

welding, since the device can work round the clock. In the scientific laboratory Airbus went even further. Engineers from Hamburg have created an unmanned aerial vehicle, printed on a 3D printer with almost all the elements of the body, except the remote control module and electronic propellers, printed on a 3D printer. The four-meter drone called "Thor" successfully crossed a 40 kilometer route from Hamburg to Stade, where it landed at the company's plant. The project is of an experimental nature. It will test different designs of fuselage framework, wing shape and other body elements. On the basis of the "Thor" a solid body plane will be made close to the serial models.

A line of Aneto gas turbine engines presented by **Safran Helicopter Engines** in 2017 is a compact power unit with inlet guide vanes and a rotating combustion chamber made by the 3D printing method which is 30% more powerful than the units of similar dimensions. At the same time, the device remains reliable and economical. The machine has flown 25 hours, lifting the machine to the air 35 times and – no problems found!

**PROSPECTS OF 3D PRINTING IN AVIATION** Airbus developers intend to switch eventually to the additive production of at least half of the components in future aircraft. Future aircraft themselves will undergo not only in the structural innovations, but changes in the interior as well. The next item expected by Airbus are the cabin brackets and aircraft air pressure receivers being currently at the testing stage. According to Airbus' plans, optimization through 3D technologies will touch every aircraft element so as to obtain light, spacious and technologically advanced aircraft.

Of course, the implementation of these plans will take decades. However, it's nice to realize that the company is confidently moving towards this goal. Today, 3D printing is actively used in aviation to implement projects that, without 3D technologies, would never leave the framework of just a concept. The abandonment of casting and machining technologies will open up incredible opportunities for aircraft designers. With equipment working on additive technology, it is possible to create other new forms paying no attention to production limitations.

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## **CONFLICT MANAGEMENT IN TEAMWORK**

The ability of effective resolving and preventing production or labor conflicts is a professional competence for a manager. In advanced companies, the ability to solve constructive conflict appears among corporate values.

Conflict situations are inseparable in the workflow. Conflicts are usually arisen because of differences in views and priorities, lack of recognition or promotion, feelings of insecurity or breakdowns in communication. All these factors lead to the loss of confidence and productivity inside the team.

In order to avoid the negative consequences of such discrepancies, there is a great

need for conflict management. The essence of the conflict management is to find the factor of conflict, to understand it and to develop intelligent ways of solving. Managers should understand that ignoring and delaying the problem will not solve it, but they can have positive effects even from conflict situations with the help of correct decision-making.

Conflicts can help: to develop the mutual understanding of the workers; to understand the psychological features of everybody more deeply; to stimulate the development of the company and to be adapted for different circumstances.

Of course, organizational conflicts should be managed for better results in future.

Nowadays a lot of techniques and ideas to avoid conflicts are existed. Everything depends on the type of conflict that needs managing. Conflict may occur between team members, departments, managers and their staff, etc. It can be open or hidden, which is easy to miss.

The first step is to determine the exact reason of the conflict. It is impossible to do without understanding one's own position and previous gathering of all necessary background information and data to discuss the conflict. The clarity of desired confrontation also must be considered.

The next step is to create safe environment, because it is very important element in successful management of conflict. Then the atmosphere of trust should be created. In an environment with communication trust, everybody feels comfortable; people are honest and they can be sure that their private information will be kept in confidence. In such case, the productivity is much higher.

For implementation of successful conflict management managers should have some skills. Among them: quickly finding the problem before crisis situations; providing monitoring in the team; investigating the possible future conflicts; demonstrating emphasis and understanding the feelings of workers; reorganizing current approaches, etc.

Good manager must be proactive and in accordance with feedbacks take future decisions. One of the way to be proactive is to share positive thoughts and avoid the possibility to become the source of the conflict.

Following techniques help managers to hold successful conflict management:

1. Accommodating. The main essence of this strategy is to give the other side what it wants. It is very useful when one of the parties desires to keep the peace. For example, in enterprise which established formal dressing, may be held casual Fridays.

2. Collaborating. This technique works by integrating ideas set out by multiple people. The purpose is to find a creative solution.

3. Compromising. This strategy is used when both sides of the conflict have approximately the same range of power. It typically calls for both sides of a conflict to give up elements of their position in order to establish an acceptable solution.

4. Competing. This one in most times is reserved strategy for emergencies. Competition operates as a game, where one side wins and other loses. During the work in one team, workers concentrate on their common aim and forget about their previous conflicts.

5. Storytelling. This point is common used in communication and public speaking. We experience our lives through stories. That is why one good and relevant story can help workers to look at the situation from the other side, and possibly change their position.

Therefore, managers must remember that not all conflicts are negative – creative solutions and new ideas can help workers to forget about their discrepancies, to raise up

the team spirit and increase the effectiveness level. If conflict is ignored it will only grow up and spread, causing negative influence on others. One of such effect may be negative emotions of workers, which poison the work place, undermining morale, which lead to stress and worsening of the relationship inside the working team. That is why correct conflict management in teamwork is key to successful business.

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## **HR-MANAGEMENT**

Analyzing the variety of foreign terms that come into our live with the expansion of economic ties, we sometimes come to the conclusion that we do not quite understand the meaning of a particular definition. For example, mysterious and incomprehensible term – HR-management. Fully it sounds like human resource management. It is about the management of personnel, the work with staff who, as you know, solve everything.

To put it more general, it is the management of the enterprise's labor resources and the creation of the most optimal conditions for the effectiveness of their use. It sounds paradoxically concerning people, but its true.

The main functions of HR management can be characterized as follows:

- Determination of the specific needs of the personnel providing the necessary volume of production, taking into account the prospects of the company's development;
- manning and placement of personnel;
- providing the necessary personnel policy responsible for the interconnection of the internal and external labour markets, redistribution of personnel;
- professional training and retraining of staff, ensuring professional growth;
- creation of conditions for the adaptation of employees at the enterprise;
- payment and labor motivation.

Naturally, all activities of HR-manager is aimed at ensuring high efficiency of employees as a team, as well as a separate personality in order to maximize profits.

Firstly, the concept of HR-management in the realities of the modern market is the direction of human energy. Actually, if any business is people first of all, then their involvement in the organization, the correct assessment of their abilities and potential, the ability to analyze and predict the development of a particular professional, the selection of the best scenario of professional development, appropriate education, maintaining a comfortable climate in the company and as much as possible simplified "paper" system is the direction of human energy in the right channels. After all, your colleagues should not work a lot and hard, but qualitatively and effectively. Happy people in their places who do what they love are the best use of "human capital."

HR is also the creator of the image of the company-employer. In today's market, the image of the company is important not only as a manufacturer or service provider but also as an employer company that cares not only about its customers but also about its