understanding of roles and activities and unites the project participants.

Power and influence conflict in project. It is manifested in the divergence of vision, actions, and influences of the heads of the organization and the project manager on approaches, resources, content, time and quality of the project, as well as project management as a whole. The tool for solving such conflicts in projects is the development and formalization of project organizational structures, project charter, project responsibility matrix, and communications plan.

Project contextual public conflict regarding the content of the project and its impact on environment. It is manifested in the disagreement of the vision, actions, and influences of the internal and external stakeholders of the project and society regarding the impact of the project on the environment of the project. The tool for solving such conflicts is the substantiation of the social, ecological, economic, and institutional effects of the project, an active and effective communication policy with representatives of the public sector and society.

Conclusions. Conflict management in project activity has directions that are determined by the origin of conflicts in projects. These directions are priorities of project results, project resources, roles and responsibilities in the project, power and influence in the project, project content and its impact on the implementation environment. Determining the essence and manifestations of conflicts in the project in each direction indicates the ways of management and the appropriate tools. In general, the main tool for managing conflicts in projects is communication

in the project team and with stakeholders using the necessary project management tools, which are described in detail in the paper.

References

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INTENTION FOR TRUST IN A SYNERGIC ECONOMIC SYSTEM

Annotation. This research is devoted to the role of intentions and trust in synergetic system. The content of intention and trust is marked. The essence of the economic system from cybernetic and synergetic view is revealed. The definition of the intention to trust is presented and its functions are disclosed.

Key words: trust, intention, synergy, competitiveness, system.

Relevance. The complication of economic, social, and managerial relations, caused by the acceleration of processes taking place in the world, intensifies the struggle of business entities for competitive advantages. Based on the postulate that the economy, as part of the life of society and an individual, is inherently synergistic, it is advisable to use the latter as a factor in increasing the competitiveness of all economic actors: from a person to regional economies. Within the framework of synergetic as a system that is self-developing, self-organizing and self-learning, it is advisable to single out the mechanisms that activate these processes. These mechanisms include intentions and trust.

Purpose of the study. The investigation of the role and place of the intention to trust in synergetic systems, the activation of which leads to an increase in the competitiveness of economic players. To achieve the goal, the following tasks were set:

- a) reveal the importance of behavioral factors on the economy as a synergistic system;
- b) highlight the essence of the intention to trust and its functions in synergetic.

Results. Trust, like intention, is a phenomenon that has many facets and, as a result, a wide range of actions in various areas of life.

Intention is primarily a category of psychology and within the framework of this science represents a state of internal mobilization, readiness to implement a mental plan of one's own actions to achieve the desired results.

In management, intention is a pre-thought-out choice of a goal and determination of a sequence and a set of actions aimed at its implementation.