

## THE JAPANESE MODEL OF CONFLICT RESOLUTION IN PROJECT TEAM MANAGEMENT

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### **Abstract:**

The article examines the opinions of the world's leading scientists on ways to resolve conflicts in project team management in projects , identifies conflicts that cause conflicts in project team management in investment projects , systematizes theories of human resource management, conducts a comparative analysis of management technology, ways to resolve conflicts in project team management in investment projects based conclusions and proposals have been developed.

**Keywords:** Investment project, project team, conflict types, Japanese model.

## ЯПОНСКАЯ МОДЕЛЬ РАЗРЕШЕНИЯ КОНФЛИКТОВ В УПРАВЛЕНИИ ПРОЕКТНОЙ КОМАНДОЙ

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### **Аннотация:**

В статье изучены мнения ведущих ученых мира о тенденциях развития привлечения инвестиций в туристический сектор Узбекистана, а также действия иностранных граждан, посетивших Республику Узбекистан с туристическими целями в период 2018- 2022 г., анализируется механизм государственно-частного партнерства в совершенствовании инвестиционной активности туристских кластеров. представлена возможность использования, разработаны обоснованные выводы и предложения по развитию привлечения инвестиций в туристический сектор Узбекистана, а также даны рекомендации для применения в нашей стране.

**Ключевые слова:** инвестиционный проект, проектная команда, типы конфликтов, японская модель.

### **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.

Developed of 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 theoretical and practical aspects of the role of the conflict resolution method in managing the team of foreign economists N.M. Arsenteva, S.V. Kovalev, S.Yu. Witte, N.V. Komarova, E.A. Borisov, F. Chiocchio, D. Forgues, D. Paradis, I. Iordanova, G. Wu, X. Zhao, J. Zuo, CCheung, KBChuah, RABaron, PRLawrence, JWLorsch, MKKozan, RALundin, A. Soderholm, R. Müller, JRTurner, ESAndersen, J. Shao, O. Kvalnes, YQChen, YBZhang, SJZhang, D. Tjosvold, G. Kleinman, D. Palmon, P. Lee, MARahim, NRMagner, JZRubin, DGPrutt, SHKim, RRBlake, JSMouton<sup>1</sup>.

Project Research on the role of conflict resolution methods in team management was conducted by economists M. Sharifkhojaev, Yo.Abdullaev, D.Mirzabdullaeva, G. Tojiboeva, N.V.Abrosimov, M.M.Yuldasheva, A.M.Akbarov and others<sup>2</sup>.

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

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<sup>1</sup>Arsenteva N.M. Using human resources potential in the innovative and traditional segments of the regional economy // Region: economics and sociology. - 2009. - No. 3. – P.19., Ayoko O. \_ B. \_ Workplace conflict and willingness to cooperate : The importance of apology and forgiveness . International Journal of Conflict Management, 27(2), 172–198. Tjosvold D. The conflict-positive organization: It depends upon us. Journal of Organizational Behavior, 29, 19–28. Banks GC, Pollack JM, Seers A. Team coordination and organizational routines: Bottoms up—and top down. Management Decision, 54(5), 1059–1072., Baron RA. Attributions and organizational conflict: The mediating role of apparent sincerity. Organizational Behavior and Human Decision Processes, 69, 272–279. Blake RR, Mouton JS The managerial grid. Houston, TX: Gulf Publishing., Chen A.S., Hou Y.-h., Wu L-h. Handling conflict at work—The impact of active and agreeable conflict styles. International Journal of Conflict Management, 27(1), 50–61.

<sup>2</sup> M. \_ Sharifkhujhaev , Yo . Abdullaev " Management 100 questions and answer " Tashkent -2000, page 228 ; Mirzabdullaeva D. \_ Individuals conflicts and them psychological phenomena // Youth researcher journal , 2020, No. 3, pp . 32-37; Tozhiboeva G. \_ R. \_ Individuals conflicts and them psychological phenomena // Science and Education, April 2022 Volume 3 Issue 4, p. 1473-1477; Abrosimov N. \_ B. \_ Foreign experience innovative development personnel potential organization // Vestnik Moscow university name Series I. Economics i management , 2012 - №1. - S. 46., Yuldasheva M. \_ M. \_ National the economy modernize under the circumstances corporate in wear and tear personally to manage improvement \_ Economics science candidate scientific level get for written thesis \_ - Tashkent , 2010. - p. 34 , Akbarov Akharal Mahmudovich "Model of innovative development of human resources (in the example of Japanese experience)" "Economy and innovative technologies" scientific electronic journal. No. 2, March-April, 2019

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**

Nowadays, it is difficult to imagine a large company or a small business that does not face the problems of conflict situations between employees or team members in their activities. However, not all managers know what actions to take to resolve the situation and improve the psychological climate in the team. A number of companies around the world are taking an individual approach to solving these problems. In particular, Japan's experience in effective use of human resources and their innovative development is being adopted, first of all, by auto giants and countries where subsidiaries of the largest Japanese corporations for the production of electronic equipment are located. First of all, it is possible to include Southeast Asian countries - Malaysia, Thailand, Singapore, Taiwan. Also, Nissan's UK-based subsidiary company was the first in the British Isles to apply advanced Japanese rules for innovative development of human resources.

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.

There are several effective methods of conflict management , which can be divided into two categories: structural and interpersonal. A leader should not assume that the root cause of conflict is people's actions. Of course, such differences can cause conflict, but they are often only among the factors that lead to conflict. Before the leader resolves the conflict, it is necessary to analyze its causes using various methods.

There are four structural methods of conflict resolution: clarifying the demand for work, using coordination and integration mechanisms, defining a set of common organizational goals, and applying the incentive system. Clarifying job requirements is one of the best ways to manage conflict. It is necessary to explain to each employee, what results are expected from the department's work, the system of their basic rights and duties. 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 can turn to the general superiors for a decision to avoid conflict.

The project team management system includes the following steps:

1. Resource planning: developing a plan to meet future human resource needs.
2. Collecting the work team: creating a reserve of potential candidates for all positions.
3. Selection: evaluation of job candidates and selection of the best from the reserve.
4. Determine Salary and Benefits: Develop a salary and benefits structure to attract, hire, and retain employees.

5. Career Orientation and Orientation: introducing hired workers to the organization and its departments, creating an understanding of what is expected of the employee, and explaining what work is well valued.

6. Training: developing programs to teach the necessary work skills to perform the job effectively.

7. Evaluation of labor activity: development of methodology of evaluation of labor activity and conveying it to the employee.

8. Promotion, reduction, transfer, discharge: development of methods of transfer of employees to positions or other work stations.

9. Training of managerial personnel, management of services: development of programs aimed at increasing the labor efficiency of managerial personnel and developing their abilities <sup>3</sup>.

In order to create a model of innovative development of personnel potential, it is appropriate to distinguish its structural elements <sup>4</sup>:

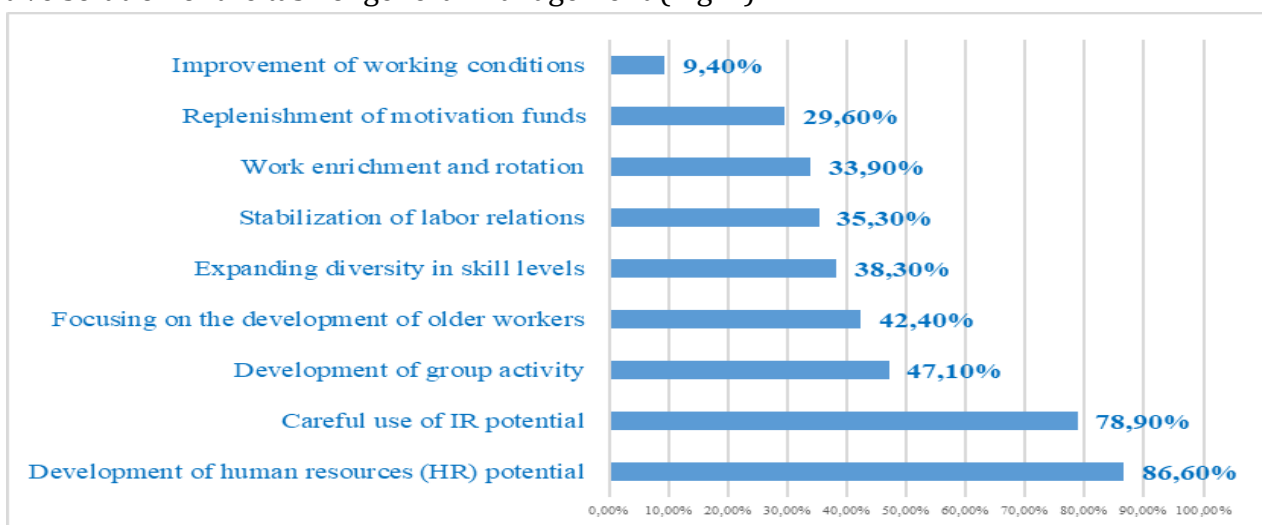
1. Goals, tasks and work motives formed in orders and orders (the level of compliance with the goals of their management system).

2. Information (its level of compliance with the current state of knowledge, the reality of production and requirements).

3. Means of communication (the level of compliance with the requirements for the current level of their work development, professional deep knowledge of the management).

4. The actual level of preparation for work of the staff, the work team and certain specialists and the fulfillment of service obligations under their management, as well as the effectiveness of organizational work in this regard.

5. The leader, as the main element of the system, is a creative person, he is given wide rights, he forms the goals of his management activity and the work of his subordinates, he has information, means and other opportunities to carry out all the obligations and management functions according to his position. will be All functional elements of the innovative development of human resources ensure the effective solution of the task of general management (Fig. 1).



**Figure 1. Future policy directions in the field of management of Japanese managers<sup>5</sup>**

<sup>3</sup>Isakov M.Yu. Business economics: textbook. T.: Uzbekistan, 2015 - 287 p.

<sup>4</sup> <http://arm.sies.uz> site information

<sup>5</sup>It was developed by the author on the basis of foreign literature.

To assess the evolution of human resource management and the future directions in its development, it is useful to get acquainted with the opinions of Japanese and American experts who manage large corporations.

Such a task is essentially to eliminate the differences between the actual and expected levels in solving the problem of choosing one of the best options. The general goal of the innovative development of personnel potential is to express it as a guaranteed fulfillment of all the tasks set before it by the system employees in the field of economic activity. In this case, creating a model of innovative development of human resources is considered as a process of influence of one (controlling) system on another (controlled) system, aimed at changing its composition or transferring it from this state to another state, or changing the ratio set by the controlled system itself or by a higher system. should be released.

It should be noted that success in the field of professional work is determined by the results of solving various tasks in management activities. The leader should find here the most important component of the possible problematic situation. In the field of creating a model of innovative development of human resources, its identification and timely elimination can be considered an internal task of increasing the competitiveness of an economic entity. Solving this task represents the essence of optimizing the manager's management activities. The Japanese method of innovative development of human resources is based on persuasion rather than coercion. The management activity of the leader consists in the implementation of analytical-constructive, activity-related regulatory, communicative and evaluation-corrective functions that ensure effective influence on subordinates and teams for the guaranteed performance of the production tasks before them.

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**

1. In the management of the project team, rather than solving the conflicts, measures such as preventing them, identifying the factors that cause the conflict and ensuring that the participants of the conflict do not reach the stage of open confrontation, preventing the emergence of two rival groups in the project team as a result of conflicts, are of great importance in resolving conflicts. we count.
2. Clearly defining the powers, working hours, volume of work, and obligations of each employee in the project, organizing the incentive system in a fair and equal way for all employees allows to avoid conflicts in many cases.
3. The following recommendations have been developed to prevent conflicts between project participants:
  - identifying the causes of conflict and eliminating them;
  - it is necessary to explain the content of the task given to each employee and clearly define the deadline;
  - the working time of employees should be organized on the basis of the labor legislation or the procedure of additional payment for overtime worked should be introduced;
  - assigning separate tasks to employees with a high tendency to conflicts and asking for their account, not including them in collective work as much as possible;

- conducting collective negotiations between the parties to the dispute and exchanging opinions on the resolution of the dispute, etc.

In conclusion, it can be said that today large projects are being implemented in various sectors of our economy, and the urgency of managing the team of these projects is increasing. Prevention of conflicts in the project team, early detection of conflicts and timely resolution of conflicts will undoubtedly have a positive effect on the effectiveness of the projects implemented in our republic.

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