

TRENDS IN DEVELOPMENT OF TASKS AND FUNCTIONS OF MODERN MANAGEMENT

**Гоман Анастасия Андреевна, студент,
Прибыльская Гражина Валентиновна, старший преподаватель
Белорусский национальный технический университет**

Goman Anastasia Andreevna, student of group 10508120,
Pribylskaya Grazhyna Valentinovna, senior lecturer,
Belarusian National Technical University, 856anastasia@gmail.com, grazhyna1@gmail.com

Annotation. The article contains a description of the tasks and factors of success and the psychological orientation of a modern manager. Trends in the development of types of management in the world, as well as trends in the emergence of new management functions are reflected.

Keywords: management, personal orientation, knowledge management, effective managers, management functions.

Nowadays, no organization can do without managers. These are specialists who can properly organize the work of the team, shape the work of their teams and workplaces in various ways. The organizational chart or structure of a company may include a CEO, a vice president, a director, and then a manager. Each of these people performs separate and important functions. Only with their joint and well-coordinated work can it be possible to achieve the optimal functioning of the organization, increase profits and organize work in such a way that each employee performs his functions and responsibilities. The CEO most often focuses his efforts on issues of strategy, investment and general coordination, while managers, in the performance of their duties, contact directly with people: employees who produce goods, sell them, and provide services to customers. Also, managers are the link between top management and workers. In this position, the manager is accountable to senior management for performance and to line employees for guidance, motivation, and support.

The tasks that the manager performs include recruiting, training new employees and developing existing employees, resolving emerging conflicts in the team and organizing the work of the working group, monitoring and controlling costs and budgets, analyzing the company's existing strategy, plans to change and refine it, setting goals for future periods. Successful management implies the existence of five main requirements that depend on the leader:

- mandatory knowledge of the theoretical foundations of management, accumulated experience of effective management of similar organizations;
- ability to apply theoretical provisions in management practice;
- possession of methods of art of management;
- Possession of energy, perseverance, perseverance in managing the organization according to theory and experience;
- the desire to dynamically and effectively manage, to improve the level of managerial qualifications.

One of the main success factors of a manager is an effective team, the ability to work with a team, analyze and understand people. For the successful and timely completion of the task, it is necessary to assemble a group of people who are able to complete the task together and in a short time. When forming a company team, it is important to take into account the psychological compatibility of people. Depending on the goals, a combination of different types of temperament and character is required. In many situations, a group with people of the same type of character is practically inoperable. For example, if you gather only workers who are not capable of initiative and expect constant instructions from above (they will be passive, without enthusiasm to do the work), or only those who are used to giving commands (it will be difficult for two subjects striving for dominance to organize joint activities, since everyone will strive to take control into their own hands). Choleric and phlegmatic will perform the task at a different pace, which can lead to disruptions in work and tension in relations between employees. Therefore, a good

manager must be a good psychologist in order to be able to organize the work of his subordinates and resolve their conflicts in a timely manner, if necessary.[1]

A manager must be able to prioritize and motivate team members. This includes self-awareness, self-management, social awareness, and relationship management. A manager must radiate energy, empathy and trust. They also need to have the agility and critical thinking to quickly spot new market trends and adapt to them.

Significant influence on the effectiveness of the leader is exerted by his personal and psychological characteristics. This is his character, temperament, abilities, self-esteem, type of thinking and key values. Most good managers have one thing in common - they can achieve a positive result in everything they undertake. You can make a list of manager success factors that are used to improve their performance:

1. Effective managers need to know what they are spending their time on. An important element of the manager's work is the ability to control and rationally use one's time.

2. Effective managers build their activities on strengths, both their own and subordinates, and also look for positive moments in any situation. For your team to succeed, make sure every member feels appreciated. Strong leaders also provide positive feedback that helps employees understand what they did well and identify opportunities for improvement. Good managers help team members move up the corporate ladder by giving them credit when they perform well and highlighting their accomplishments at staff meetings and appraisals.

3. Effective managers should focus on a few of the most important issues or tasks, the implementation of which will bring the most tangible results. They must learn to set priorities for work and not deviate from their implementation. Breaking down goals into smaller steps can make long-term projects easier to complete and help your team stay motivated throughout the project. Finally, effective managers must make effective decisions.[2]

Managers can have different psychological orientations. The orientation of the individual can be divided into three groups: personal, collectivist and business.

Personal orientation arises when an individual strives for personal superiority, puts his own well-being in the first place, is preoccupied with himself, his feelings and experiences. Such people do not pay attention to the needs and desires of others, ignore the interests of colleagues and employees, they often make hasty conclusions about other people, and try to impose their point of view on others. Usually people feel uncomfortable in their presence.

The collectivist orientation is an orientation towards collective action. People show interest in joint activities, but their actions may not contribute to, and sometimes interfere with, the fulfillment of the task. Often, his actions even make the group task difficult, and his actual support may be minimal. Such people often shift responsibility to their colleagues, do not express original ideas and try to avoid solving problems [3].

A business orientation arises when people are passionate about the process of activity, strive to correctly complete the task, are ready to search for information themselves, learn something new. They often take responsibility, look for new and original solutions to problems, always support and try to help their colleagues. As a rule, such people become good managers because they put cooperation and a friendly team in the first place, they strive to achieve the best group productivity and achieve high results.

Now there is a tendency of development of the following types of management: municipal management, risk management, financial management, investment management, innovation management, business reengineering, crisis management, etc.

Specific techniques, methods and technologies of management are developed for each type of special management. But despite this, there are trends common to all types of management.

Currently, training is becoming a full-fledged function of management. Training is provided both for managers, who need knowledge of management, psychology, and analytics, and for groups and teams to form effective teams. Modern management places great importance on the process of forming and developing values that are shared by all team members or employees of the organization.

In the process of developing new management functions, the need has arisen to develop such abilities that will allow the manager, if necessary, to quickly change his strategy and create new plans. Also, the manager needs the qualities of personal competitiveness, which will allow him to develop as a specialist and increase the competitiveness of his organization. The expansion of the use of communications through computer information networks allows the manager to quickly convey information to all group

members at once, communicate more effectively with them and build feedback in case of problems and questions.

Management becomes to a large extent an innovative management, aimed at the formation of a constant and dense flow of innovation. New trends in the development of modern management have not been finally formed, but in their activities managers must repeatedly use them to effectively manage a team of people and company.

At the beginning of the XXI century there emerged such a direction of management as knowledge management, which is now gaining popularity and is used in many companies. Knowledge management is a process of using and transferring knowledge, which is then used, processed and supplemented by team members and managers of the organization. The knowledge management of the organization includes all business performance indicators, intangible assets, knowledge and experience of the personnel of the organization. One of the central ideas of knowledge management is the effective use of existing experience and knowledge, rather than the creation of new ones.

Benchmarking, which implies the use of technologies, standards and methods of production organization of the best organizations in a given industry, is becoming increasingly popular in the world. It allows managers to successfully manage business, relying on already existing knowledge, and supplementing them in accordance with their experience.

Effective managers are hard to come by, and for good reason: they must be emotionally intelligent, honest, and demand from their team the same standards of performance and accountability that they themselves hold. Being an ideal manager means becoming a great leader, constantly learning, developing and improving emotional intelligence.

References

1. Grandars [Electronic resource]. – Mode of access: <https://www.grandars.ru/college/psihologiya/temperament.html> – Date of access: 27.03.2023.

2. Gallup [Electronic resource]: Designing the Employee Experience to Improve Workplace Culture and Drive Performance – Mode of access: <https://www.gallup.com/workplace/323573/employee-experience-and-workplace-culture.aspx> – Date of access: 28.03.2023.

3 Very well Mind [Electronic resource]: Emotions and Types of Emotional Responses – Mode of access: <https://www.verywellmind.com/what-are-emotions-2795178> – Date of access: 28.03.2023.