

**METHODOLOGICAL RECOMMENDATIONS
FOR THE SELF-EMPLOYED STUDENTS 'WORKING
FROM MANAGEMENT DISCIPLINE**

GENERAL METHODOLOGICAL INSTRUCTIONS

Within the new paradigm of teaching, the importance of independent, extra-curricular work of students is increasing. This is due to the fact that, working independently, students get acquainted with systematized information, various facts, learn to plan and organize their own activities, to evaluate their capabilities.

If we consider the learning outcomes as a set of such components as gaining knowledge, acquiring skills and developing skills, forming a relation to real processes, forming a real behavior, then each of these components depends to a large extent on independent work. Such types of independent work of students as preparation for classroom classes (studying literature, performing exercises, analysis of specific situations), performing various creative tasks related to writing final reports (homework, abstracts, term papers) develop skills and the ability to obtain concrete results. , develop the ability to analyze and implement the actions and procedures that the student will have to perform while working in the organization.

Independent work of students on studying the disciplines "Management" provided by the curriculum, will understand the nature and processes that make up the essence of the entire spectrum of management relations as a determining factor of organizational efficiency, improve their competence in both the theoretical and practical aspects of management activities.

MODULE 1. THEORETICAL BASIS OF MANAGEMENT

THEME 1. EVOLUTION AND MODERN CONCEPTS OF MANAGEMENT

1. The essence of the notion of "management".
2. Evolution of managerial thought.
3. Contemporary concepts and approaches to management.
4. The essence of the process approach to management.
5. Classical concept of process management approach.
6. Modern process concepts.
7. The essence of the system approach. Basic properties of systems. Enterprise as a system.
8. The essence and methodology of situational approach.

Literature: [2], [6], [8], [13], [14].

Methodological Guides

While studying this topic, it must be understood that the concept of "management" is sufficiently general and has a diverse application; in it are brought together a variety of principles, roles, activities and functions. Prevoyuyushchaya interpretation of the concept implies the presence of two measurements.

Management as a functional concept embraces the processes and functions that characterize the enterprise. Management as an organizational concept, gives priority to the human factor, people, characterizing decision-makers, their role and their activities. The overall plan is dominated by a functional approach that explains the objectives of the business and the processes being implemented, while the second approach addresses the role of managers at different organizational levels.

"Management is an effective and productive achievement of the goals of the organization through planning, organization, leadership (management) and control over organizational resources"¹ - such definition is given by R. Daft. "Management - is the ability to achieve the goals, using labor, intelligence, motives for other people's behavior. Management is a function, a type of activity to guide people in a variety of organizations "², is the definition of M.Mescon, M.Albert, F.Hedouri. According to P.Drucker, "management is a special kind of activity that transforms the unorganized crowd into an effective target group"³.

Despite the fact that in the last decades the professionalization of management, the emergence of the doctrine of management as a scientific discipline has led to the existence of a large number of concepts, methods and techniques, in the history of management ideas are clearly recognized paradigms

and phases that allow for systemic orientation, regardless of the growing differentiation within this science.

An important place in the formation of management belongs to the school of scientific management (1885-1920 gg.); its representatives - F. Taylor, Frank and Lilia Gilbert, Henry Gantt formulated the following characteristics of the rational management model:

¹Daft BJ Management, nd.ed., Orlando, 1991, p.14

²Meskon M. H., Albert M., Hedouri F. Fundamentals of Management. M.: Case, 1992, p38-39

³Peter F. Druker, "New Discipline", Success! Januare-February 1987, p.18

- application of scientific analysis to improve the process of labor activity;
- rigorous selection of workers who possess the necessary physical and mental qualities to perform certain work;
- preparation and development of the worker's abilities, which will allow him to follow the established procedures precisely;
- use of material incentives for the purpose of guaranteed performance in accordance with the task;
- responsibility for the planning and organization of work is not for the worker, but for the manager.

The positions of the classical (or administrative) school of management (1920-1950 biennium) are systematized in the writings of the French scientist and the practice of Henri Faiola's management and developed by the scientists L. Guily, L. Urbick, D. Mouny and D. Rayley.

School's peculiarity is an approach to management problems in terms of the allocation of management functions and the formation of principles of sound management.

Henry Fayole formulates the following principles of governance: division of labor, power and responsibility, discipline, unity, unity of leadership, subordination, remuneration, centralization, scalar chain, order, justice, length of staffing at the position, initiative, corporate spirit.

The main functions of management of the classical school were called foresight, organization, leadership, coordination and control.

The most famous authorities of the School of Human Relations in Management (1930-1950) are Mary Parker Follett and Elton Mayo. They proposed ways to manage interpersonal relationships to increase the level of satisfaction and productivity.

The School of Behavioral Sciences (from 1950 to present time) is engaged in the application of the sciences of human behavior to the management and organization of the organization in such a way that each worker has been used in accordance with its potential. Her representatives are Douglas MacGregor, Chris Arjis, Rensis Lickert, Frederick Herzberg. Unlike the school of human relationships, the main goal of the School of Behavioral Sciences was to increase the effectiveness of the organization by increasing the efficiency of its human resources.

School of Management Science (Quantitative Approach) (from 1950 to present) involves the use of quantitative methods in the study of complex administrative problems in the process of making managerial decisions.

It is necessary to understand the essence of process, system and situational approaches to management.

In accordance with the process approach management is considered as an unbroken series of interrelated managerial functions. Henri Faiol, who was the first to create a process approach, believed that there were five functions: planning, organization, management, alignment and control. At a more mature stage in the development of the ideas of the classical school, L. Hujlik extended this classification: planning, organization, work with personnel, operational management, budgeting.

G.Kunts and S.O. Donnel offer the following list of management functions: planning, organization, recruitment, leadership and leadership, control. M.Meskon, M.Albert, F.Hedouri believe that the management process consists of functions of planning, organization, motivation and control. These four primary management functions are united by connecting communication processes and decision making. Leadership is considered as an independent activity.

Studying the systemic approach to management, you need to understand the essence of the concept of "system".

According to the Oxford Dictionary, the system is a set or complex of interconnected or interconnected objects that create complex unity, an integer consisting of parts arranged in order according to a particular scheme or plan. Chester Bernard, President of the "Bel Telephone", was the first to consider the management in the context of the systems. In his writings, written almost 40 years ago, Bernard emphasized that the administrator is part of a formal organization, and in turn, it is part of the whole cooperative system, which includes physical, biological, social and psychological elements.

Thus, a formal organization, in the sense of Bernard, is more dynamic than a static entity that is constantly interacting with the external environment; To survive in a changing world, the organization must constantly adapt to changing conditions.

One of the varieties of the theory of systems is the concept of the sociotechnical system, the main contribution to the development of which was made in the 50 years of E. Trist and K. Beemfort. The results of the study confirmed that the working system is a combination of material technology (tools, machines, methods) and social organization (people, relationships, constitutional institutions), in other words, organizations - a unity of technical and social subsystems. The social system encompasses the human sides of the business; the technical system is connected with the machine and information systems and used by the organization material resources of labor. As each of them affects other subsystems, their harmonious operation involves complex management.

Thus, the system approach is based on the perception of the organization as a set of interrelated elements such as people, structure, tasks, and technologies that are oriented towards achieving various goals in a changing environment.

The stage of further development of the attitude towards organizations as open systems has become a situational approach. In the opinion of the authors of the situational approach, the application of methods, methods, methods of management should be determined by a specific situation, which is characterized by a number of circumstances that have the greatest impact on the organization at the present time.

There are four compulsory actions for a manager who wants to achieve effective management in each particular situation. The manager must be able to:

- 1) analyze the situation from the point of view of what requirements the organization makes the situation and what is characteristic of this situation;
- 2) choose the appropriate approach to the implementation of management, which would be most in line with the requirements for the organization of the situation;
- 3) create the potential of the organization and the necessary flexibility in order to be able to move to a new managerial style, the situation;
- 4) make appropriate changes to adapt to the situation.

Questions for self-examination

1. Expand the essence of the concept of "management".
2. Give a description of the schools of scientific management.
3. What are the modern concepts and approaches to management known to you?
4. Expose the essence of the process approach to management.
5. Describe the system approach and the basic properties of the systems.
6. Analyze the features of the enterprise as a system.
7. What is the essence of a situational approach to management?

THEME 2. ORGANIZATIONS AS A MANUFACTURING OBJECTIVE

1. The concept of an organization. The environment of the organization's functioning.
2. The components of the environment.
3. The inner environment. The essence and characteristics of organizational culture.

Literature: [2], [4], [6], [13], [14], [19].

Guidance

The study of this topic must begin with an understanding of the nature of the organization, which can be accomplished through the application of specific analysis tools, one of which is the definition that accurately and briefly describes what the organization is; The second tool is a model that reproduces elements common to all organizations and links between them.

According to O. Vikhansky and A. Naumov, the organization is "a systematic conscious association of actions of people pursuing the achievement of certain goals."¹ According to D. Boddy and R. Python, "organizations are made up of individuals who try to influence certain people's goals, creating material values, increasing social welfare, through various processes, technologies, structures and cultures"².

It is necessary to analyze the most well-known model of organization proposed by G. Livith, according to which all the diverse organizations are derived from the four main elements that create the so-called "diamond": task or mission, technology, structure, individuals. In accordance with the integral model of D. Boddy and R. Python, the elements of the organization include goals, business processes, technology, people, power, structure, culture.

It is advisable to focus in more detail on the most important elements of the organization, namely on missions and goals that set clear benchmarks and determine the direction of organization development in an unstable competitive environment.

Under the mission of the organization is understood its purpose, the meaning of existence, the difference from others, its similar. The formation of a mission organization has a significant impact on the interests of such actors as the owners or managers of the organization, business partners, the local community, society as a whole.

The mission of the organization is realized through an agreed system of goals, which takes into account the main problems that are necessary for their solution. It is necessary to understand the essence of such properties of rational goals as concreteness, achievability, flexibility, measurability, compatibility, acceptability.

The process of implementing the mission and goals of the organization is impossible without understanding and analysis of the components of the internal and external environment.

The external environment of the organization includes macro and microprojections, or the environment of direct influence.

Macro focus is a set of factors that have a significant impact on the organization's activities, but which it can not influence or has little influence.

¹Vikhansky O.S. Naumov LI Management. - Moscow: MSU, 1995, p.68

²Boddy D., Payton R. Fundamentals of Management. - St. Petersburg: "Peter", 1991, p. 523. The microenvironment, or the medium of direct influence, are those components of the organization's external environment that affect the organization's ability to compete effectively in the target markets with which the organization interacts directly and can have a significant effect on the content. and the nature of this interaction.

It is advisable to get acquainted with the popular method of studying the phenomena occurring in the macro environment - PEST (political, legal, economic, socio-cultural, technological) analysis. The organization should pay particular attention to the factors of the competitive environment (micro-focus), the analysis of which allows you to identify the areas in which you can use or create competitive advantages. The microcontent includes the following components: buyers, suppliers, competitors, labor market.

In addition to the micro-and macroscopic, an important element of the business environment, which has a permanent and most direct impact on the functioning of the organization, is the internal environment of the organization. The goal of internal analysis is to answer the following questions: Has the organization reached the limit of productivity and effectiveness, which critical factors determine the

success of the organization, whether it can use them, which characteristics of the organization contribute or serve as an obstacle to the realization of its tasks.

Particular attention should be paid to the analysis of the essence of organizational culture as the basis of the internal capacity of the organization. Organizational culture-philosophy and ideology of management, value orientations and norms, which form the basis of relations and interactions both within the organization and beyond its borders.

It is necessary to understand what is invested in the concept of "strength" of organizational culture and what role it plays in the process of making changes in the organization; get acquainted with the existing methods of supporting organizational culture.

Questions for self-examination

1. Define the organization and the environment for its operation.
2. Describe the components of the environment.
3. Analyze the internal environment variables.
4. Expand the essence of organizational culture.

THEME 3. FUNCTIONS OF MANAGEMENT

1. Essence and types of management functions.
2. Planning as a management function.
3. Organization. Goals of organizational activity, organizational variables.
4. Motivation The substantive and procedural theories of motivation.
5. The essence and specificity of modern motivational relations.
6. Control. Types and instruments of managerial control.

Literature: [2], [4], [11], [13], [17], [19].

Guidance

Functions Management functions are relatively isolated areas of management activity that allow you to influence management objects to achieve specific goals.

For functions is characteristic: a specific target orientation; objectivity; some homogeneity; stability of the content; interaction with other elements of the control system - structure, methods, technique and technology, personnel management, organization of their work.

It is necessary to pay attention to the interrelation of general and specific functions, as well as to determine the difference between them. Understand that generic functions are implemented in any production system and at each level of management, provide management and invariant specific functions. Common functions include planning, organization, motivation, control.

Specific functions are allocated as a result of the detailed elaboration and are manifested at certain stages of production and management processes, as well as the impact on the social and material conditions of their implementation. Specific features reflect the autonomy and specificity of each link in the control system. The most typical specific functions are: general management of a specific object, information service, organization of labor and wages, accounting and financial activity, operational management of production, labor protection, etc.

Next, proceed to consider the planning as an initial management function.

Planning is a process of identifying the goals that the company wants to achieve over a certain period, as well as the means, ways and conditions for their achievement. Under the plan is a systematic and methodical process of understanding the future problems and finding their solutions. It also means that planning is a prediction of possible solutions.

Organization as a function of management - a form of manifestation of purposeful influence on employees, which involves the formation of the object and the subject of management, their units and the links between them, ensuring their activities financial, material and other resources, achieving continuity, unity, dynamism of the process production and management.

Planning and organization will be most effective when the targeted impact on workers is related to the interest in those or other results of work. Therefore, the function of motivation, which is to motivate production participants and management personnel to creatively solve their tasks to achieve the best end results, becomes important. The term "motivation" is used in several contexts. The first one is when determining the needs of people and their purposes. Such theories of motivation are called meaningful theories. The second - in the analysis of the process of human acceptance of a decision on a certain way of action aimed at achieving its goals. Such theories are called procedural theories. The third context is the use of motivation theories to influence the behavior of other people. These problems are the subject of study of theories of social influence of motivations.

The most famous of the meaningful theories are Maslow, Alderfer, Mc Clelland, Hertzberg.

The procedural theories of motivation include the theory of expectations, the theory of justice, and the theory of Porter-Louler.

The functioning of organizations in modern conditions is associated with a constant change in psychological contracts, which refers to a complex of conscious responsibilities that individuals have before other people and organization. This phenomenon also causes changes in the motivational attitudes that are formed both under the influence of social development realities and the actions of the organization itself.

J. Hiltrop notices the following basic elements of the new psychological contract:

1. The demands of organizations for employees are expanding.
2. Paternalism, when both sides were guided by long working relationships, remained in the past.
3. Roles and responsibilities are becoming more and more uncertain, constantly changing.
4. More and more companies are attracting employees to meet their short-term tasks by limiting their recruitment. In order to maintain the desired level of income, individuals need to plan their careers and personal development, work towards creating a high reputation.
5. The employer's ability to provide employees with security, income and status are increasingly limited, so individuals need to develop other sources of psychological assurance.
6. Rewarding for "exemplary performance of duties" is not an increase in a position in an organization, but a transition to another company.
7. The rewarding of the individual increasingly depends on the particular contribution to the performance of the work, and not on the degree of the hierarchy it occupies, or on the status.

Then it is necessary to go on to consider the essence of control as one of the functions of management, which is a process of monitoring and regulation of various types of activities of the organization in order to ensure the implementation of organizational tasks. It is necessary to analyze such basic principles of control as the principle of guaranteeing the achievement of the goal; the principle of the orientation of control for the future, the principle of the effectiveness of control. It is necessary to understand the specifics of different types of control: the previous, the current, the final.

Particular attention should be paid to such necessary conditions for effective control as objectivity, flexibility, economy, adequacy, timeliness and simplicity.

Questions for self-examination

1. Give definitions of management functions.
2. What is the difference between the basic functions and the specifics?
3. Describe the essence of the planning, organization, motivation and control functions.
4. What is the essence of meaningful theories of motivation?
5. Uncover the content of procedural theories.
6. What are the main provisions of the expectations and justice theories?
7. Describe the modern concepts of motivation.

TOPIC 4. ORGANIZATIONAL STRUCTURES OF MANAGEMENT

- 1 The essence of the organizational structure of management.
- 2 Types of organizational management structures.
- 3 Principles and approaches to the formation of organizational structures.

Literature: [2], [4], [13], [17].

Methodical instructions

Organizational structure of management - a holistic set of relatively independent elements that implement the management functions assigned to them and are in certain formally established and informal relationships.

The organizational structure of management is a complex combination of formal and informal structure. The formal structure is created on the basis of legal status, informal - on the basis of real mutual relations of members of the collective, unity and contradiction of their views, inclinations, interests, etc.

It is necessary to analyze two types of organizational governance structures: bureaucratic and adaptive. Bureaucratic organizational structures are characterized by the use of formal rules and procedures, centralized decision-making, rigid hierarchy of power, strictly defined responsibility. Adaptive structures are characterized by weak or moderate use of formal rules and procedures, decentralization, a small number of levels of the hierarchy, prioritization of qualifications and experience.

It is necessary to assimilate the characteristic features of a linear functional structure as a traditionally bureaucratic structure of management of an organization. Understand that the functional department involves the use of functional forms of communication, as well as the creation of specialized units in the organizational structure, which ensures skilled performance of all functions of object management.

Along with such positive aspects as facilitating work on improving the professional qualifications of specialists, the possibility of rapid maneuvering of production, labor and material resources, the linear functional structure inherent and the following disadvantages: the slowness of the process of preparation and adoption of managerial decisions, the overload of managers by increasing the flow of approvals, the emergence of intravenous barriers that limit the interest of functional units in improving the efficiency of production.

It is also advisable to consider the characteristic features of divisional structures of governance, the essence of which is the allocation in the management apparatus as the main structural element of non-functional service, and completely autonomous in the economic relation of the production department.

Program-target structures are organizational forms of management with the help of specially created interim bodies. Their task - at the expense of expedient redistribution of rights and responsibilities to ensure the qualitative and economic achievement of the goals.

It is important to understand the essence of the matrix management structures, which make it possible to better use the benefits of traditional and program-oriented structures, combining the work of permanent structural units with the activities of temporary program groups designed to solve specific problems.

Particular attention should be paid to the organizational structures of modern organizations: ethocratic, multidimensional, entrepreneurial, market-oriented.

It is necessary to master the basic principles of formation of organizational structures of management:

- ensuring interconnection and matching of sub-targets of all structural units to the general, final goals of the organization;
- organizational consolidation of the entire complex of management functions for specific units of the structure through rational division of labor;
- rational balance of centralization and decentralization on the basis of delegation of authority;

- ensuring a rational hierarchy of organization and compliance with the scale of management (control range);
- the ability to rebuild, allowing you to reflect the changes that occur in the system.

It is advisable to analyze existing approaches to the formation of organizational structures: normative-functional; functional and technological; system-target.

Normative-functional approach contributes to the unification of organizational forms of management in the enterprise. The use of typical structures was the first step towards the implementation of the principles of scientifically sound construction of organizational structures, provided a unified approach to their formation. However, at present, the value of the normative-functional approach is reduced, since it is oriented on the typical nomenclature of management functions and structural management divisions. It does not allow to take into account the features of the enterprise in the specific conditions of its activities.

Functional-technological approach to the construction of organizational structures, based on the streamlining of information flows and technology of its processing, allows you to take into account the features of a specific organization, with flexibility and versatility. However, it is characterized by high labor intensity, the use of a stable nomenclature of the formed management functions, which limits the possibilities of its use.

The system-goal approach consists in constructing the structure of the objectives of the enterprise, determining on its basis the management functions and their organizational design.

Advantages of the system-target approach - taking into account the peculiarities of the conditions of the activity of a particular enterprise, which allows, if necessary, to change the composition and content of management functions, to design various organizational forms.

The complexity of using the system-goal approach is the need to move from a set of goals and management functions to the composition and subordination of structural management units.

However, the benefits listed make this approach the most promising for both the operating and the projected enterprise, since it allows you to take full account of the structure of the enterprise.

Questions for self-examination

- 1 Analyze the differences between adaptive and mechanistic control structures.
- 2 Give a description of modern organizational structures.
- 3 What are the principles of formation of organizational structures?
- 4 Describe the existing approaches to the formation of organizational structures.

TOPIC 5. INNOVATIVE MANAGEMENT

- 1 Essence and main functions of innovation management.
- 2 Types of innovations.
- 3 Innovative strategy: essence and types.

Literature: [2], [5], [15].

Methodical instructions

Innovation management - a set of principles, methods and forms of management of innovative processes, innovative activities, engaged in this activity by organizational structures and their personnel.

It should be understood that the main objective of innovation management is to provide the most effective ways of implementing the innovative strategies of the enterprise at certain stages of its development.

The objectives of innovation management are:

- high types of economic development of the enterprise due to effective innovation activity;
- maximization of profit from innovation activity;

- minimize investment risks;
- financial sustainability and solvency of the enterprise in the process of innovation investment;
- study of ways to accelerate the implementation of innovative programs.

Depending on the content of the innovations being implemented, it is necessary to distinguish between their types: food, technological and managerial innovations.

By their level of influence on the environment distinguish radical innovations, which open fundamentally new practical means and possibilities of satisfaction of needs, and innovations modifying, providing improvement of existing practical means to meet needs.

It is necessary to focus on managerial innovations, which mean any organizational solutions, systems, procedures or management methods that are significantly different from existing practices and are for the first time used in this organization. Analyze two main models of innovation process in relation to managerial innovations. The first is the diffusion model characterizing the development of managerial innovations at the macro level, within the entire economy. The second model considers the internally organizational way of managerial innovation in a separate company or government department.

The degree of organizational susceptibility to innovations is influenced by the personal and psychological characteristics of the organization's members; characteristics of the organizational structure; characteristics of the external environment and interorganizational ties.

As criteria for the choice of managerial innovation apply: the level of financial costs for the acquisition or creation of innovation; profitability; Effectiveness in terms of goals set by the organization; the degree of risk and uncertainty of the implications of implementation; conformity of innovations to the system of values and norms of behavior, formed in the organization; complexity of development of innovation by the personnel; the possibility of failure in the implementation of a painless return to previous management practices.

It is advisable to consider the process of developing a new product; to understand the essence of innovation management activity, characteristic for each stage of the innovation process, whose purpose - to provide a permanent and systematic search for new ideas, the ability of the managerial mechanism to use these ideas, the ability to minimize the chances of developing weak ideas and drop out prospects. The main stages of the innovation process include: the generation of ideas; selection of ideas; development of the design and its verification; economic analysis; product development; trial marketing; commercial realization.

It is necessary to analyze the main aspects of innovation activity in the enterprise, which are related to the choice of innovation strategy and its organizational support. Innovative strategies can be divided into the degree of autonomy and completeness of the innovation process in the following four groups: the introduction of new products and technologies that are not the result of their own development; allocated participation in innovation activity; specialized activity of the company as an innovator; orientation of the enterprise on the implementation of innovation activity.

Innovative strategy determines which commodity-market combination should follow the company to orient innovative actions, or whether they should apply in general, in what volume and in what form. Strategic principles are usually related to the concept of the product life cycle. Innovative strategy complements functional strategies, especially sales strategies, production, personnel and financial.

A specific innovation strategy of an enterprise can consist, for example, in the fact that it is deliberately not the first one, and the second, quickly picking up the innovations of the first ("fast second"). The strategy of "fast second" is adjacent to the strategy of "lagging with minimal expenses". In both cases, the enterprise deliberately does not force independent production of innovations and expects their appearance on the ricket. However, if one of the innovators succeeds, an enterprise implementing the principles of imitation management may try to achieve similar results either as soon as possible (then it implements the strategy of the "fast second") or at the lowest possible price (then it chooses the strategy of lagging behind with minimal cost ").

If an enterprise seeks to be an innovator, it can orientate either on the strategy of "an independent producer of innovations, or on the strategy of filling gaps." In the second case, the search and development of such new modifications of already known goods, which can meet any specific, new, additional consumer requests.

It is also necessary to consider the problems of the innovation process in terms of the psychology of its participants; to understand the role of innovation consciousness as one of the most significant conditions for the success of innovations; to analyze the main guidelines of innovative consciousness and the most typical psychological barriers.

Questions for self-examination

- 1 Uncover the essence and describe the main tasks and functions of innovation management.
- 2 Give the definition of innovation and analyze its different types.
- 3 What innovative strategies do you know?

TOPIC 6. STRATEGIC MANAGEMENT

- 1 Conceptual bases of strategic management.
- 2 The process of strategic management.
- 3 Strategy. Standard strategies for business development.

Literature: [4], [13].

Methodical instructions

Studying this topic, it must be understood that the purpose of strategic management - the development of a long-term strategy of the organization's behavior, taking into account environmental changes, requests and the position of consumers, allowing timely changes in the organization and provide it with competitive advantages in the long run.

It is necessary to consider the interaction of the five main management processes that make up the strategic management structure: the analysis of the environment, the definition of the mission and goals of the organization, the choice of strategy, the implementation of the strategy, evaluation and control of implementation.

A key component of strategic management is the choice and implementation of the organization's strategy. The strategy must understand the long-term direction of development of an organization that encompasses the sphere, means, as well as forms of its activities and leads to the achievement of the goals.

Analyze benchmarking business development strategies, the choice of which depends on different approaches to firm growth and is related to the possible state (existing or new) of such elements as product, market, industry, company position within the industry, technology.

The first group of reference strategies include strategies for concentrated growth, according to which the firm's activities are related either to the measurement of its products or the market situation. Specific strategies of this kind are such as the strategy of strengthening the position of the market, the strategy of market development, product development strategy.

The second group of reference strategies - integrated growth strategies. These include the strategy of reverse vertical integration and the strategy of forward going vertical integration. In line with the first strategy, the firm makes its growth by purchasing or strengthening control over suppliers; the policy for the establishment of delivery subsidiaries may also be applied. The second strategy involves purchasing or strengthening control over distribution and sales systems.

The third group of reference strategies - diversified growth strategies that include a centralized diversification strategy, a horizontal diversification strategy, and a strategy for conglomerate diversification.

The fourth group of reference strategies - reduction strategies - include the elimination strategy, the harvest strategy, the strategy of reduction, the strategy of reducing costs.

It is necessary to analyze the main stages of the strategy definition: awareness of the current strategy, analysis of the portfolio of products; choice of firm strategy; evaluation of the chosen strategy.

It is advisable to get acquainted with the matrix of the choice of strategy, depending on the dynamics of the growth of the product market and the competitive position of the company, developed by A. Thompson and A. Stirkland.

At the stage of evaluating the strategy, the following points are explained: how much the chosen strategy contributes to the achievement of the goals; the extent to which the state of the environment reflects; how the potential of the firm is taken into account; How justified is the risk stipulated by the strategy

It is necessary to pay attention to the importance of implementing the strategy, to understand the essence of the tasks and possible types of changes that are taking place in the organization. It is necessary to consider the stages of strategic transformations, the causes of resistance to change, as well as ways to overcome them.

Questions for self-examination

- 1 What is the purpose of strategic management?
- 2 List the processes that make up the structure of strategic management.
- 3 What is the organization's strategy? Describe the groups of reference strategies.

MODULE 2. MANAGEMENT AS A MEANS OF REGULATION OF ORGANIZATIONAL PROCESSES

TOPIC 1. MANAGEMENT METHODS

- 1 The essence of management methods. Economic management methods.
- 2 Administrative management methods.
- 3 Socio-psychological methods and methods of legal regulation.

Literature: [9], [17], [21].

Methodical instructions

By studying this topic, it must be understood that management methods are ways of influencing management systems on objects of management with the aim of realizing the tasks of management activity. Management methods are classified according to the organizational forms of action (direct and indirect influence), methods of influence (formal and informal), in terms of content (economic, organizational, regulatory or administrative, social-psychological, legal regulation).

Economic management methods are a system of economic measures and levers, through which the influence on the objects of management is carried out to achieve the most effective achievement of the set goal and ensure the unity of the interests of society, enterprises and individual workers. Economic management methods are expressed through such economic levers as planning, analysis of economic activity, economic calculation, material incentives, the system of taxes and benefits, the system of financing and lending.

Administrative methods of management - a system of methods and methods of organizational and administrative influence on subjects and objects of management, which reflects the direct influence on the objects of management, defining its related tasks, the order and terms of execution, as well as resources and working conditions . Organizational influence is manifested in the forms of regulation, standardization, instruction.

The main types of regulatory methods through which the regulatory influence is exercised are orders and instructions, instructions, task setting, liability, instruction of subordinates, coordination of works and control over their implementation, decisions of operational meetings.

The study of socio-psychological management methods should begin with the realization that they represent a set of techniques and means of social and psychological impact on the whole staff and individuals in order to increase their labor and creative activity. Social influence is realized through the formation and development of labor collectives; social valuation of the collective; social rationing of labor. Psychological influence allows to regulate relations between employees; acquisition of microgroups; humanization of labor.

Legal methods of management - a combination of methods of influencing the subject of management on the object of management through legal rules, legal relative and legal assets.

It is necessary to realize the sequence of application of management methods: an assessment of the situation and objectives with the aim of defining the main directions and types of influence; selection of methods and justification of their qualitative and quantitative parameters; provision of conditions for effective application of the selected methods.

Questions for self-examination

- 1 Expose the essence of management techniques.
- 2 Describe the economic management methods and their role in a market economy.
- 3 What are the features of administrative management methods?
- 4 What is the essence of socio-psychological and legal methods of management?

TOPIC 2. DECISION MAKING MANAGEMENT

- 1 The essence and stages of the decision-making process. Classification, properties and requirements for managerial decisions.
- 2 Methods of making managerial decisions.
- 3 Individual and group decisions. Methods of integrating individual preferences when making group decisions.

Literature: [2], [4], [13], [14], [17].

Methodical instructions

Decision-making is an important component of managerial activity. The solution can be regarded as a product of managerial labor, and its adoption as a process leading to the appearance of this product.

Decision-making is a conscious choice of existing alternatives to the direction of action leading to the desired state of the organization. The decision-making process consists of a number of stages, beginning with the awareness of the need for a solution and completing the stage of its implementation. At the first stage, the problem of decision making and evaluation criteria for its successful decision is formed; at the next stage - development, evaluation and choice of alternatives; at the final stage - the organization, analysis and control of the implementation of the decision.

Mechanisms of decision-making depend on their complexity and possibilities of realization; it is necessary to analyze the significance of factors and decision-making procedures, on which their effectiveness depends: the role of general management in decision-making; rules and plans of decision making, formulated in accordance with the specifics of this organization; individual interactions; group interactions; matrix interactions.

It is advisable to consider the classification of managerial decisions in dependence: from the organization of training, the degree of coverage of a functioning object, on the functional content, in terms of spheres of action, on the causes of occurrence, on the period of implementation, on the methods of development. To master the basic properties of managerial decisions that characterize their quality: reliability, utility, efficiency, efficiency, ability to satisfy the needs of the subject of management, and so on. Understand the general requirements for managerial decisions: scientific validity, purpose

orientation, competence, timeliness and perspective, absence of contradictions, systemicity, participation of subordinates in the choice of decision.

Models of representation of the decision-making process depend on the level of decision-making and the degree of its interpretation and perception. A rational model of decision-making involves choosing such an action, which brings the maximum effect to the organization as a whole. The limited rationality model provides a satisfactory level of organizational problem solving; The political model of organizational decisions helps to realize, first of all, the interests of individual workers of the organization.

It is necessary to consider the specifics of the decision-making process in cases of structured and unstructured problems. Structured, that is, routine problems or repetitive problems, are solved by adopting programmed solutions, unstructured - unprogrammed solutions.

Particular attention should be paid to methods of making managerial decisions. Mathematical methods allow giving quantitative precise estimates to individual alternatives. Heuristic methods represent a set of logical techniques, methodological rules of study, the search for truth, ways to realize the creative potential of individuals. Expert methods allow you to learn about the opinions of specialists in this field on the subject.

It is necessary to get acquainted with methods of evaluation and comparison of multicriteria alternatives: axiomatic, direct, compensation methods, methods of thresholds of incomparability, human-machine decision-making procedures. The basic principle of the classification of these methods is the form of information that is derived from decision makers and how it is used.

It is necessary to understand the specifics of the adoption of individual and group decisions, to consider the problems of rational acceptance of group decisions of deterministic tasks and tasks with risk, as well as the problems of transition from individual preference to group.

Questions for self-examination

- 1 What are the main stages of the process of making managerial decisions?
- 2 Expand the essence of the properties and requirements for managerial decisions.
- 3 Describe the methods of making managerial decisions.
- 4 What is the specificity of individual and group decision-making methods?

THEME 3. COMMUNICATION AND INFORMATION SYSTEMS IN MANAGEMENT

- 1 The essence and elements of the communication process. Types of communication networks.
- 2 Systems of formal and informal communications.
- 3 Сутність, форми та стадії використання інформаційних систем.

Література: [2], [4], [13], [14].

Methodical instructions

Вивчаючи дану тему, необхідно зрозуміти, що успіх багатьох, у тому числі управлінських, дій визначається якістю процесу комунікації. Комунікації — це обмін ідеями, думками і інформацією в усному або письмовому вигляді, за допомогою символів або дій. Для процесу комунікації необхідні по меншій мірі два індивіда — відправник і одержувач, наявність каналів передачі повідомлення, зворотній зв'язок. Здійснення процесу комунікації передбачає кодування значення, передачу повідомлення, декодування і інтерпретацію значення.

Перший крок комунікації — кодування інформації. Кодування — переведення інформації в комунікаційні символи. На думку Д.Хелрігела і Дж.Слока, для точного кодування інформації необхідна реалізація наступних принципів: доцільність, простота, організація, повторення, фокус. Доцільність досягається ретельним підбором слів, символів або жестів; простота

передбачає вибір в повідомленні самих простих слів, мінімізація їх кількості, символів і (або) жестів. Організація покращує сприйняття шляхом розподілу повідомлення на декілька пунктів. Повторення стосується основних моментів повідомлення і особливо важливо при усній комунікації. Під фокусом розуміється концентрація уваги на суттєвих аспектах повідомлення, відсутність лишніх деталей.

Передача інформації здійснюється за допомогою формальних або неформальних каналів. Канал передачі повідомлення — засіб комунікації між відправником і одержувачем. Розрізняють вербальні, письмові і невербальні канали.

Комунікація відбувається тільки тоді, коли одержувач одержав повідомлення і зрозумів те, що прагнув повідомити йому відправник. Декодування — перетворення повідомлення в маючу сенс форму. Зворотній зв'язок має місце в тому випадку, коли одержувач демонструє реакцію на одержання повідомлення.

Необхідно проаналізувати відмінності різних типів комунікаційних мереж: централізованих та децентралізованих.

Уваги заслуговує проблема вибору адекватного носія інформації. Процес вибору носія спрощує звернення до ситуаційної моделі Р.Ленгела і Р.Дафта, в основі якої — поняття “багатства” носіїв, тобто здатність передавати інформацію і сприяти навчанню. До “бідних” носіїв відносяться інформаційні листівки і звичайні комп'ютерні звіти, до “багатих” — розмова один на один, коли сторони одержують різноманітні сигнали про повідомлення (саме повідомлення, тон голосу, жести) і легко встановлюють зворотній зв'язок.

“Багаті” носії інформації забезпечують ефективну комунікацію у випадку вирішення нестандартних управлінських проблем, бідні — у випадку вирішення рутинних проблем.

Слід розглянути роль формальних і неформальних комунікацій. Формальні комунікативні канали широко використовуються в організаціях, що мають вигляд нисхідних, висхідних або горизонтальних. Офіційні комунікативні системи доповнюються неформальною системою передачі інформації, що відрізняється широтою охоплення і великою швидкістю розповсюдження.

Ефективність комунікацій залежить від якості інформації, що функціонує на підприємстві.

Інформація — корисні знання, одержані шляхом аналізу даних; під даними розуміються вихідні факти, цифри і події. Якість інформації визначається у відповідності до чотирьох основних критеріїв: надійність, своєчасність, необхідний об'єм, значущість.

Інформаційна система — комплекс, що включає в себе індивідів, процедури і ресурси, в завдання якого входить збір первинних даних, перетворення їх в інформацію і її розповсюдження. Інформаційні системи приймають самі різноманітні форми — від традиційних до високоавтоматизованих комп'ютерних систем.

До традиційних інформаційних систем відноситься спостереження за процесами, що відбуваються всередині організації і в зовнішньому середовищі з ціллю одержання необхідної інформації, пряме спілкування між менеджером і співробітником, обмін інформацією за допомогою паперових носіїв.

М.Маркус виділяє п'ять функцій комп'ютеризованих інформаційних систем: операційну, моніторингу, забезпечення прийняття рішень, експертну і комунікаційну.

Необхідно ознайомитись з методом “Ефективна техніка впровадження інформаційних комп'ютеризованих систем з урахуванням технічного і людського факторів” (ЕТІКС) Е.Мамфорда, в якому використовуються слідуєчі оцінки ступеню задоволеності робітників: задоволення знаннями, психологічне задоволення, задоволення ефективністю праці, задоволення структурою завдання, етичне задоволення.

Questions for self-examination

- 1 Охарактеризуйте процес комунікації.
- 2 Які типи комунікаційних мереж Вам відомі?
- 3 В чому відмінність формальних і неформальних комунікацій?

4 Які види інформаційних систем Вам відомі?

TOPIC 4. MANAGEMENT OF PERSONNEL

1. Tasks, principles and methods of building a personnel management system.
2. Essence, goals and logic of staffing.
3. Business career planning. Concept of power field in management.

Literature: [6], [11], [18].

Guidance The

staff is one of the top management priorities. Often, "management" is interpreted precisely as management of people in an organization, a linking link between the interests of the enterprise and the interests of man. The potential of an enterprise is determined not only by its fixed assets and financial capital, but also by its intellectual capital; Intellectual potential, skills and staff compensation are key elements of a successful business that directly affects its performance and market attractiveness.

Personnel management is a set of principles, methods and forms of personnel management that ensures both the effective use of its potential and its high standard of living.

In studying this topic, we must analyze the algorithm of action for the construction of an optimal system for personnel selection and management, including the following steps:

1. Development of an effective system of personnel management: the definition of the nature and objectives, directions and methods acceptable to the organization.
2. Formation of the actual mechanism of personnel management and the corresponding organizational structure.
3. Human Resources Planning: Developing a plan for future human resource needs.
- 4 Recruitment: Effective use of all existing sources of staffing needs.
- 5 Selection of personnel: evaluation of candidates for jobs and selection of the best of reserve created during the recruitment.
- 6 Definition of wages and benefits: the development of the structure of wages and benefits for the attraction, hire and consolidation of the organization of skilled workers.
- 7 Professional orientation and adaptation: the introduction of accepted workers into an organization, the formation of their understanding of what the organization expects from them, there are criteria for evaluating labor input.
- 8 Organization of personnel training: development of programs for training the necessary labor skills, retraining, advanced training.
- 9 Evaluation of personnel performance: development of certification methods, assessment of the results of work.
- 10 System of regulation: methods of moving workers to higher or lower levels of hierarchy, transfer and dismissal.
- 11 Formation of human resources management potential: development of programs aimed at development of abilities and increase of efficiency of activity; the development of sound methods of selection and placement of management personnel.
- 12 Organization of the business of production: accounting and reporting on personnel, personal affairs of employees.

One of the most important components of personnel management is the development and implementation of an effective HR policy. Under the personnel policy is understood a system of rules and norms, conscious and formulated, leading the human resource in accordance with the goals and objectives of the organization.

Personnel policy is significantly determined by the tasks that arise before the organization depending on the stage of its development: formation, intensive growth, stabilization, recession (crisis).

An important tool for managing work with personnel is planning, which involves planning the need for personnel, reducing or increasing the number of employees, planning the use and development of personnel, the cost of its maintenance.

The general need for specialists and employees is determined depending on the complexity of the assigned functions, norms of management; degree of automation management based on typical staffing schedules. Different methods are used to plan the perspective needs of specialists. The most simple method is extrapolation, the essence of which is to transfer the proportions of current situations into plans for the future. More precise is the adjusted extrapolation method, which takes into account the change and other factors of influence: labor productivity, price changes, demand dynamics, the state of labor force development, etc.

The method of expert assessments is based on the use of experts' conclusions regarding the forecast of the needs of the organization in human resources. These specialists can be both management staff of the structural divisions of the organization, as well as independent experts. Different methods can be used: group discussion, written report, questioning, and so on. The method of computer simulation is based on the development of a mathematical model, based on the basic parameters of the situation, with projected for the future. Normative method is based on the principle, during which the rational composition of the organization is determined by calculation in accordance with the nature and composition of work.

During recruitment, both internal and external recruitment sources can be used. Methods of recruiting from internal sources are diverse: internal competition; combining occupations; overtime work, rotation. When implementing the selection of personnel, the impact on the effectiveness of its results is exercised by the persons involved as experts and the evaluative technologies used in this process. As practice shows, the methods of selection should be peculiar: objectivity (independence from any judgment); reliability (isolation from the influence of situational factors); accessibility (clarity for both the candidate and others).

It is necessary to realize that for the full disclosure of workers' opportunities, the management of the enterprise must implement programs of systematic training and training of personnel. Lack of professional knowledge from the requirements of production reduces the efficiency of the use of labor resources, calls for the need for additional personnel involvement in production. One of the important directions in the organization of work with management personnel is the development and implementation of systematic, purposeful job placements of leading workers and specialists, which enables organizations to use the full potential of their workers, and creates the conditions for the fullest application of their abilities by the workers themselves.

Inner organization career is associated with the trajectory of the movement of the worker in the organization and may have the appearance of a vertical career (associated with official growth); Horizontal career (moving within the organization, for example, work in different units of the same level); centripetal career (moving to the core of the organization, management center, more and more deeply involved in decision-making processes).

Questions for self-examination

1. Give the definition of personnel management and characterize well-known models of personnel management.
2. Analyze the main stages of the selection and management system of personnel.
3. Describe the essence of different types of personnel policy.
4. What is taken into account when determining the need for staff?
5. What methods of recruitment and recruitment are known to you?
6. Describe the well-known methods of staff attestation.

THEME 5. AUTHORITY AND LEADERSHIP

- 1 Leadership, power, leadership.
- 2 The Concept of Behavioral Leadership.
- 3 Concepts of situational leadership.

Literature: [2], [4], [6], [11], [13], [14].

Methodical instructions

The study of the topic should begin with an analysis of the management of the organization, to understand the relationship between the concepts of influence and power, the need for power in management, the existence of a balance of power, as well as study the basic forms of power: power, based on coercion; based on remuneration; expert power, based on competence, reference (example power); legal (traditional), to grasp the advantages and disadvantages of each of them.

Having considered the basic forms of power, it is necessary to go on to become familiar with the influence through persuasion and participation. Persuasion - an effective way of influencing with the use of logic and emotions; to the disadvantages of such influence include the slowness of action and uncertainty, to the advantages - that there is no need to control the performer. The influence through the participation of workers in management is effective, since people work diligently to achieve the goals formulated with their participation.

An important aspect of governance is leadership, which refers to the art or process of influencing people in order to at their own will seek to achieve group goals.

In the art of leadership, as a rule, distinguish the following main aspects: knowledge of people's motives, as well as the ability to encourage people to make full use of their abilities; the ability to create a favorable organizational climate in the team.

Distinguish the following approaches to leadership: from the point of view of the method of rice, behavioral and situational.

It is necessary to study the basic theories based on the behavioral approach to leadership. Analyze the theories "X" and "U" by Mac Gregor, justifying autocratic and democratic governance styles. It is necessary to consider the classification of management systems of Layker: "operationally authoritarian", "benevolent-authoritarian", "advisory", "participative-group."

Interestingly, the model of the continuum of immaturity, the maturity of the Argyris, is based on the assertion that the main sign of an effective leader is the ability to help the subordinate move from the state of immaturity or dependence to the state of maturity; As characteristics of immaturity are called passivity, dependence, ability to behave in several ways, short-sighted perspectives, insufficient knowledge of one's personality. Maturity characteristics include activities, independence, ability to behave in many ways, deep interests, long-term prospects, independent position, self-knowledge and control.

It is necessary to analyze the management table Blake and Mouton, which allows you to reflect the importance of different leadership styles, differing in different levels of focus on production care and subordinates.

Among the theories of leadership based on the situational approach, one should highlight the concept of Tannenbaum and Schmidt, which justifies different leadership styles, oriented either on the leader or on the subordinate. Among the styles giving the maximum freedom for the leader, the following are singled out: the manager makes decisions binding on the subordinates; the manager explains the decision; the leader makes a decision and listens to the opinions of the subordinates.

Styles focused on the freedom of subordinates may be following: the manager proposes a solution that can be changed after discussion; the head formulates the problem, receives advice and makes decisions; the head sets the limits of decision making by subordinates; the head and subordinates jointly make decisions.

It is also advisable to understand the essence of Fiedler's theory, which justifies the relationship of leadership effectiveness with different situational factors. As such stands out: the influence of the position, the structure of tasks, the relationship between the leader and members of the group. In this case, two basic style of leadership is postulated: focus on tasks and orientation on establishing good interpersonal relationships. In accordance with this theory, the style of leadership oriented, task-oriented, is preferable in both the most and the least favorable situations. A style that is oriented towards good interpersonal relationships, has a greater effect in moderately favorable for manager situations. Mitchell and House's "way-goal" situational model also substantiates the need for a management style that is

relevant to a particular situation. According to the authors, the leader is able to orient the subordinates to achieve the goals of the organization, influencing the ways to achieve these goals. At the same time, it is possible to apply such leadership styles as support, instrumental style, encouraging participation of decision makers, and style oriented towards achieving the goal. The choice of one of the resulted styles must depend on two situational factors: the personal qualities of the subordinates and the requirements, as well as the influence from the side of the environment.

You need to get acquainted with the theory of the "life cycle" of Hersey and Blancher, which establishes the relationship between leadership styles and the degree of maturity of the subordinates. Depending on the maturity of the team, it is possible to apply such styles as a high degree of focus on tasks and human relationships; high degree of orientation towards human relations and low - on tasks; low degree of orientation attitude and high - task.

At the core of the Vruma-Yetton model lies the decision-making process. According to this model, the feasibility of choosing management styles depends on the degree of participation of subordinates in decision-making. To determine the most appropriate for a particular style situation, a decision tree is constructed based on the scheme of developed criteria for assessing the situation of the subordinate-leader.

Questions for self-examination

- 1 Analyze the main forms of government.
- 2 What is the essence of leadership and which basic approaches to leadership are known to you?
- 3 Describe theories based on the situational approach to leadership.

TOPIC 6. MANAGEMENT OF CONFLICTS AND STRESSES

- 1 Nature and concept of conflict. Types of conflicts, their causes.
- 2 Effective ways to manage conflict situations. Styles of behavior in a conflict situation.
- 3 Stress, methods of warning and stress relief.

Literature: [1], [12], [17], [20].

Methodical instructions

Conflict is one of the means of control, ignoring or not having any head of any rank reduces the effectiveness of their activities. Elements of the conflict situation are opponents with their non-matching goals and the object of conflict. Individuals, groups, divisions, organizations can act as opponents. In this regard, there are interpersonal conflicts, intergroup conflicts, conflicts between personality and group, intrapersonal conflicts.

Depending on the nature of the emergence, there are four types of conflict situations: objectively targeted, objectively unethical, subjectively targeted and subjectively untrustworthy. Solving conflicting situations that arose subjectively, there are two ways - subjective and objective, that is, due to the actions of one of the opponents, or as a result of a change in the conflict situation; the solution of a conflict situation, which has objective reasons, is possible only in an objective way.

It is important to understand that the actions of the opponents in the conflict are determined by their internal psychological reasons, that is, the reasons for the conflict.

There are business and emotional conflicts. Any delayed business conflict is dangerous to the loss of the object and the objectives of the conflict, the emergence of a constant negative attitude of the opponents towards each other, that is, transformation into an emotional conflict.

It must be understood that the task of the head is to keep control of any conflict situation that arises in the team. The reluctance to observe or influence the conflict circumstances, delaying the development of the conflict leads to the maintenance of tension between the parties, and, as a result, to the emergence of an emotional conflict. Attempts by the leader to break the conflict by volitional means, without changing the conflict situation, does not lead to the resolution of the conflict, but, on the contrary, creates the basis for the emergence of new conflict situations involving new individuals. The late intervention of the leader, when the opponents turned into opponents, even when changing the conflict situation, is not able to change the relationship between the parties to the conflict.

It is necessary to analyze the most common sources of conflicts that arise in the organization; get acquainted with the possible styles of behavior in the conflict: defense-isolating (evasion, domination, capitulation); cooperation styles (compromise, conflict resolution through cooperation).

Consider the sequence of actions of the head in the process of resolving the conflict situation: defining the objectives of the opponents, creating an objective plan of the conflict situation, breaking the conflict situation from the standpoint of the opponents, assessing the choice of strategies and means of opponents, analysis of conflict resolution ways, assessment of the opponents' behavior in the event of conflict in the conflict.

It is advisable to pay attention to the existing interpersonal and structural methods of managing the conflict situation, as well as methods for managing stress situations. To analyze sources of both positive and negative stresses. Understand the importance of the actions of the Head of the Prevention of the emergence of stressful situations; get acquainted with the possible ways out of stress (relaxation, concentration, autoregulation), as well as methods of its prevention.

Questions for self-examination.

- 1 What types of conflict situations do you know?
- 2 Describe the main sources of conflict situations.
- 3 What are the methods of resolving conflicts?
- 4 Analyze the types of stress and how to get out of them.

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