

Міністерство освіти і науки України

Національний університет харчових технологій

**80 МІЖНАРОДНА НАУКОВА
КОНФЕРЕНЦІЯ
МОЛОДИХ УЧЕНИХ,
АСПІРАНТІВ І СТУДЕНТІВ**

*“Наукові здобутки молоді –
вирішенню проблем харчування людства
у XXI столітті”*

Частина 4

10–11 квітня 2014 р.

Київ НУХТ 2014

15. Skills for Competiveness: Demands for Modern Managers

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Introduction: To be competitive on the labour market, it is necessary for a modern manager to adapt quickly to management activity, to function on a high professional level, to know how effectively act in economic crisis. An important component of manager's skills is his/her readiness to start and realize new, original, perspective lines of activity in the development of the organization and to organise the staff to fulfil them by creating necessary conditions to meet both the organization's and employees' needs.

The actuality of problem is determined by the necessity to make a modern manager competitive and skilled. There is a great need in competitive managers with clear professional objectives, high level of intellect, creativity, capability of continuous development, devotion to social and national ideas.

Resources and methods: A lot of outstanding national and foreign scientists investigated this problem, particularly P. Drucker, G. Mintsberg, J. Cotter, R. Boyatsis, M. Maccoll, J.Hollenbeck,, V.A.Biloshapka, M.D. Vynogradsky, A.P. Nalyvayko, V.S. Sukharsky [2; p.414].

From the point of view of M. Maccoll, J. Hollenbeck, D. Bosswort and V.A. Biloshapka, manager's talent itself is the basis of becoming a manager – an expert in resolving different business problems thus gaining the necessary experience – under the influence of definite catalysts and environment.

Results: Having analysed Peter Drucker's research, we may identify the seven tasks for the manager of tomorrow. He or she must:

1. manage by objectives;
2. take risks and allow risk-taking decisions to take place at lower levels in the organisation;
3. be able to make strategic decisions;
4. be able to build an integrated team with team members capable of managing and measuring their own performance and results in relation to overall objectives;
5. be able to communicate information quickly and clearly, and motivate employees to gain commitment and participation;
6. be able to see the business as a whole and to integrate their function within it;

7. be able to relate the product and industry to the total environment, to find out what is important and what needs to be taken into account. [3; p. 432].

Professional success and effectiveness of a manager in modern conditions requires from him/her to meet the following characteristics:

1. Professional competitiveness is based on knowledge and skills. A manager should be able to do everything that he requires from his staff.

2. Social competitiveness means good knowledge of psychology. A manager achieves results by influencing other people.

3. Conceptual competitiveness means manager's ability to identify the problem, to distinguish between less important problems and more important ones and solve them. [4; c. 146]

The structure of competitiveness of a modern manager includes two groups of psychological characteristics:

1. General psychological characteristics, which provide the effectiveness of manager's activity.

2. Special characteristics, which provide the effectiveness of manager's activity. [5;c.19]

On the basis of communicative skills, managers are required to have the following competitive skills:

- to have equal skills with persons having equal status, functions, objectives;
- to have leadership skills;
- to be able to cooperate with people, to be able to prevent conflicts and resolve them;
- to be able to effectively work with information;
- to be able to make unconventional decisions;
- to be able to allocate company's resources;
- to demonstrate innovative behaviour (to implement innovations, to take justified risk) [1, c. 528].

Conclusions: So in our opinion, first of all a modern manager should be effective. An effective manager should combine his/her ability to influence employees' behaviour not only formally, but as a recognized leader skilfully using all his/her authority.

A modern manager should combine the characteristics of a skilled professional with technical and economic expertise and an organizer with administrative functions. A competitive manager should have a specific range of qualities, knowledge, skills and effective behaviour competences and be able to take into account economic, political and social changes when making managerial decisions.

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