

METHODOLOGICAL RECOMMENDATIONS
TO PRACTICAL STUDIES IN THE
DISCIPLINE "FUNDAMENTALS OF MANAGEMENT"
MODULE 2

Module №2 "Functions and management styles"
Practical lesson № 1.
Theme 2.1. "Planning as a General Management Function"
Part 1

I. Questions for discussion.

1. Definition of planning as a management function.
2. To reveal the essence of the concepts of
 - purpose,
 - strategic goal,
 - plan,
 - strategy,
 - strategic plan,
 - strategic management,
 - strategic approach to planning as a management function.
3. To characterize the basic strategies:
 - the strategy of limited growth.
 - growth strategies:
 - intensive growth strategies;
 - strategies for integration growth:
 - ☐ strategy of reverse integration;
 - ☐ horizontal integration strategy;
 - ☐ strategy of progressive (vertical) integration;
 - strategy of diversification growth:
 - ☐ strategy of concentric growth;
 - ☐ the strategy of horizontal growth;
 - ☐ strategy of diversification growth.
 - Strategies to reduce
 - the liquidation strategy;
 - the strategy of cutting off excess;
 - strategy of reduction and reorientation.
4. What alternative growth strategies should be considered in strategic planning if the organization has internal forces to increase production, and external conditions can achieve greater penetration into the market. Choice of strategies to justify. Analyze opportunities and threats for each of these strategies.

II Situational tasks.

Situation 1. If in the process of implementation of the strategy of intense growth it turns out that the strategy is incompatible with the organization's capabilities and allows a fairly high level of risk, as there was a significant financial crisis in the country's economy, what actions should be executed by the leaders of the organization? Consider the following options, or suggest your own. The answer is to justify.

A) stop strategic planning;

- B) return to the sixth stage of strategic planning;
- B) return to the second stage of strategic planning;
- D) return to the third stage of strategic planning.
- E) other actions

Situation 2. What alternative growth strategies should be considered in strategic planning when an organization possesses a technology that can not provide an increase in production volumes and a lack of significant increase in performance is unacceptable. Choice of strategies to justify. Analyze opportunities and threats for each of these strategies.

Situation 3. What alternative strategies need to be considered in strategic planning if the organization is under significant influence of the deterioration of the overall economic situation in the country, which significantly affects the purchasing power of the products consumers of the organization. Choice of strategies to justify. Analyze opportunities and threats for each of these strategies.

Situation 4. What alternative growth strategies should be considered in strategic planning when an organization is considering changing its position in the industry in which it operates. Choice of strategies to justify. Analyze opportunities and threats for each of these strategies.

Situation 5. What alternative growth strategies should be considered in strategic planning when an organization has the ability to acquire new technology or a new type of activity. Choice of strategies to justify. Analyze opportunities and threats for each of these strategies.

III Task for independent work of the student.

1. Determine how active back-up influence on the planning process in the process of implementation of the strategic plan is carried out. In which case the reverse effect will lead to the 4th stage of the strategic plan. What are the consequences of this reverse effect for achieving strategic goals?

2. What alternative growth strategies should be considered in strategic planning when the organization is focused on reducing the cost of its products and has sufficient opportunities to change its position in the industry in which this organization operates. Choice of strategies to justify. Analyze opportunities and threats for each of these strategies.

3. What alternative growth strategies should be considered in strategic planning when the organization focuses on its own marketing market, has the ability to modify its products or produce related products for its own products. Choice of strategies to justify. Analyze opportunities and threats for each of these strategies.

4. What alternative growth strategies should be considered in strategic planning when the organization is exclusively focused on preserving the old production technology. Choice of strategies to justify. Analyze opportunities and threats for each of these strategies.

5. What alternative growth strategies should be considered in strategic planning when the organization is focused on sales exclusively for the old market. Choice of strategies to justify. Analyze opportunities and threats for each of these strategies.

IV. Recommended topics for in-depth study and presentation at practical classes.

1. Communication of the strategic choice of the organization with the mission.
2. Communication of the strategic choice of the organization with the organizational structure.
3. Choosing a strategic position of the company.
4. SWOT Analysis Method
5. Boston Consulting Group Matrix as a Portfolio Analysis Method.

References

Main References: [2] (sections 4, 5, 6, 7), [3] (section 9), [6] (section 1), [7] (section 3), [9] (section 5) .

Additional References DL: [15], [18], [24], [28], [31], [33 - 40, 42].

Module №2 "Functions and management styles"
Practical lesson № 2.
Topic 2.1. "Planning as a General Management Function"
Part 2

I. Questions for discussion.

1. Indicate the names of the stages of strategic planning, while preserving their consistency.
2. Determine how active back-up influence on the planning process in the process of realization of the strategic plan is carried out.
3. Identify the stages of the strategic plan on which the implementation of the chosen strategy takes place.
4. Identify the stages of the strategic plan on which the rationale for the choice of strategy is taking place.
5. Determine at which stages of strategic planning there is an appeal to the strategic goals of the organization.

II Situational tasks.

The situation of OJSC "Lvivavto" has already over fifty years of experience in automotive industry in Ukraine. This enterprise specializes in the production of urban, suburban and intercity buses, as well as spare parts for them. In 1997, it was restructured.

Despite the precautionary measures, since the mid 90's of the twentieth century. began a sharp decline in sales, due to cancellation of government orders and rising prices for buses. Thus, in those days, the volume of production and sales was only about 15%. However, since 1997 there was a revival of production.

Over the past few years, processes have been taken to reduce the number of workers to the real needs of production. For example, in 2003, the number of employees decreased by 20%, by 2006 - by another 5%. At the same time decreased downtime, increased productivity.

One of the reasons for improving the financial results of OJSC "Lvivavto" is to improve the system of sales of products. Over the past year, about 1080 buses have been sold through dealers.

In an effort to gain competitive advantages, the company is working on improving quality and lowering the cost of production.

Competitors of OJSC "Lvivavto" are Mercedes, Volvo, Neoplan, Iveco, Renault. In Ukraine, deliveries of both buses that were in operation, as well as new ones, are delivered.

According to market research and analysis of domestic capabilities of Lvivavto, further annual growth of sales volumes of 6% is projected on the domestic and foreign markets. In particular, it is planned to increase sales volumes in the Russian market.

In the Russian market, average prices for competitors are higher than for the "Lvivavto" products. The Russian market is unstable, buyers prefer long-term relationships with sellers. The main parameters that determine the purchase decision are

low price, satisfactory quality of products, reliability and durability of the warranty period. In order to increase the export of buses to the markets of Russia, "Lvivavto" plans to organize service centers.

However, the market of Ukraine remains the main market for the products of this manufacturer. OJSC "Lvivavto" is the undisputed leader in the market of suburban buses. The interurban bus market in Ukraine is divided between "Ikarus" (Hungary) and "Lvivavto", although the domestic bus manufacturer continues to dominate. Taking into account the high prices for imported buses, OJSC "Lvivavto" seeks to conquer new segments of the market, namely, city and small suburban buses. The expected demand for buses in Ukraine in the next five years will increase annually by an average of 4%. Requirements are defined as the need to update the fleet of buses, and its extension.

Task:

Identify the limitations that may arise during the planning process of OJSC "Lvivavto".

Formulate the main goals of OJSC "Lvivavto" for the near future and select the direction of its development.

III Task for independent work of the student.

Situational exercise 1. Skincare is a company specializing in cosmetic and therapeutic products for a wide range of consumers.

The separate cosmetic line for children is "VaBu Skincare".

In 2005, the sales of Skincare Company amounted to 500 million UAH, in 2007 it was planned to increase it to 600 million USD. The company formulated its mission as follows:

"The company" Skincare "devoted itself to the concerns about the health and beauty of man, the development of new industries in their field.

We use our own clinical development, use modern technology and equipment. We have joined forces to improve the lives of our clients, restoring their health and instilling their care for themselves and their family members. We always focus on the needs and tastes of our customers. Our reputation is based on high standards of product quality.

We defend the interests of our clients, we actively participate in professional, educational and research activities. We are proud of what we do and are committed to our company. We create a favorable atmosphere for productive cooperation in all spheres. "

Task:

Identify components of the mission of the company "Skincare".

Who is the company's mission focused on?

What components of a company's strategy can be distinguished through a mission?

IV. Recommended topics for in-depth study and presentation at practical classes.

1. Develop a plan of management measures to increase the volume of output for a particular enterprise.

2. Develop a management plan to expand the market for products for a specific company.

3. Develop a plan of management measures for the release of a new type of production by the enterprise on new equipment for the old market, using existing personnel potential.

References

Main References: [2] (sections 4, 5, 6, 7), [3] (section 9), [6] (section 1), [7] (section 3), [9] (section 5) .

Additional References DL: [15], [18], [24], [28], [31], [33 - 40, 42].

Module №2 «Functions and management styles»

Practical lesson № 3.

Topic 2.1. "Planning as a General Management Function"

Part 3

I. Discussion Questions.

1. In any case, in the process of implementing the strategy, the reverse effect will lead to the fifth stage of the strategic plan.
2. In which case the reverse effect on the planning process in the process of implementing the strategic plan will lead to the third stage of the strategic plan.
3. In any case, the retroactive effect on the planning process in the process of implementing the strategic plan will lead to the seventh stage of the strategic plan. What are the consequences of this reverse effect for achieving strategic goals?
4. In any case, the reverse effect on the planning process in the process of implementing the strategic plan will lead to the second stage of the strategic plan. What are the consequences of this reverse effect for achieving strategic goals?
5. In which case, the reverse effect on the planning process in the process of implementing the strategic plan will lead to the 1st stage of the strategic plan. What are the consequences of this reciprocal impact on the organization?

II Situational tasks.

Situation The enterprise of OJSC "Lvivprodtorg" was engaged in the purchase, storage and distribution to the retail network of food products for various trading enterprises. Moreover, the main attention was paid to products whose shelf life was limited (flour, cereals, butter, margarine, etc.).

From these positions, the company functioned as preserving an insurance strategic supply of basic food products in the event of force majeure and, accordingly, the main share of its fixed assets was refrigeration equipment. From the state form of ownership the enterprise has become a collective, in the form of an open joint-stock company.

The need for survival forced us to try ourselves in the new role of the wholesaler. This diversification has led to positive changes in financial condition. Due to the expansion of the range, the establishment of direct relations with retail enterprises, improvement of document circulation, the opening of branches in the region, the introduction of its own retail network, competent pricing policy, the company has considerably increased working capital and, since 2000, has earned profitable profit. It became possible to actively develop a production and trading base, create a network of stores, a computer network and materially stimulate the work of workers.

At the same time, the development of market relations in the western region of Ukraine has led to increased competition. The attractiveness of the high turnover of food products led to the emergence of a significant number of competitors (powerful wholesale and retail firms Intermarket, YOU, a number of dealer firms in western, central and southern Ukraine). Moreover, the potential of major competitors exceeds the potential of OJSC "Lvivprodtorg". And this forces the Board of Directors to review its strategy in the new conditions.

At the same time, OJSC "Lvivprodtorg" retains old approaches to management directions and functions. And if the focus was on improving accounting and trading

processes technology, planning methodology and techniques, as well as organizational, staffing and information provision planning, remained inadequate.

The management of OJSC "Lvivprodtorg" follows a centralized approach to planning reactive and active orientation. At the same time, draft plans are being developed in the Planning and Economic Department, their clarification, adoption and approval is carried out by the Board of the OJSC. After that, the planned tasks are corrected by the planning and economic department, distributed and sent for implementation in the relevant structural subdivisions. In the formation of plans come from a different time cycle, which is divided into half-year, quarters, months and decades. Regarding the control over the implementation of the planned tasks, it is reduced to monitoring the implementation (or non-fulfillment) of the main planning and financial indicators, such as turnover, turnover, profit, etc.

In 2006, the leadership of OJSC "Lvivprodtorg" came energetic, accredited specialists who received education at the level of a specialist and a master's degree. They really appreciate the tendencies of changes in the external environment, especially in relation to the behavior of competitors and the dynamics of product markets, which is being undertaken by OJSC "Lvivprodtorg". They are clearly aware of the need to optimize the activities of the JSC and, above all, the transition to a strategic planning model.

Objective:

Evaluate the capabilities of personnel and information provision of the planning process and the organizational mechanism for its implementation.

Propose new approaches to the planning mechanism.

Highlight the main principles, tasks and activities that are needed to move to a strategic planning model.

Establish the main lines of activity of OJSC "Lvivprodtorg" that are subject to strategic planning.

Schematically depict a strategic planning model that would take into account the mission, goals, state of the environment, stage of selection and implementation of the strategy.

III Task for independent work of the student.

Situational exercise 1. Skincare is a company specializing in cosmetic and therapeutic products for a wide range of consumers.

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"The company" Skincare "devoted itself to the concerns about the health and beauty of man, the development of new industries in their field.

We use our own clinical development, use modern technology and equipment. We have joined forces to improve the lives of our clients, restoring their health and instilling their care for themselves and their family members. We always focus on the needs and tastes of our customers. Our reputation is based on high standards of product quality.

We defend the interests of our clients, we actively participate in professional, educational and research activities. Ми пишаємося тим, що робимо і віддані нашій

компанії. Ми створюємо сприятливу атмосферу для продуктивного співробітництва у всіх сферах».

Task:

Identify components of the mission of the company "Skincare".

Who is the company's mission focused on?

What components of a company's strategy can be distinguished through a mission?

IV. Recommended topics for in-depth study and presentation at practical classes.

1. Develop a plan of management measures to increase the volume of output for a particular enterprise.

2. Develop a management plan to expand the market for products for a specific company.

3. Develop a plan of management measures for the release of a new type of production by the enterprise on new equipment for the old market, using existing personnel potential.

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Module №2 "Functions and management styles"

Practical lesson № 4.

Topic 2.2. Organization as a general management function. Organizational Design Part 1

I. Question for discussion.

1. Define the concept of "organization as a management function".

2. Indicate the difference between planning as a function of management and organization as a management function.

3. Identify key concepts:

- authority,
- responsibility,
- delegation of authority,
- powers and power
- linear powers,
- control norm
- t delegation of linear powers;
- line managers,
- line subdivisions,
- the relationship between the management norm and the number of management levels,
- administrative (headquarters):
 - ❖ recommendatory,

- ❖ compulsory coordination,
- ❖ parallel,
- ❖ functional,
- ❖ linear powers in the control unit's division.

4. To characterize the links and levels of management in the organization.

II Situational tasks.

Situation 1. At the beginning of the 1990s, the indisputable leader in consumer electronics manufacturing, the Japanese company Matsushita Electric, was on the brink of an abyss: high production costs, reduced sales volumes, lower profitability. The company did not manage to launch new products, the main sales volumes fell on TVs, VCRs and audio equipment under the trademarks "Panasonic", "Technics" and "Quasar", and competitors began the price war in which the company Matsushita Electric loses. At the same time, the company's plans for a significant reduction in costs were not fulfilled, which was primarily due to the large headquarters staff (which was inflated during the rapid growth in the 1980's. Yoshi Morrista's new president proposed a bridge over the abyss, coming to the conclusion that the bureaucracy threatens the future of the company and proposed, as a way out of the situation, the concept of aggressive marketing, which was known as "4S-based management" (simple, small), speedy), strategic (strategy)) Central no place terms "crisis manager" belonged action to transform (transformatsiyu) companies in the world's largest supplier of electronics that runs at a speed of small business firms.

Tasks.

Identify the basic problem of Matsushita Electric.

What about J. Moryshyta relatively restructuring company structure?

What structural changes will make it possible to reduce costs and accelerate new product development?

Situation 2. Your immediate superior, passing you, gives an urgent task to your subordinate who is already busy performing another responsible task. You and your boss consider your tasks as urgent. Choose the solution best suited to you:

A. Without denying the task of the boss, I will strictly observe official subordination, I propose to the subordinate to postpone the execution of the current work.

B. It all depends on how competent a boss is for me.

B. I declare my disagreement with the task of the boss, I warn him that in the future, in such cases, I will cancel the tasks entrusted to him without the consent of me.

G. In the interests of the case, I suggest that the subordinate carry out the ongoing work.

Situation 3. You received at the same time two urgent tasks: from your immediate superior and from a superior superior. There is no time to coordinate the timing, you need to get started right away. Choose the most appropriate solution:

A. First of all, I will begin to fulfill the task of the person I respect the most.

B. At first I will start the task most important, in my opinion.

- B. First, I will fulfill the task of a superior superior.
- G. I will fulfill the tasks of my immediate superior.

III Task for independent work of the student.

1. Identify the difference between authority and authority in management.
2. How is the administrative apparatus in the organization formed?
3. Determine the difference between linear and functional powers.
4. To investigate the influence of the norms of management on the formation of units of the organization.
5. To study the formation of management levels in the organization.

IV. Recommended topics for in-depth study and presentation at practical classes.

1. Opposing the concept of authority.
2. To investigate the influence of delegation of authority and responsibility on centralization and decentralization of management.
3. To investigate obstacles to effective delegation of authority.
4. To investigate the powers, tasks and responsibilities of middle management.
5. To explore the features of delegation of authority and responsibility in the team.

References

Main References: [2] (sections 4, 5, 6, 7), [3] (section 9), [6] (section 1), [7] (section 3), [9] (section 5) .

Additional References DL: [15], [18], [24], [28], [31], [33 - 40, 42].

Module №2 «Functions and management styles»

Practical lesson № 5.

Topic 2.2. Organization as a general management function. Organizational Design Part 2

I. Discussion Questions.

1. The basic concepts of the topic:
 - The concept of departmentalization,
 - Department of the organization,
 - Definition of the organizational structure of management;
 - Concept: mechanistic and organic (adaptive) organizational structures.
2. Types of mechanistic organizational structures;
 - Linear organizational structures;
 - Functional organizational structures;
 - Linear - functional organizational structures,
 - Divisional organizational structures:
 - ❖ food,

- ❖ for consumers,
 - ❖ regional.
3. Types of organic (adaptive) organizational structures;
 - Project Organizational Structures,
 - Matrix organizational structures.
 4. For each organizational structure, identify the answers to the following questions:
 - Character formation, the image in the form of flowcharts
 - Advantages of this organizational structure
 - The nature of information communications between control and control systems.
 - Expediency
 - Disadvantages and cases of inappropriate use

II Situational tasks.

Situation 1. Company X uses a linear organizational structure, which has two manufacturing plants, A and Plant B. The management of X consists of the president of the company, the vice president of production and the vice president of marketing, the directors of the factories A and B, Chief of the 1st Change of Plant B and Chief of the 2nd Change of Plant B. Using this information, depict a block diagram of the linear organizational structure of the company X with a management norm of 2. Specify the advantages and disadvantages of a linear organization the structure of the yuri.

Situation 2. The organization was built using departmentalization by type of activity and operated under the old strategy of limited growth. Because there is a dynamic matching between the strategy, structure and the environment in which the organization operates, it is expedient to change in the structure of the organization, if this organization implements a new strategy - a strategy of progressive integration. Corresponding changes in the structure of the organization can be the most important factor in the successful implementation of the strategic plan. Shape schematically organizational structure before and after changes.

Situation 3. The organization was built using departmentalization by type of activity and operated under the old strategy of limited growth. Because there is a dynamic match between the strategy, structure and the environment in which the organization operates, it is expedient to change in the structure of the organization, if this organization implements a new strategy - a strategy of intense growth aimed at the creation of modified products. Corresponding changes in the structure of the organization can be the most important factor in the successful implementation of the strategic plan. Shape schematically organizational structure before and after changes.

III Task for independent work of the student.

1. Determine the difference between the project team composition in the design structure and the design team in the matrix structure. Specify the advantages and disadvantages of design teams in project and matrix structures.

2. Specify the advantages and disadvantages of a divisional-regional organizational structure. To depict a block diagram of a divisional regional organizational structure for two divisions.
3. To depict the block diagram of the matrix organizational structure, where the work on two projects is carried out simultaneously. Identify the benefits of delegation of project authority in this organizational structure.
4. Determine why the project organizational structure is considered organic, not mechanistic. Identify the advantages and disadvantages of organic organizational structures and design structures in particular.
5. Determine why there may be conflicts in the matrix organizational structure when using design and functionality. Describe the organization of work on projects in this structure.

IV. Recommended topics for in-depth study and presentation at practical classes.

1. Determine the peculiarities of the implementation of management functions of a manager with dual powers in the linear functional organizational structure.
2. Determine how authorities and authorities can influence the effectiveness of work in the matrix organizational structure.
3. Describe the stages of designing a linear organizational structure.
4. Describe the stages of designing a functional organizational structure.
5. Describe the stages of designing a linear functional organizational structure.
6. Influence of the organizational structure on decision making in the organization.

References

Main References: [2] (sections 4, 5, 6, 7), [3] (section 9), [6] (section 1), [7] (section 3), [9] (section 5) .

Additional References DL: [15], [18], [24], [28], [31], [33 - 40, 42].

Module №2 «Functions and management styles»

Practical lesson № 6.

Theme 2.2. Organization as a general management function. Organizational Design Part 3

I. Discussion Questions.

1. To describe the stages of formation (designing) of organizational structures.
2. Determine the requirements for the effectiveness of organizational structures.
3. Specify the main functions of the organization in market conditions. How do these functions affect the components of the structure of the organization?
4. Identify the factors that influence the formation and change of organizational structures.
5. To determine the reasons why there is a need to change the linear organizational structure of the company on a linear-functional. Determine the conditions under which the linear functional structure becomes ineffective

. 6. To characterize the features of the formation of functional units of the organization in the linear functional organizational structure.

II Situational tasks.

Situation 1. Company X uses a linear organizational structure, which has two manufacturing plants, A and Plant B. The management of X consists of the president of the company, the vice president of production and the vice president of marketing, the directors of the factories A and B, Chief of the 1st Change of Plant B and Chief of the 2nd Change of Plant B. Using this information, depict a block diagram of the linear organizational structure of the company X with a management norm of 2. Specify the advantages and disadvantages of a linear organization the structure of the yuri.

Situation 2. The organization was built using departmentalization by type of activity and operated under the old strategy of limited growth. Because there is a dynamic matching between the strategy, structure and the environment in which the organization operates, it is expedient to change in the structure of the organization, if this organization implements a new strategy - a strategy of progressive integration. Corresponding changes in the structure of the organization can be the most important factor in the successful implementation of the strategic plan. Shape schematically organizational structure before and after changes.

Situation 3. The organization was built using departmentalization by type of activity and operated under the old strategy of limited growth. Because there is a dynamic match between the strategy, structure and the environment in which the organization operates, it is expedient to change in the structure of the organization, if this organization implements a new strategy - a strategy of intense growth aimed at the creation of modified products. Corresponding changes in the structure of the organization can be the most important factor in the successful implementation of the strategic plan. Shape schematically organizational structure before and after changes.

III Task for independent work of the student.

1. Determine the difference between the project team composition in the design structure and the design team in the matrix structure. Specify the advantages and disadvantages of design teams in project and matrix structures.
2. Specify the advantages and disadvantages of a divisional-regional organizational structure. To depict a block diagram of a divisional regional organizational structure for two divisions.
3. To depict the block diagram of the matrix organizational structure, where the work on two projects is carried out simultaneously. Identify the benefits of delegation of project authority in this organizational structure.
4. Determine why the project organizational structure is considered organic, not mechanistic. Identify the advantages and disadvantages of organic organizational structures and design structures in particular.

5. Determine why there may be conflicts in the matrix organizational structure when using design and functionality. Describe the organization of work on projects in this structure.

IV. Recommended topics for in-depth study and presentation at practical classes.

1. Determine the peculiarities of the implementation of management functions of a manager with dual powers in the linear functional organizational structure.
2. Determine how authorities and authorities can influence the effectiveness of work in the matrix organizational structure.
3. Describe the stages of designing a linear organizational structure.
4. Describe the stages of designing a functional organizational structure.
5. Describe the stages of designing a linear functional organizational structure.
6. Influence of the organizational structure on decision making in the organization.

References

Main References: [2] (sections 4, 5, 6, 7), [3] (section 9), [6] (section 1), [7] (section 3), [9] (section 5) .

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Module №2 "Functions and management styles"

Practical lesson № 7.

Topic 2.3. Motivation as a General Management Function

Part 1

I. Question for discussion.

1. Determine how a person motivates himself to actions aimed at satisfying specific needs.
2. How are the features of motivation for needs can be used in management.
3. Define needs, motivation, motivational structure, active and dominant needs.
4. To determine the peculiarities of action in modern theories of motivation of the result of the law.
5. What needs a person should have, so that it can always be motivated by necessity?
6. To find out if you need to use modern motivation theories to motivate the managers themselves?
7. What internal and external rewards can managers receive in an organization and can this affect both the work of managers and the results of the organization?
8. What special needs can a manager have?
9. To find out the reasons that complicate the motivation of employees of the organization due to needs.
10. What is the significance of the motivation for the needs of the results of A. Maslow's theory.
11. Review the role of rewards in modern theories of motivation.
12. What types of rewards can meet human needs in accordance with the structure of needs in A. Maslow's theory.
13. Determine the role of internal remuneration for motivating employees.
14. Describe the needs of the authorities, success and complicity and determine their place in the hierarchy of the needs of A. Maslow's theory.

II Situational tasks.

Situation 1. The practice of directors has become widespread to send their employees to advanced training courses. Teachers of these courses can share their experiences of motivating students to study:

Of course, the significant benefits of an adult audience are that it can be highly motivated to study. This category is deeply aware of the reasons for the need for training, the scope of possible use of acquired knowledge and is ready to accurately articulate the request to the teacher of courses.

However, a situation is more complicated when people who do not have an actual desire to study fall into the learning group. In the work of this category of students, the teacher faces the need to justify the importance of learning. For this purpose, he needs knowledge of individual goals, inclinations, motives of the students, as well as awareness of the situation in which the listener will be after the completion of the training course.

If there is such an opportunity, you should immediately obtain this information; otherwise, the teacher should be sufficiently insensitive to get it directly in the course of communication at the courses. In order to obtain the necessary information, it is advisable to have a more detailed acquaintance with the students before the beginning of the course, ask them to fill in the registration forms, to collect information about the fact that during the learning process the listeners have the greatest or least interest that seems to them more and less useful to them. activities in the firm.

If the teacher has this kind of information, it will be much easier for him to look for arguments in favor of participating in the qualification program and to select individualized ways of motivating the students. So, if the listener was forced to go to the courses, obeying a strict rule in the company regarding the order of passing the study programs, then in a motivational conversation it is expedient to show the importance of successful training in order to get a chance of a stable, calm career. If the learner is focused on further advancement, then it is important to highlight those program issues that need to be carefully studied, as well as identify the criteria for effective learning that will provide a chance for professional growth.

Objective:

Determine the direction of impact on the course audience on the part of the teacher, using the views of F. Taylor.

Should the instructor use the individual inducements of his students (according to C. Bernard)? Justify the answer.

Situation 2. Experts have until now argued that money is a decisive motive for an employee. Somebody will say so, others think that everything depends on the situation. For example, one who earns 24 thousand UAH. per year, will be more interested in increasing his salary by UAH 500 than the one who receives UAH 100 thousand. for a year. There are those who believe that each increase can be divided into two parts: the first is associated with an increase in living standards and has no motivational potential, and the second is a reward for skill, that is, it has a significant motivational potential. Representatives of some trade unions think this way.

Representatives of trade unions at the "Promstat" plant decided to resort to a strike after they failed to reach an agreement with the salary management, which would have to be "cost of living plus three percent." Trade unions were denied these three percentages.

The chairman of the trade union committee did not understand why the workers of the factory should agree only on the cost of living, since the workers will not live better than last year. Employees stressed that they want to somehow protect themselves from future inflation.

The trade unions are well prepared for a strike, creating a significant monetary fund, and now they are not going to give up their demands. A representative of the firm's management said that the leadership was familiar with the point of view of trade unions, which in turn knew the management of the plant and nobody wants to retreat.

Question:

To what extent, in your opinion, is important money as a motive?

What, besides money, can make people work hard?

If money is one of the most important motives, then how is it best to apply it?
Who is right in the above situation?

III Task for independent work of the student.

1. Determine which decision making is needed in management to perform motivation as a management function. Give examples of options for choices when making such decisions, using modern content theories of motivation.

2. Test activity "Motivation of activity"

Note: incorrectly tick.

1. Motives determine not only the goal but also the way to achieve it.

2. Determining the means of achieving the goal precedes the process of motivating the emergence of needs.

3. Theories of the content of motivation explain how a person makes his choice in one or another situation.

4. A. Maslow believed that a person is considering several different needs that are in each other in a complex interaction.

5. The need for complicity requires the creation of opportunities for people to have a wider interaction with others.

6. Motivation - this is what initiates activity, human activity from the inside.

7. The hierarchy of needs in the theory of A. Maslow equally applies to all people.

8. Motivators modify human behavior.

9. The theory of the acquired needs of D. McClelland relates to theories of the process of motivation.

10. All human needs are deliberately eliminated.

11. In the theory of K. Alderfer (as opposed to A. Maslow's theory), the satisfaction of needs implies the movement from the bottom to the top, and from the top down.

12. Due to incentives caused by certain motives.

13. The need for self-expression by A. Maslow means respect for the rights of others in the organization.

14. Not all goals have motivational power.

15. Motivation forms the basis of management organization.

16. The need for power, in the theory of D. McClelland, is associated with the human desire for achievement.

17. Receiving satisfaction and increasing satisfaction - two different processes, according to F. Herzberg's conviction.

18. The motivating factors of F. Herzberg make up the work environment.

19. Possibilities of using wages as a stimulant are limited.

20. Theories of the content of motivation give attention to the analysis of factors underlying motivation.

Key: The numbers 2, 3, 6, 7, 10, 13, 14, 15, 16, 18 must be crossed out.

IV. Recommended topics for in-depth study and presentation at practical classes.

1. To investigate to which theories of motivation belongs to the theory of Alderfer.

2. To investigate to which theory of motivation belongs the theory of Tugan-Baranovsky.
3. To study the factors of motivation of students to study.
4. To study motivation factors for the work of high-wage workers.
5. To study the factors of motivation for the work of low-wage workers.

References

Main References: [2] (sections 4, 5, 6, 7), [3] (section 9), [6] (section 1), [7] (section 3), [9] (section 5) .

Additional References DL: [15], [18], [24], [28], [31], [33 - 40, 42].

Module №2 "Functions and management styles"

Practical lesson № 8.

Theme 2.3. Motivation as a General Management Function

Part 2

I. Question for discussion.

1. Determine what situations should be created by managers in the organization to motivate subordinates.
2. Determine how to use the theory of F. Herzberg in practice. How is the theory of F. Herzberg linked to the model of motivation for needs.
3. To investigate how the employees motivate their satisfaction or dissatisfaction with their work, using the theory of F. Herzberg.
4. Factors of motivation based on the theory of F. Herzberg, influenced by the absence or lack of presence of hygiene factors, influenced by the lack or lack of presence of factors of motivation.
5. Application of the theory of F. Herzberg in management.
6. To characterize the main results of the theory of D. McClelland.

II Situational tasks.

Situation "Job satisfaction". One of the subordinates, a young specialist, said: "I do not test the pleasure of my work. She does not mind me. I want to be entrusted with something more interesting. "

The work for which this subordinate is responsible is that he selects and sends information materials to customer applications. Work, in his opinion, does not require special training. However, since orders for these materials come from abroad, this work is entrusted to a worker with a higher education who speaks English. Apparently, this employee would like to do work, similar to the businessman's activities.

How do you, as a manager, need to respond to a similar subordinate statement?

A. It is precisely to determine which work would satisfy this subordinate, and, if possible, as soon as possible to try to give it instead of the former.

B. It is thought that anyone would like to have a job for the soul and a pleasure. However, in the conditions of the firm to provide this kind of work for all its employees is impossible. In this regard, it is necessary to convincingly explain to the employee that the firm has many employees who patiently work on their assigned sites.

B. It is necessary to explain to the employee that job satisfaction is determined by how it is treated and how it is performed. It is necessary to prove that from the work performed by them it is possible to receive great pleasure if you see in it the creative principles.

Comment. Job satisfaction is the feeling that you are fully revealing your strengths and abilities and that your activity is properly appreciated by others. This feeling gets worse when you feel that you have high expectations and that your work is for the benefit of society. In other words, job satisfaction does not come by itself, but is achieved when your need for self-expression is satisfied, when you have a sense of self-esteem.

One and the same job can generate satisfaction and frustration, it all depends on how you relate to it. Take, for example, a teacher at a school. Many experience full satisfaction from teaching work, but there are many and those who are burdened by this work.

In this regard, if the applicant is transferred to the job he wants, and his mood and attitude to the duties performed remain unchanged, then the satisfaction that has temporarily appeared in a new place is unlikely to be preserved for a long time. By itself, the change of work will never be in the favor. In addition, it is worth only to go to the occasion of one, as immediately arises the question of the need to translate to the best places and other employees. In all cases, it is necessary to achieve a correct understanding of the subordinate essence of job satisfaction.

III Task for independent work of the student.

1. Determine which decision making is needed in management to perform motivation as a management function. Give examples of options for choices when making such decisions, using modern content theories of motivation.

2. Test activity "Motivation of activity"

Note: incorrectly tick.

1. Motives determine not only the goal but also the way to achieve it.

2. Determining the means of achieving the goal precedes the process of motivating the emergence of needs.

3. Theories of the content of motivation explain how a person makes his choice in one or another situation.

4. A. Maslow believed that a person is considering several different needs that are in each other in a complex interaction.

5. The need for complicity requires the creation of opportunities for people to have a wider interaction with others.

6. Motivation - this is what initiates activity, human activity from the inside.

7. The hierarchy of needs in the theory of A. Maslow equally applies to all people.

8. Motivators modify human behavior.

9. The theory of the acquired needs of D. McClelland relates to theories of the process of motivation.
10. All human needs are deliberately eliminated.
11. In the theory of K. Alderfer (as opposed to A. Maslow's theory), the satisfaction of needs implies the movement from the bottom to the top, and from the top down.
12. Due to incentives caused by certain motives.
13. The need for self-expression by A. Maslow means respect for the rights of others in the organization.
14. Not all goals have motivational power.
15. Motivation forms the basis of management organization.
16. The need for power, in the theory of D. McClelland, is associated with the human desire for achievement.
17. Receiving satisfaction and increasing satisfaction - two different processes, according to F. Herzberg's conviction.
18. The motivating factors of F. Herzberg make up the work environment.
19. Possibilities of using wages as a stimulant are limited.
20. Theories of the content of motivation give attention to the analysis of factors underlying motivation.

Key: The numbers 2, 3, 6, 7, 10, 13, 14, 15, 16, 18 must be crossed out.

IV. Recommended topics for in-depth study and presentation at practical classes.

1. To investigate to which theories of motivation belongs to the theory of Alderfer.
2. To investigate to which theory of motivation belongs the theory of Tugan-Baranovsky.
3. To study the factors of motivation of students to study.
4. To study motivation factors for the work of high-wage workers.
5. To study the factors of motivation for the work of low-wage workers.

References

Main References: [2] (sections 4, 5, 6, 7), [3] (section 9), [6] (section 1), [7] (section 3), [9] (section 5) .

Additional References DL: [15], [18], [24], [28], [31], [33 - 40, 42].

Module №2 "Functions and management styles"

Practical lesson № 9.

Topic 2.3. Motivation as a general management function

Part 3

I. Question for discussion.

1. Provide a general description of procedural theories of motivation.
2. To characterize the conclusion of the theory of expectations, to substantiate the importance of this conclusion for practical use in management.

3. How in the practical application of the theory of expectations, the motivation is used for needs?
4. Find out for what purpose the procedural theory of motivation is used in management. Determine the main directions of practical use of procedural theories of motivation in management.
5. To investigate the influence on the motivation of employees of the organization of the practical application of the theory of justice.
6. To find out how important it is to use the results of the theory of justice in management.
7. How can the results of meaningful theories of motivation be used in the practical application of the theory of justice?
8. Identify the factors that influence the theory of expectations motivation.
9. Why is the theory of expectations related to procedural theories of motivation?
10. How can the theory of expectations be used in management?
11. Determine how the Porter-Louler model uses motivation as needed.
12. What information for managers provides the model Porter-Louler?
13. To depict the Porter-Louler model.
14. Conclusion on the theory of Porter-Louler.

II Situational tasks.

Situation 1. When Aleksey Fedorenko was fired from a textile factory, he immediately found work in another company in a neighboring city. Here for a week they were paid less than 100 hryvnias, but when one month later they were invited to return to the factory, O. Fedorenko refused because he considered the regime of labor on the new firm less strict than that of the old one. What is especially fond of O. Fedorenko is the philosophy of relations between management and workers in his new company.

The attitude to both ordinary workers and top managers is one and the same. They receive a weekly salary instead of an hourly rate, participate in the company's retirement plan, are compensated for various illnesses. In addition, the craftsmen use free, not strict control. As a result, O. Fedorenko feels much in a better atmosphere than before.

Another fact that O. Fedorenko noticed when he began work - the master did not read a complete letter of disciplinary rules, on the contrary, the manager immediately said that the company relies entirely on employees. There was also no formal system of rules and penalties for possible mistakes. This very impressed O. Fedorenko, made him work better. And he was not alone in the firm. Representatives of the company believe that these measures increase labor productivity, which is 36% higher than the average in the industry. Lameness of personnel is only 3% (in the industry - 14%).

Question:

What kind of needs, for Maslow, helps to satisfy O. Fedorenko?

What factors, according to Herzberg, can be attributed to the conditions at a new place of work?

How do you justify increasing the productivity of the firm in accordance with the new philosophy, using the Porter-Louler model?

References

Main References: [2] (sections 4, 5, 6, 7), [3] (section 9), [6] (section 1), [7] (section 3), [9] (section 5) .

Additional References DL: [15], [18], [24], [28], [31], [33 - 40, 42].

Module №2 «Functions and management styles»

Practical lesson № 10.

Topic 2.4. Control as a general management function

Part 1

I. Questions for discussion.

1. Definition of control as a management function.
2. Actual results and planned results of the organization's activities.
3. Identify the reasons from which management control is required.
5. To characterize the main directions of the previous management control.
6. Describe the current managerial control.
7. Describe the final managerial control.
8. Determine the peculiarities of setting standards in the process of managerial control.
9. Identify the features of the use of the exclusion principle in the process of managerial control.

II Situational tasks.

Situation 1. "Philips" (Royal Philips Electronics) - a Netherlands electrotechnical company with the participation of Swiss, French, German and American capital; one of the largest in Europe and the largest in Europe developer and manufacturer of electronics, lighting, computer, telecommunication, medical, radio equipment, semiconductor devices, consumer electronics, electric batteries, electric shavers, color televisions, monitors and kinescopes. The Philips company first developed a cassette tape recorder, a CD-cassette, an optical disk. Philips enterprises are located in more than 60 countries of the world. Sales volume - 81.5 billion euros, the number of employees - 252 thousand people.

Like any other multinational corporation, Philips needs more coordination in management, since it produces a complex and varied range of products. In this case, the most important role is played by the internal coordination of the activities of all units. This primarily concerns the development of the global policy of Philips, based on the long-term development prospects. In these circumstances, the main requirement for operational management at Philips is to increase responsibility for the fundamental decisions in matters of current management. Hence - the need for a thorough and comprehensive accounting and evaluation of the main factors affecting the production process, and the consequences that can lead to the decisions taken at the present stage.

A qualitatively new moment in the organization of operational management of Philips is a flexible combination of two principles - collective responsibility for the development and decision-making concerning the current activities of the company, and sole responsibility for their implementation and ensuring the normal functioning of the firm.

Three levels of governance are formed: the highest level - Board of directors, board, committees; the middle level - central services and departments; grassroots level - production departments.

Internal firm coordination is carried out by the Board of Directors through defining, within the overall objectives of specific tasks for each unit, on the basis of the adoption

of long-term and ongoing plans for the development of Philips. At the present stage, the Board of Directors acts as a link that organizes and directs operations throughout the corporation, and decisions taken by it serve as the basis for operational activities of the board. The Board, in turn, provides the Annual General Shareholders Meeting with an annual report, a balance sheet and a profit distribution project.

The fulfillment of the tasks and directives is entrusted by the Board of Directors to the higher executive branch in the person of the Chief Administrator and his deputies, who carry out their activities under the control of the Board of Directors.

The main task of the committees is internal functional coordination, first of all, in the development of long-term development programs, coordination of activities of various units in the process of achieving the main goals in various areas of management.

The central services and departments carry out the most important functions of management: marketing, planning, coordination, accounting and control, management of the provision of scientific and technical and production and marketing activities within the corporation. They prepare information and advice on all matters within their competence to make decision making a top management point. The central services are headed by vice presidents, who have special powers.

Production departments may include separate departments and sectors. At the head of the departments there are managers who have complete independence in solving current operational issues within the units they manage. Production departments as independent economic units are fully responsible for the results of their activities: profitability of production and, ultimately, profit. But this independence is to some extent limited in accordance with the interests of the entire company. In the Philips production departments special central functional services have been established to provide scientific research, production and marketing activities, marketing, planning, accounting, finance, sales, transportation, and personnel.

Situation 2. Firm "Huls Troysdat" is known in Germany in its field - the production of coverings for window frames. The main objective of "Huls Troysdat" by 2009 is to increase its share in the market of window frames of the highest quality in France to 10%. This main goal is achieved through the execution of the relevant routines.

When organizing work on separate subprograms, the principle of mutual control is used: the responsible executor of one of the subroutines is the controller of another subprogram and vice versa, while within the framework of work under the program, he can control even the activities of their superiors.

During 2004-2007, measures for individual subprograms were phased out.

The subprogram "Expand the range of frames" included the following generalized measures that were further elaborated: to make new developments; to demonstrate new developments at fairs; introduce new developments in production, etc.

The subprogram "Cadre" included the following generalized measures: to substantiate the application for a new staffing schedule, after its approval by the management of the firm to recruit staff in Germany and France; organize training of personnel, etc.

The sub-program "Framing in France" included the following generalized activities:

1. Creation of a working group for the development of a subprogram. This group, besides manufacturers, includes a commercial director of a branch office in France, one of the company's senior management team, as well as other relevant specialists.
2. Working out and choosing the option of organizing frames production in France. Here the following options were considered:
 - purchase of a factory in France;
 - cooperation with other firms;
 - creation of own frames production at a subsidiary in France;
 - search for a company in France, which will work under the orders of the firm.It was finally decided to create a production in France.

Question:

How effective is the control over the principle of mutual control used by Hulse Troysdat to win the French market?

What can you describe the characteristics of effective control?

What mistakes can the Hyles Troysdat company do when it comes to monitoring subprograms?

Question:

What are the peculiarities of the delineation of management control at different levels of Philips management (by L. Urwick)?

What are the peculiarities of self-control at Philips Corporation?

Are the views of well-known scholars in control (G.Church, A.Fayol, M.Follet) in the activities of modern firms?

III Task for independent work of the student.

1. To reveal the essence of managerial control.
2. Identify the internal organizational reasons for the need for managerial control.
3. Determine how the exclusion principle is used in the process of managerial control.
4. Identify the main possible directions for adjusting the organization as a result of management control data.
5. Investigate the relationship between planning control and control functions.
6. To determine the reasons for the need for managerial control, related to the action of the external environment.

IV. Recommended topics for in-depth study and presentation at practical classes.

1. Evolution of views on control in management activities.
2. To determine the peculiarities of implementation of all types of managerial control in the production unit of the enterprise with a linear organizational structure.
3. Information flows in the process of managerial control.
4. Types of control systems and their contents.
5. Degree of control and measure of responsibility for the result (by L. Urwick).
6. The role of controlling in the activities of the organization.
7. Basic concepts of managerial accounting.

References

Main References: [2] (sections 4, 5, 6, 7), [3] (section 9), [6] (section 1), [7] (section 3), [9] (section 5) .

Additional References DL: [15], [18], [24], [28], [31], [33 - 40, 42].

Module №2 "Functions and management styles"

Practical lesson № 11.

Topic 2.4. Control as a general management function

Part 2

I. Questions for discussion.

1. To determine the specifics of the use of the exclusion principle in the process of managerial control.
2. Describe the main stages of the management control process.
3. To describe the concept of "scale of permissible deviations" in the process of managerial control.
4. Identify the main steps of the second stage of the management control process.
5. Identify possible lines of behavior of the manager in the third stage of the process of managerial control.
6. To characterize the behavioral aspects of managerial control.
7. Identify the characteristics of effective management control.
8. To characterize the standards for assessing students' knowledge of the discipline "Fundamentals of Management".
9. To determine the peculiarities of implementation of all stages of managerial control by the head of the functional department in the matrix organizational structure.
10. Identify the main areas of effective management control during the implementation of the strategy of intensive growth aimed at finding new markets.
11. To determine the peculiarities of implementation of all types of managerial control in the financial unit of the enterprise with a linear organizational structure.
12. To identify the main areas of effective control during the implementation of the strategy of progressive integration.

II Situational tasks.

Situation 1. The organization was built using departmentalization by type of activity and operated under the old strategy of limited growth. Because there is a dynamic match between the strategy, structure and the environment in which the organization operates, it is expedient to change in the structure of the organization, if this organization has chosen a new strategy - a strategy of concentric diversification. Corresponding changes in the structure of the organization can be the most important factor in the successful implementation of the strategic plan. Shape schematically organizational structure before and after changes.

Situation 2. The organization was built using departmentalization by type of activity and operated under the old strategy of limited growth. Because there is a dynamic match between the strategy, structure and the external environment in which the organization operates, it is expedient to change in the structure of the organization, if this

organization has implemented a new strategy - the strategy of reverse integration. Corresponding changes in the structure of the organization can be the most important factor in the successful implementation of the strategic plan. Shape schematically organizational structure before and after changes.

Situation 3. The organization was built using departmentalization by type of activity and operated under the old strategy of limited growth. Because there is a dynamic match between the strategy, structure and the environment in which the organization operates, it is expedient to change in the structure of the organization, if this organization implements a new strategy - the strategy of conglomerate diversification. Corresponding changes in the structure of the organization can be the most important factor in the successful implementation of the strategic plan. Shape schematically organizational structure before and after changes.

Situation 4. The organization was built using departmentalization by type of activity and operated under the old limited growth strategy. Because there is a dynamic matching between the strategy, structure and the environment in which the organization operates, it is expedient to change in the structure of the organization, if this organization implements a new strategy - a strategy of progressive integration. Corresponding changes in the structure of the organization can be the most important factor in the successful implementation of the strategic plan. Shape schematically organizational structure before and after changes.

III Task for independent work of the student.

1. To describe the specific management functions for an organization with a matrix organizational structure.
2. Describe the general management functions for organizations with a matrix organizational structure.
3. Features of setting standards for managerial control in the performance of specific management functions.
4. Identify the main areas of effective management control in the implementation of the strategy of concentric diversification.
5. Identify the main areas of effective managerial control during the implementation of the strategy of reverse integration.
6. To determine the peculiarities of the implementation of all stages of managerial control by the head of division A in an organization with divisional and product organizational structure covering two divisions - A and B.
7. Identify the main areas of effective management control in the implementation of the strategy of horizontal diversification.
8. To determine the peculiarities of implementation of all types of managerial control by the project manager in the matrix organizational structure.
9. Identify the main areas of effective managerial control during the implementation of the strategy of intensive growth, aimed at increasing penetration of the old market.

IV. Recommended topics for in-depth study and presentation at practical classes.

1. To determine the peculiarities of implementation of all stages of managerial control by the head of the financial department of the organization in the exercise of functional authority. Consider that the financial department is a functional unit in the linear functional organizational structure.
2. Identify the main areas of effective managerial control during the implementation of the horizontal integration strategy.
3. To determine the peculiarities of implementation of all kinds of managerial control by the president of a large company (or the rector of the university).
4. Identify the main areas of effective management control in implementing the strategy of conglomerate diversification.
5. Identify the main areas of effective control during the implementation of the strategy of reducing - cutting off excess.
6. Identify the main areas of effective control during the implementation of the strategy of reduction and reorientation.

References

Main References: [2] (sections 4, 5, 6, 7), [3] (section 9), [6] (section 1), [7] (section 3), [9] (section 5) .

Additional References DL: [15], [18], [24], [28], [31], [33 - 40, 42].

Module №2 «Functions and management styles»
Practical lesson № 12.
Topic 2.5. Leadership and Leadership
Part 1

I. Question for discussion.

1. The concept of management and leadership.
2. Necessity of power in mymembers.
3. The Concept of Dependence.
4. Balance of power.
5. Authorities based on coercion.
6. To whom it is possible to act by force, based on coercion.
7. Examples of actions by a leader who uses force based on coercion.
8. Authority based on remuneration.
9. Who can act on a remuneration-based power.
10. Examples of actions by a leader who uses power based on remuneration.
11. Power based on charisma.
12. Who can act with power based on charisma.
13. Examples of actions by a leader who uses charisma based on charisma.
14. Legitimate (traditional) power.
15. Who can act lawfully.
16. Examples of actions by a leader who exercises legitimate authority.
17. Expert Authorities.
18. Who can act as expert authority.
19. Examples of actions by a leader who uses the power of an expert.
20. Influence through persuasion.
21. How can influence be exercised through conviction?
22. Examples of actions by a manager who uses influence through persuasion.
23. Influence through the involvement of ordinary employees in management processes.
24. Who can act through involvement in management processes?
25. Examples of actions by a manager who uses influence through the participation of ordinary employees in management processes.
26. Under what conditions will an ephemeral form of influence take place.

II Situational tasks.

Situation. George Fisher, a manager who never raises his voice, has brought Motorola (mobile communications, pagers, two way radio) to the leaders of the telecommunications industry, and today he is busy with the conversion of Eastman Kodak. Based on his ability to focus on new production technologies and design, to predict technological perspectives, J. Fischer plans to bring Kodak to the "multimedia future" in the shortest possible way. The degree in applied mathematics and the work experience in the field of electronic communications acquired by Motorola and Bell Labs allow the manager to expand Kodak's core activities (production of film and photo

films) and at the same time to prepare a breakthrough on "advanced" digital technologies.

J. Fischer is always available for subordinates, his style of guidance is geared towards employees. His charisma, honesty and style of communication literally charmed the company's shareholders and employees. The leader emphasizes the importance of vision of prospects and tasks, the presence of corporate culture and moral and ethical values. He likes to repeat that without respect and honesty in all business of the company will not be. J. Fischer believes that these qualities bring together the company during the period of change and ensure compliance with the long-term interests of employees, customers, suppliers and shareholders of the company.

Task.

What forms of power and influence on subordinates is used by J. Fischer?

What means does J. Fischer get on shareholders?

Why is it important to influence shareholders and what is the problem of such influence?

III Task for independent work of the student.

1. What means of influence are used in the team?
2. Do the well-known forms of government use ordinary employees relative to each other?
3. What needs should employees have in order to influence them through a reasonable faith?
4. What needs should employees have in order to influence them through legitimate authority?
5. Why is not enough in the work of the manager of formal powers and need to use different forms of power and influence on subordinates?

IV. Recommended topics for in-depth study and presentation at practical classes.

1. The main results of Carnegie's communication, their role in management.
2. The experience of well-known managers in the use of different forms of power in relation to subordinates.
3. The experience of well-known managers in the use of different forms of power in relation to external organizations.
4. Substitutes and supervisors of the management.
5. Forms of power and influence in a multinational company.

References The

main References [2] (chapters 9, 11), [3] (chapters 10), [6] (chapters 4), [7] (chapters 4), [9] (chapters 8, 9)

Additional References [12], [15], [24], [27], [31], [33 - 40, 42].

Practical lesson № 13.
Topic 2.5. Leadership and Leadership
Part 2

I. Question for discussion.

1. Describe the approach to determining the effective leadership style from the standpoint of personal qualities of the leader.
2. To reveal the content of the concept of a behavioral approach to the classification of leadership styles.
3. To reveal the essence of the concept of "leadership style".
4. Authoritarian - Democratic - Liberal Continuum.
5. Describe the "X" theory of Douglas McGregor.
6. Describe Douglas McGregor's theory of "Y".
7. Study of the liberal leadership style by Kurt Levin.
8. Identify the main goal of the study of leadership styles by Rensis Lickert.
9. Describe the extreme positions of leadership styles identified by R. Lickert (University of Michigan):
 - concentration at work;
 - concentration on a person.
10. Describe the basic systems of leadership styles defined by R. Lykermet for line managers:
 - an exploiting and authoritarian system;
 - favored-authoritarian system;
 - Consultatively democratic system;
 - system based on participation.
11. To determine the peculiarities of a two-dimensional model of the behavior of the head, studied at the University of Ohio.
12. Describe leadership styles that are classified in a two-dimensional model of a supervisor's behavior that is studied at the University of Ohio.
13. To characterize the peculiarities of building Blake and Mouton's management grid (University of Texas).
14. Describe leadership styles that are ranked in Blake and Mouton's management grid.
15. To determine the scope of application of autocratic, democratic and liberal leadership styles.

II Situational tasks.

Situation 1. "The style of leadership". The application of a manager of democratic management practices has many advantages in terms of production management. However, these methods are inherent in a number of shortcomings.

In which of the following examples can you see these disadvantages?

A. Due to the fact that the leaders carefully listen to the opinions of the subordinates and take them into account in their activities, between the leaders and subordinates

established close, friendly relations. However, at the same time, the subordinates develop a strong sense of dependence and independence is not cultivated.

B. If executives listen to the opinion of each subordinate, they will spend a lot of time on arrangements, beliefs, and resolving various issues. In this regard, it may happen that managers will not be able to timely implement the necessary measures in extreme conditions.

B. If executives often resort to listening to subordinate opinions, then the latter will gradually become bored and they will avoid the former, they will consult with older colleagues, communication with whom "more convenient" than communication with the leadership.

Comment. The application of the leaders of democratic management methods leads to the need to accept or reject it when listening to the opinions of subordinates. It is necessary to always explain the reason for their actions. It takes time for all. That is why the democratic leadership style becomes inappropriate, especially under conditions requiring immediate action from executives. Under such circumstances, the most authoritative style of management will be most acceptable.

Situation 2. The Italian company Sementik was dominated by managers focused on power-authorities. Each year there were at least four strikes, and during the year that preceded the intervention, 90 Italian strikes took place. The organization lost huge amounts of money and produced low-quality products. The company employs more than 2000 people, and it was dominated by a complex psychological climate.

The new head of the company has shown a focus on people and an interest in the participative style of leadership. In five years, he led Sementik to success, which was considered impossible by the corporation. This large enterprise was so seriously included in the work that has gained recognition both from consumers and competitors. During the five-year period of this project, only one strike took place, sales and profits rose to record levels, Sementic's employees formed more positive targets, the company was often described as an example. Under former leadership, it would simply have become bankrupt.

Although the new manager had a great deal of authority, he was not interested in their application; they were used only when it became necessary and was the only opportunity. For the whole time of work at Sementik, a new manager rarely used his powers. He just did not need it. Instead, he managed, with the help of his authority, his authority, based on the respect of other leaders and subordinates. He was guided by achievements, he was always interested in the success of his people. His sincere interest in their achievements brought him tremendous respect and, accordingly, authority.

Question:

Was the new leader of Sementik at the same time a leader?

What qualities of the leader was the new leader of Sementik?

How useful is the use of power-authority instead of power-authority?

What practical aspects of leadership theories used in Sementik a new leader?

What were the alternatives to improving the position of the company in the Italian market with the new manager?

Situation 3. "Management styles in M / A-COM and TENNECO companies".

In a context of constant change and stressful situations, a humanist leader should be able to find a balance between the workload of subordinates and their rest. Rick Hess, the president of the M / A-COM Company (production of MHF equipment for the defense industry), is well aware of the problems associated with achieving such a balance. Usually he and his staff work 12 hours a day, and R. Hess knows that one of his concerns is not to let employees "burn" at work. The president of the company has friendly relations with the subordinates, he dishes with them, plays soccer once a week, he does not care about their lives out of work. When a company employee is born a child, the employee is transferred to the "light" mode of work. "The worst thing is to give a person a task that exceeds its potential," says R. Hess. - Do not make people "difficult". Give an opportunity to a technically gifted young person to communicate with customers on their own, and then he will never stop in development. "

Dan Mide is the president of TENNECO, a former professor at the Military Academy (West Point). D. Mead is guided by Gen. George Patton's motto: "Plan without haste, perform lightning". His superstitious management style is to put the managers of the departments on the top assignments in all aspects of the production process - from the payback of investments to safety at workplaces. If subordinates already know how to achieve the desired result, D. Mead states that the task was very easy and did not require full impact. And if they are in trouble? For a long time in the office D. Meade hung a rope (which disappeared after the protests of the subordinates). The president of the company liked to repeat: "The first head of the department, who will report on failure to meet the targets, will try this rope on his neck."

It should be noted that both leaders succeeded.

Task.

Using Blake and Mouton's theory, determine the style of leadership that Rick Hess uses, the president of M / A-COM.

Using Blake and Mouton's theory, determine the style of leadership that Dan Mide uses, the president of TENNECO.

Find out why, using different leadership styles, Rick Hess and Dan Mide have succeeded?

III Task for independent work of the student.

1. Determine the peculiarities of the ratio of the autocratic leader to the subordinates of the theory "X" by Douglas McGregor.
2. To determine the peculiarities of the relation of the democratic leader to the subordinates of the theory "Y" by Douglas McGregor.
3. Identify the behavioral elements of the manager who is classified according to the criterion for initiating the structure in Ohio State University's research findings.
4. Identify the behavioral elements of the manager, which is ranked according to the level of attention to subordinates in Ohio State University's research findings.
5. Identify the results of research on the dependence of the level of productivity on the style of leadership.

IV. Recommended topics for in-depth study and presentation at practical classes.

1. Modern issues of leadership: emotional intelligence, ethical problems.
2. Problems of intercultural leadership.
3. Individual qualities of effective leaders.
4. Relationship between trust and leadership.
5. Features of forming trust in the relationship between the leader and followers.

References

The main References [2] (chapters 9, 11), [3] (chap. 10), [6] (chapters 4), [7] (chapters 4), [9] (chapters 8, 9) .

Additional References [12], [15], [24], [27], [31], [33 - 40, 42].

Module №2 "Functions and management styles"

Practical lesson № 14.

Topic 2.5. Leadership and Leadership

Part 3

I. Question for discussion.

1. To characterize the content of the concept of a situational approach to the classification of leadership styles.
2. To reveal the essence of the concepts of "style of management", the situation.
3. Provide a general description of the situational model of management of Fiedler.
4. To determine situational factors that influence the formation of various situations in the model of Fiedler.
5. Identify situations that affect the effectiveness of the manager's behavior on Fedler's theory.
6. Graphically illustrate the model of Fedler's leadership.
7. In Fiedler's model, to identify situations in which an effective leadership style is focused on the task, why is this style effective in these situations?
8. In Fidelor's model, to identify situations in which an effective leadership style is oriented toward human relativity, why is this style effective in these situations?
9. Determine which styles of guidance on behavioral approaches correspond to different ratings according to the NSC criterion in Fiedler's theory.
10. To describe the professional component of the maturity of the subordinates, which is considered in the model of situational leadership of Hersey and Blancaster.
11. To characterize the psychological component of the maturity of subordinates, which is considered in the model of situational leadership of Hersey and Blancaster.
12. What situations are considered in the model of situational leadership of Hersey and Blancaster?

13. What components of the manager's behavior take into account the model of situational leadership of Hersey and Blanchaster?
14. Depending on what situations, the behavior of the supervisor should change according to the results of the theory of Hersey and Blanchaster?
15. What variants of the manager's behavior are considered by the model of Hersey and Blanchaster?
16. To graphically visualize the model of situational leadership of Hersey and Blanchaster.

II Situational tasks.

Situation 1. US Postal Service. In 1992, Marvin Runon became the 70th account of the General of the American Postal Service. General chases - an attribute that is fully consistent with the style of his leadership. Working as chairman of the Tennessee Valley Authority, he has gained a reputation as a leader in a rigorous struggle to reduce costs, and the so-called "Carvin-Marvin" ("Rizak-Marvin"). M. Ranion believes that the tasks he has to solve in a new post are equal to the complexity of problems, as if the US president, the number of employees and payments his department exceeds the total figures of IBM and GM. What problems did Razak face? There are high costs, both angry customers, and picky trade unions, and growing competition (the emergence of e-mail, telefax, round-the-clock delivery services).

M. Ryanion's main bet made for the reduction of the managerial apparatus. Such an "original" initiative led to the fury of the head of the post office, whose president of trade unions said: "We knew that some surgery was needed, but instead of a doctor, we received Freddie Krueger." During the first six months, Rezak reduced internal document circulation and all kinds of redundancy, including free delivery to all post offices of their agency. As a result of efforts to reduce costs in 1992, M. Ranion became the first public official to receive the title of "Head of the Year" from the National Association of US Managers.

Task.

Analyze M. Ranon's leadership style, using the results of Fiedler's theory.

Find out why M. Ranon's leadership style proved to be effective for the organization?

Situation 2. "Head and good mood in the work team". The manager complained that the mood in his subordinates is often not good enough. "And what they lack?" - he wondered, "And the salary is good, and we receive a prize, and give tours, went on a tour ... And they are all dissatisfied ..." What to do?

Principles of approach to decision. The mood of the employee in the team - a factor both personal and social. It largely depends on the moral and psychological climate that is created in the team. Each manager is directly and directly interested in the mood of his subordinates to be good, so that they work with the "fire", because the productivity of labor is directly dependent on the employee's attitude to work.

Different factors influence the human mood: subjective and objective.

To the subjective are the mental composition of man, his temperament, individual characteristics, health. If a person has fallen into a group of people with whom he is

psychologically incompatible - it causes constant tension or even illness. In this case, it is important to carefully assess the situation and think about measures to help such a person: sometimes it should be transplanted to another workplace so that he did not see a person or people with whom it is clearly incompatible. Якщо людина часто нездужає, його слід направити на обстеження з метою з'ясування причин нездоров'ї і, у разі сприятливого результату обстеження, заспокоїти, зняти непотрібну недовірливість, або перевести на легші операції.

Серед об'єктивних чинників виділяють, в першу чергу, чинники виробничі: характер і зміст праці, його організацію, санітарно-гігієнічні умови, стимулювання праці, соціально-психологічний клімат колективу.

Потрібно сказати, що якщо першим з вказаних чинників на всіх підприємствах надається серйозна увага, то направленому формуванню соціально-психологічного клімату надається значення далеко не завжди. Адже нормальні відносини в колективі, пошана до керівника і пошана останнім своїх підлеглих - це одна з необхідних і головних умов хороших відносин людей один до одного і гарного їх настрою.

Керівник повинен добре знати своїх підлеглих, умови їх життя, їх позавиробничі інтереси для того, щоб вчасно прийти на допомогу, у разі потреби підбадьорити людину. Адже причини поганого настрою людини можуть коренитися і в невиробничій сфері. Турбота керівника про гарний настрій підлеглого звичайно оцінюється колективом і може стати основою для формування авторитету керівника.

Практика рішення. Уважно вивчивши причини спалахів незадоволеності і конфліктів в колективі, керівник дійшов висновку, що причина поганого настрою працівників корениться не в організації праці, його стимулюванні або характері, а у вадах соціально-психологічного клімату, що склався в колективі. Багато працівників виявилися як би виключеними з неформальної структури колективу. Групи, що склалися, не приймали нових членів, а самі вони виявилися нездатними створити свої малі неформальні групи. Для полегшення створення таких дружніх груп керівник вирішив організувати низку загальноколективних заходів, щоб люди змогли краще за себе розкрити, краще взнати один одного.

Керівник повинен уміти поговорити з підлеглими, використати в своїй роботі такі чинники, як жарт, гумор, усмішка, сміх. Тоді не виникатимуть зайві чутки і офіційні відносини, і це сприятиме формуванню гарного настрою.

Керівник погано знав своїх підлеглих, не міг відповісти на питання про їх сімейний стан, кількість дітей, умови життя і т.д. З ним була проведена спеціальна бесіда про необхідність вивчати особу кожного працівника.

III Task for independent work of the student.

1. Determine how the scale of the NSC characteristics - the least desirable counterpart in Fiedler's theory - is determined.
2. Describe the situations considered in Fiedler's situational theory.
3. In the situational leadership model of Hersey and Blanchard, identify situations in which a high level of human relations-oriented behavior is effective.

4. Using the results of the Hersey and Blanchard theory, determine the effective response of the manager to the high and low levels of each subordinate maturity component and determine whether the subordinate maturity components are interdependent or interdependent.
5. Identify the significant differences between the situational models of Fiedler and Hersey-Blanchard leadership.

IV. Recommended topics for in-depth study and presentation at practical classes.

1. The main results of the situational theory of leadership is the path - the goal.
2. The situational decision-making model of Vruma-Yetton-Iago.
3. Features of influence on subordinate charismatic leaders, service leaders.
4. Features of influence on subordinates of the interactive leader.
5. Features of influence on subordinates of the leader-transformer.

References

Main References [2] (Chapters 9, 11), [3] (Chapters 10), [6] (Chapters 4), [7] (Chapters 4), [9] (Chapters 8, 9) .

Additional References [12], [15], [24], [27], [31], [33 - 40, 42].

Module №2 «Functions and management styles»
Practical lesson № 15
Module control work №2.

The main questions put forward on the modular control work:

1. Analyze the strategies of intense growth in the strategic planning of the organization.
- 2 Analyze Integration Growth Strategies in Strategic Planning.
- 3 Analyze the strategy of diversification growth in the strategic planning of the organization.
- 4 Analyze the reduction strategies in the strategic planning of the organization.
- 5 Describe the stages of strategic planning of the organization.
- 6 Expose the essence of the delegation of authority and responsibility.
- 7 Analyze the stages of designing organizational structures.
- 8 Describe the linear organizational structure of management.
- 9 Describe the functional organizational structure of management.
10. Give a linear-functional organizational structure management.
11. Give a description of the divisional organizational structures of management.
12. Describe the design and matrix organizational structures of management.
13. Describe the motivation as a management function.
14. Describe the model of motivation as needed.
- 15 Uncover the essence of meaningful theories of motivation.
- 16 Describe Maslow's theory.
- 17 Describe the theory of D. McClelland.
- 18 Describe the theory of F. Herzberg.
- 19th Describe the theory of expectations.
- 20 Describe the theory of justice.
- 21 Describe the Porter-Louler theory.
22. Give a description of the types of management control.
23. Describe the peculiarities of the organization of the process of managerial control.
24. Describe the requirements for the effectiveness of managerial control.
25. Expand the essence of the concept of dependence and balance of power in the organization.
26. Describe the forms of power and influence in management.
27. Give a description of the theory "X" and the theory "Y" by Douglas MacGregor.
28. Give a description of the autocratic, democratic and liberal style of leadership.
29. Give a description of the classification of leadership styles in Blake-Mouton's theory.
30. Give a description of the research of leadership styles in the theory of Hershey and Blancaster.