

Business Relations and Disputes in Managerial Activities

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Abstract: This article covers the concept of business, the manager's business communication, methods of resolving conflicts in managerial activities.

Key points: management, marketing, project, manager, business, conflict, conflict, communication.

The manager's activity is mainly related to communicative processes. They lead to communication, processing, information acquisition, analysis, selection and interaction with other people. All of these processes are often considered within the context of business relations and conflict issues.

We will consider general recommendations for managers on the organization of communicative processes of business communication, principles of conflict resolution. In the process of business communication, managers interact with colleagues, partners, leaders, convey their ideas and receive important information. Business relations serve to establish relations between people, to reflect, and to develop cooperation. It allows them to change their behavior. This type of knowledge and skills are aimed at creating a favorable environment in the team, as well as between the organization and the external environment. The ability to communicate is one of the most important skills of a manager in any field, including the field of culture and art.

The word "business" is in English, it is an entrepreneurial activity, or in other words, an entrepreneurial activity aimed at profiting people. The term "businessman" (entrepreneur) first appeared in the English economy in the 18th century, and it means "property owner". Adam Smith, for example, defines an entrepreneur as a property owner and states that he is a person who takes economic risks in order to realize some commercial idea for profit. The entrepreneur himself plans his work, organizes production, sells the product and manages his own income. Business means, first of all, the organization of production, economic activity and relationships, life itself, and then making money.

Business is a foreign word, it is spread all over the world, it is used in all countries. In the Uzbek language, the word business means entrepreneurship, and businessman means an entrepreneur. The Uzbek word corresponds to the foreign word, but also gives it an additional meaning.

A lot will depend on how communication is established in management. That is, the result of negotiations, the establishment of cooperation, the level of understanding between employees, the moral and psychological climate in the team, relations with other organizations, etc. depends. The human nature of a communication manager who is not sufficiently communicative can interfere with his work, and for a very alert manager, the abundance of communication can prevent him from solving professional problems.

Working relationships with subordinates are often carried out through councils. These councils are usually deliberative, the purpose of which is to provide a process of exchange of ideas, to develop a collective decision. Meetings are usually conducted by the leader according to a predetermined agenda and end with a decision. The meeting requires preparation from the manager (study of the

situation, problem and prospects for its solution). Job boards are often distinguished by their purpose:

- ✓ development and adoption of the decision;
- ✓ explanatory and clarifying tasks on the implementation of previously adopted decisions;
- ✓ summarizing and evaluating previously adopted decisions;
- ✓ operational (control rooms).

By number of participants:

- ✓ narrow composition (up to 5 people);
- ✓ extended meeting (up to 20 people);
- ✓ representation (more than 20 people).

According to the degree of stability:

- ✓ with the content specified in the rule;
- ✓ with invited participants;
- ✓ united.

Periodicity:

- ✓ one-time;
- ✓ regularly;
- ✓ periodic;

During the work councils, the manager should prepare the group employees for the importance of the problems to be solved, as well as for the participants to develop proposals for their solution.

In these meetings, the manager should be polite, but at the same time coordinate the consultation process. The leader should listen to the opinion of the participants and close the meeting with a conclusion. When communicating directly with the group, the leader can use the following techniques:

- to show the importance of the work performed by the group for the organization;
- understanding group interests, showing respect for its established values;
- emphasize that the work of group members is evaluated by the effect of the overall efficiency of their work;
- recognition of the services of the most successful workers and their role in the overall development of the production process;
- trying to strengthen the authority of the leader as a representative of the group representing his wishes.

A manager's communication skills in the field of culture include knowledge, skills and experiences in the field of conflict.

A conflict is a conflict that arises between people due to disagreements, misunderstandings, conflicting interests. Conflicts can arise between employees in the organization, as well as between individuals and groups, between teams. Today, social conflict is described in detail in science. The main approaches to conflict management, methods of resolution and methods of conflict prevention have been developed.

Even in the most effectively managed organization, it is almost impossible to completely eliminate conflict within an organization or group.

People are distinguished by conflicts. Because the existence of a team means the existence of a certain number of thoughts, interactions, views. They can be not only incompatible, but even opposite. The study of social conflict has shown that a conflict situation is not always only a negative situation. Many researchers believe that conflict can also be beneficial. This is a type of interaction. It has a creative "core" and "enlivens" the internal atmosphere of the organization. Conflict management allows you to direct the energy of the conflict in the right direction and prevent hostility, aggression, confrontations.

Unmanaged conflicts can have a negative impact on the development of the entire organization. Conflict management requires a manager to deeply analyze its cause, the ability to anticipate the development of a conflict, and use conflict resolution methods.

Conflicts are often interpersonal (caused by conflict between certain individuals), between individuals and groups (as a result of different positions occupied by individuals and groups), and intergroups (conflict between formal and informal groups within the organization). Conflicts in organizations are usually caused by lack of resources, lack of consistency in actions, lack of professional skills, poor working conditions, unequal treatment of employees, uneven distribution of tasks, lack of growth prospects, etc. cause. All variety of conflicts can be divided into two types: objective (social) and subjective (psychological).

In the field of culture, according to experts, the social causes of conflicts are generally explained by the specific characteristics of the period of development of the national culture sphere, and the following cases may occur:

1. lack of resource provision of activities, which leads to the termination of a certain line of work;
2. conflicts between the commercialization of cultural institutions, spiritual goals and the need to commercialize services that meet the requirements of a low aesthetic level;
3. distribution of extra-budgetary funds. Sometimes it occurs in the context of conflict between individuals who organize departments and paid services and the rest of the team that indirectly participates in their production;
4. The difference between the same salary in developed countries, the departure of the most talented and promising representatives of show business, theater and film directors to foreign countries;
5. relations with sponsors, the strategy and tactics of their selection, taking into account the direction of their activity, its content, conditions of mutual assistance, the need to reorient them to their institution;
6. Incompatibility of aesthetic alternative and creative school concepts.

For psychological reasons, conflicts can occur in the following cases:

- ✓ rejection of official discipline, opposition to his creative process;
- ✓ lack of real development prospects, creative growth, public recognition;
- ✓ lack of confidence in the future, instability in the organization, lack of a clear personnel policy and protection of the interests of employees;
- ✓ sharp differences in material supply not related to payment at the main workplace, which is not only greed, but also a mismatch of the scope of interest;
- ✓ Some people give high value to themselves and neglect their partners.

Conflicts can be dysfunctional. That is, it leads to a decrease in labor productivity, termination of cooperation in the team, reduction of interactions, frequent exchange of personnel. Functional conflict, on the contrary, has a positive effect on the internal environment of the organization, as well as on production work. Conflict in the field of culture often leads to divorce of people with

different moral ideals. Brings systemic change. As a result, new creative groups, non-standard forms, practices, institutions are formed.

In modern conflicts, there are ways to forewarn conflicts. In order to avoid conflicts arising from objective reasons, the manager must implement reasonable personnel and economic policies and adhere to the principles of equality and justice in managing the team. In order to prevent conflict on a psychological basis, it is possible to neutralize aggressive attitudes and thoughts of people by analyzing the psychological situation in the team. One of the most effective ways to prevent conflicts in the organization is to create a favorable cooperative environment that excludes the possibility of aggressive actions, which implies continuous work in this direction. To manage the conflict, the manager is required to identify the causes of its origin and find the most effective way to solve it. By assessing the real possibilities of resolving the conflict, the manager can follow the strategy of his behavior. In particular, the manager can reach a compromise in a conflict situation or influence the situation with pedagogical, persuasive methods or use administrative resources to resolve conflicts.

Common interpersonal conflict management techniques include:

avoiding conflict, consciously separating from joining conflict groups and participating in employee support;

coercion as an inevitable manifestation of upper management power;

mitigating the conflict from the point of view of solidarity, group responsibility, dependence on one's position on the general results of the activity;

acceptance of competitors while protecting the main component of their point of view and taking into account the real factors affecting the solution of the problem.

The best way to resolve the conflict is to solve the problem itself. Despite the fact that the objective contradictions are very different, the following general approaches to their minimization have been developed:

- to get acquainted with all points of view, to analyze them scientifically, separating them from personal intentions and ambitions;
- determining the main goals, the strategic importance of solving the problem and tactical actions on this basis;
- to consider the possibility of resolving the conflict from the most favorable positions for all parties;
- creating an atmosphere of trust, improving the system of information exchange and personal relations;
- creating conditions for the development of secondary conflicts that distract from the main conflict that can lead to disastrous consequences.

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