

EDUCATION AND SCIENCE OF UKRAINE
UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY

School of Management and Business

Department of International Economic Relations, Business & Management

Bachelor's Qualification Work

Management styles in different types of organizations

(based on LLC "IVeA" case)

Bachelor's student of

Field of Study 07 – Management
and Administration

Specialty 073 – Management

Educ. program – Management

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Research supervisor



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Ph.D. in Economics

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Abstract

The work examines the essence and concept of management. The work summarizes theoretical foundations of main approaches to management styles. In addition, the work shows generalizations and clear outlines of different types of management styles and their characteristics. The most popular types of organizations and what types of management styles are most suitable for them have been established. An analysis of the enterprise "IVeA" and an analysis of its management style was carried out. Recommendations were given for the development of the company and improvement of its management style. Author identified place for innovations in the management styles of the company.

Keywords: managemet styles, management, types of organizations, essence of management, authoritarian management style, liberal management style, democratic management style.

Анотація

У роботі розглядається сутність та поняття менеджменту. У роботі узагальнено теоретичні основи основних підходів до стилів управління. Крім того, у роботі показано узагальнення та чіткі окреслення різних типів стилів управління та їх характеристики. Встановлено найпопулярніші типи організацій і типи стилів управління, які їм найбільше підходять. Проведено аналіз підприємства «ІВеА» та аналіз стилю його управління. Дано рекомендації щодо розвитку компанії та вдосконалення стилю управління. Автор визначив місце інновацій у стилях управління компанією.

Ключові слова: стилі управління, управління, типи організацій, сутність управління, авторитарний стиль управління, ліберальний стиль управління, демократичний стиль управління.

PHEE-institute «Ukrainian-American Concordia University»


Faculty of management and business

Department of international economic relations, business and management

Educational level: **bachelor degree**
Specialty: **073 “Management”**
Educational Program **“Management”**

APPROVED

Head of Department: Prof. L. Zharova



“ ” 202__

TASK
FOR BACHELOR’S QUALIFICATION WORK

Karina Bodnenko

1. Topic of the work

Management styles in different types of organizations

Supervisor of the work Liudmyla Syerova PhD of Economics, Associate Professor
(surname, name, degree, academic rank)

Which approved by Order of University from **“22” December 2022 №22-12/2022- 3c**

2. Deadline for bachelor’s qualification work submission “16” May 2022

3. Data-out to the bachelor’s qualification work

to the master thesis materials received during the consultation with the representatives of the company

4. Contents of the explanatory note (list of issues to be developed) *There are three main topics/tasks for the thesis: theoretical and methodical bases of management styles; research of the organizational and economic mechanism of management of the enterprise; development of measures to improve the management styles of the enterprise.*

5. List of graphic material (with exact indication of any mandatory drawings)

Graph for illustrating the dynamic of financial indicators of the company activity and schemes for visualization the organization management system of the company.

Table 6: Consultants for parts of the work

Part of the project	Surname, name, position	Given	Accepted
I chapter	Ivanova Olha, PhD in Economics, Associate Professor	01.02.2022	02.02.2022
II chapter	Petrov Sergiy, PhD in Management, Assistant Professor	08.03.2022	09.03.2022
III chapter	Kovalenko Viktoriya, PhD in Economics, Assistant Professor	15.04.2022	16.04.2022
Introduction, conclusions, summary	Syerova Liudmyla, PhD in Economics, Associate Professor	23.04.2022	24.04.2022

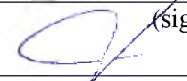
Table 7: Time Schedule

№	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	14.02-13.03.2022	Done
2.	II chapter	14.03-10.04.2022	Done
3.	III chapter	11.04-24.04.2022	Done
4.	Introduction, conclusions, summary	25.04 – 01.05.2022	Done
5.	Pre-defense	06.06.2022	Done

Student



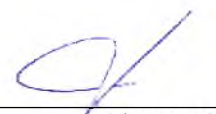
Supervisor


(signature)

Conclusions:

The bachelor thesis of K. Bodnenko is relevant and devoted to management styles. The reviewed bachelor thesis consists of content, introduction, 3 sections, conclusions, and recommendations. The content of the paragraphs is fully complied with the parts' titles and the topic of the bachelor thesis. The content and structure of the work meet the requirements and current standards for obtaining an educational bachelor's degree. Illustrative materials facilitate the perception of presented information and indicate persistence in the collection and processing (analyzing) of statistical data. The practical significance of this bachelor thesis is proved by the opportunity of using of a proposed improving set of measures on the company. Proposed recommendations will increase the efficiency of the management system of the company. The bachelor thesis is a completely independent study of current theoretical and practical aspects of management. The bachelor thesis of K. Bodnenko is recommended for defense.

Supervisor


(signature)

Management styles in different types of organization

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Chapter 1. Theoretical and methodological fundamentals of management styles in different types of organizations

1.1 The essence of management styles as a component of the system management in modern enterprise

Management is the coordination and administration of tasks to achieve a goal. Such administration activities include setting the organization's strategy and coordinating the efforts of staff to accomplish these objectives through the application of available resources. Management can also refer to the seniority structure of staff members within an organization.

The goals of any organization involve the transformation of resources (capital, materials, technology, information, labor) to achieve the results. To realize them, it is necessary to carry out various activities – functions.

Management as a special category and an independent field of research was formed in the twentieth century, being now an independent field of scientific knowledge. Like any science, management has its own features of origin, development, subject, object and methods of research. Management thought developed simultaneously with the evolution of human society and changes in economic, socio-political and production relations. Management is the ability to achieve goals, using labor, intellect, motives, behavior of other people.

Distinctive features of management as a science are:

- Continuity, i.e. the main models, concepts of management of entrepreneurial structures are based on experience and past scientific achievements;
- Presence of its own research methods:
 - general scientific: mathematical and economic modeling, empirical methods, methods of system and system-synergetic approach, situational approach, methods of sociological research, etc.
 - specific: methods of implementation of the main functions of management, management of subsystems of entrepreneurial structures, etc.)
- Scientific validity and objectivity of knowledge, i.e. the knowledge obtained in the course of research can be reproduced under the creation of appropriate conditions by any

subject. Changes in social organization and production relations in society have led to changes in managerial thought, i.e. in the basic views and methods of organizing the production of material product and services, implementation, commodity exchange, commodity-money relations in the market.

Management is vital for modern enterprise due to these reasons:

1. Accomplishment of goals

It is the management, which determines the goals of the organization and of various departments and functional groups. The goals are communicated to the employees to seek their cooperation. All organizational activities are directed towards the organizational objectives.

1. Clear-cut definition of goals is essential for the success of any organization.

2. Effective Utilization of Resources:

Management ensures optimum utilization of resources. Through planning and organization, management eliminates all types of wastages and achieves efficiency in all business operations. Management motivates workers to put in their best performance. This would lead to the effective working of the business.

3. Efforts should be made

Management deals with integration of human and non-human resources in order to achieve organizational objectives. It directs and coordinates the activities of individuals and groups in the use of materials, methods and machines. It, thus, brings order to endeavors of different groups.

4. Sound Organization:

Management establishes sound organization for the accomplishment of the desired objectives. It clarifies authority-responsibility relationships among various positions in the enterprise. It fills various positions with persons having the right qualification and training. Management also provides the workers with proper environment and encourages the spirit of cooperation.

5. Provides Vision

Management keeps itself in touch with the external environment and supplies vision and foresight to the enterprise. It helps in predicting what is going to happen in future, which

will influence the working of the enterprise. It also takes steps to ensure that the enterprise is able to meet the demands of changing environment.

6. National Growth and Prosperity

Efficient management of resources is equally important at the national level. According to Peter Drucker, "Management is the crucial factor in economic and social development." The development of a country virtually depends on the quality of management of its resources. Efficient management of resources is a key to growth of the economy and prosperity and better standard of living of the public.

1.2 Theoretical foundations of main approaches to management styles

Management style is a relatively stable system of ways, methods and forms of influence on subordinates in accordance with the goals of joint activity. It is a peculiar psychological signature of work with subordinates.

Management style is an accessory of any apparatus of management. According to this, a distinction is made between individual and general management style. The concept of style is appropriate to apply, above all, in the application to the personality of the manager, and the individual style appears as a special form of combination of the productive function of the manager of his function of regulating the personal relationships between members of his subordinate team.

However, the concept of leadership style cannot be reduced entirely to the personality of the manager and assess as a peculiar form of manifestation of his individuality. The fact is that the features of the personality of the manager, with all their significance is far from exhausting the components that form his inherent style of leadership. Components of these constitute the subjective beginning and subjective element of the style, and meanwhile the style always has a common objective basis.

The subjective factors that determine management style can include:

1. Principles and attitudes that condition the ability to use power.
2. Specifics of mental structure of a leader (temperament, character)
3. The choice of forms and methods of influence on subordinates in each specific situation.

4. Inimitable personal qualities that define a "managerial signature".
5. Individual features of performing the social roles of a leader.
6. The level of professional knowledge, intelligence and culture, determining the nature of behavior.

As can be seen, the subjective factors depend on the personality of the manager, while the objective factors are formed under the influence of the environment. Objectively, the style of an executive is dictated, first of all, by a conscious goal, which as a law determines the way and nature of his actions and to which he must subordinate his will.

In general, the objective components of style may be reduced to the following:

1. The specifics of the system, its goals and objectives, the managerial structure.
2. Laws of management.
3. Specificity (functional purpose) of sphere of concrete activity.

Surrounding production environment (technological level of production, forms of work organization, provision with material resources).

5. Peculiarities of the managed team (structure, level of training, nature of relations, socio-psychological traits of executors).
6. The level of management practice.
7. Methods and techniques of management used by superior management.

These components of the style predetermine the peculiarities of the combination of production functions and functions of regulating relations in the team, the nature of its established traditions and methods of communication, and thus the style of work.

From the above it follows that the management styles - a way to influence the head of subordinates in order to effectively perform management functions.

The style is influenced by the personality of the manager, methods and techniques, by which he performs the management function, i.e. subjective factors, and on the other hand, the production environment, the specifics of the field of activity, features of the team in charge, etc. objective factors, and, finally, the style expresses the relationship that develops between the manager and subordinate. The complexity and diversity of these relations predetermine the high variability of specific styles of leadership, which can be classified according to various attributes.

The famous German psychologist K. Lewin described three basic management styles:

Authoritarian style - in this management style, all production activities are organized by the manager without the participation of subordinates. This management style can be applied in solving current tasks and assumes a great distance in education between the manager and the subordinates, as well as material motivation of employees.

Leader is the one who knows how to serve, the one who knows how to establish harmony in the relations of employees in an enterprise or people in another situation, so that there would be maximum productivity and holistic result.

Typical signs of an authoritarian management style:

The leader by virtue of his legitimate power manages his subordinates and expects them to obey. He makes decisions without justifying them to his subordinates, with the assumption that he, unlike his subordinates, has more understanding and knowledge of the case, which, of course, should not be. Decisions of the manager have the character of orders, which must be unconditionally executed by subordinates, otherwise they can expect sanctions in relation to themselves.

A manager shall keep distance in relations with subordinates, inform them about the facts, which they shall necessarily know to perform their tasks. He controls whether and to what extent his orders are followed. Signs that emphasize a person's position in the eyes of those around him (e.g., a car) support the reputation of an empowered supervisor. Shtopp's lists the requirements for an authoritarian manager: high awareness, high self-control, far-sightedness, good decision-making ability, punching ability.

Subordinates are the addressees of orders.

According to the "x and y theory":

- The average person is lazy and slacks off as much as possible;
- Employees are dishonest, afraid of responsibility, and wish to be directed;
- Pressure and sanctions on subordinates are necessary to achieve the company's goals;
- Strict management of subordinates and private control over them is unavoidable.

In this management style, subordinates' motivation is often limited because the supervisor separates socially, delegates generally less interesting work to subordinates, and maintains their fear of threatening sanctions. Subordinates become indifferent to the

supervisor as well as to the company. They obtain information through informal ways set by the supervisor.

The requirements for an authoritarian managed subordinate according to Shipp:

- Recognition of the supervisor as the sole authority;
- Acceptance and execution of the supervisor's orders;
- Absence of the desire to possess the right of control.

The advantages of the authoritarian management style are greater speed of decision-making, and success in day-to-day, routine work.

The disadvantages of the authoritarian style lie in the weak motivation of independence and development of subordinates, as well as in the danger of erroneous decisions through excessive demands of managers in terms of quantity and (or) quality of work.

Authoritarian management style can be used in practice in several variants, which are increasingly close to the corporate style.

Another management style is democratic style. Characterized by giving subordinates autonomy within the limits of their functions and their qualifications. It is a collegial style that gives greater freedom to the activities of subordinates under the control of the supervisor. Subordinates are seen as partners capable of performing "daily chores" relatively independently. When assessing subordinates in this style of leadership most often proceed most often from the "theory of y", according to which:

- 1) Reluctance to work is not innate by nature, but a consequence of poor working conditions that reduce the natural desire to work;
- 2) Employees are mindful of purpose, self-discipline, and self-control;
- 3) The company's goals are achieved in the shortest way possible through monetary rewards and opportunities for individual development;
- 4) With favorable experience employees are not afraid of responsibility.

A democratic manager prefers mechanisms of influence that appeal to higher-level needs: participation, belonging, self-expression. He prefers teamwork to pulling strings of power. A democrat's view of his employees boils down to the following: labor is a natural process.

If conditions are favorable, people will not only accept responsibility, they will strive for it; if people are attached to organizational decisions, they will use self-control and self-management; attachment is a function of the reward associated with achievement; the ability to solve problems creatively is common, and the intellectual potential of the average person is only partially used.

A true democratic manager tries not to impose his will on his subordinates. He shares power with them and controls the results of activities. Enterprises dominated by the democratic style are characterized by a high decentralization of authority. Subordinates actively participate in preparation of decisions, enjoy freedom in performance of tasks. The necessary prerequisites for performance of work are created, their efforts are fairly evaluated, and there is a respectfulness to their subordinates and their needs. The manager puts a lot of effort into creating an atmosphere of openness and trust, so that if the subordinates need help, they do not hesitate to ask the manager.

The Democratic leader relies on the entire team in its activities. He tries to teach his subordinates how to understand unit problems, give them effective information and show them how to look for and evaluate alternative solutions. Personally, the leader deals only with the most complex and important issues, leaving subordinates to deal with everything else. He is not subject to stereotypes and varies his behavior according to changes in the situation, team structure, etc. Instructions are given not in the form of prescriptions, but in the form of suggestions, taking into account the opinions of subordinates. This is explained not by a lack of one's own opinion or a desire to share responsibility, but by the conviction that the best solutions can always be found in a skillfully organized process of discussion. Such a leader is well aware of the strengths and weaknesses of subordinates. He is guided by the capabilities of a subordinate, his natural desire to self-expression through his intellectual and professional potential. He achieves the desired results

The Democratic leader always persuades his subordinates of the expediency and importance of their duties. The leader-democrat constantly and thoroughly informs his subordinates about the state of affairs and prospects of development of the team. This makes it easier to mobilize subordinates to implement the tasks assigned, to bring them a sense of true mastery. Being well informed about the true state of affairs in the led him

He is always tactful in his relations with subordinates, understanding their interests and requests. Conflicts he perceives as a logical phenomenon, tries to take advantage of them for the future, delving into their root cause and essence. At such system of communication, the activity of the head is combined with his work on education of subordinates, and a feeling of trust and respect between them is strengthened.

Democratic style encourages creative activity of subordinates (in many respects by means of delegation of powers), contributes to creation of an atmosphere of mutual trust and cooperation. People are fully aware of their importance and responsibility in solving the problems facing the team. Discipline is transformed into self-discipline. The democratic style by no means impedes one-man management, does not weaken the power of the leader. On the contrary, his authority and real power increase, because he manages people without brutal pressure, relying on their abilities and reckoning with their dignity.

Pros:

- There is a spirit of friendly support, respect and understanding in the team, which greatly increases performance and motivation.
- If an employee has any questions or problems, he or she can feel free to talk to the supervisor. This helps to troubleshoot problems in time and avoid mistakes.
- When a new task or problem arises, a manager can use the knowledge and ingenuity of the whole team - good specialists will suggest many solutions and uncommon creative approaches.
- Employees feel responsible for the decisions they make and try to do their jobs well.

Cons:

- The democratic management style is characterized by slowness in making decisions. It is necessary to discuss the problem with the team, take into account the opinions, to find the best option. It is not suitable for businesses where unforeseen situations occur that require immediate action and lightning-fast one-man decisions.

It is necessary to make a clear distinction between trusting democratic relations in a collective and uncontrollability, looseness and absence of a firm core in a manager. This line is easily crossed, and it is extremely difficult to restore discipline.

Despite the collegiality, the final decision is still made by the head and he bears most of the responsibility for it. For example, if an employee took on an impossible task and failed, the supervisor is guilty of failing to distinguish the desired from the actual. When the supervisor shifts all the blame onto the subordinate, the subordinate becomes frustrated and unwilling to work further.

When it comes to the necessity of stimulating a creative approach of executives towards solving their tasks, a liberal style of management is preferable. Its essence is that the leader puts a problem to performers, creates necessary organizational conditions for their work, determines its rules, sets limits of the solution, and he steps back into the background, leaving the function of consultant, arbitrator, expert who evaluates the results. The group has full freedom to make decisions and control its own work.

Subordinates are relieved of intrusive control; they independently make decisions based on discussion and look for ways of their implementation within the limits of the given powers. Such work allows them to express themselves, brings satisfaction and forms a favorable moral and psychological climate in the team, generates trust between people, contributes to the voluntary assumption of authority and responsibility.

Manager provides employees with information, carries out evaluation of their performance, encouragement, training, and retains the right of final decision.

The use of this style is becoming more widespread due to the growing scale of research and development, carried out by high-class specialists, who do not tolerate pressure, petty tutelage, etc. Its effectiveness is due to the real desire of subordinates for independence, a clear formulation by the head of the tasks and conditions of their activities, its fairness in terms of evaluation of results and remuneration.

In advanced firms, coercion gives way to persuasion, strict control to trust, subordination to cooperation, cooperation. Collective management, openness to new ideas, favorable moral and psychological climate, characterizes them. Such "soft management", aimed at creating "manageable autonomy" of individual structural units, facilitates the natural application of new management methods, which is especially important when spreading innovations.

Proponents of the liberal management style declare with a touch of sarcasm: If people think they are the ones in charge, then they can be managed. This style of leadership relies on high consciousness, dedication to common cause and creative initiative of all team members, although to manage such a team - not an easy task. The tactic of minimal interference (intervention) in the affairs of the team requires tact, high erudition and managerial skill, one must be able to ostensibly do nothing himself, but be aware of everything and not let anything out of his sight.

A liberal manager must master the principle of delegating authority, maintain good relations with informal leaders, be able to correctly set tasks and determine the main directions of work, coordinate the interaction of employees to achieve common goals. The most dangerous test for the liberal management style is the emergence of conflict situations, a kind of battle of ambitions, the probability of which is very high in a team consisting of gifted, extraordinary individuals. In such cases, liberality can turn into connivance, and the team is in danger of divided into warring factions.

Liberal style can easily be transformed into a connivance, when the manager completely removes himself from the affairs, transferring them into the hands of "nominees". The latter on his behalf manage the team, using more and more authoritarian methods. At the same time, he himself only pretends that the power is in his hands, but in fact, he becomes more and more dependent on his voluntary helpers.

The liberal leadership style is characterized by non-initiative, non-interference in the process of certain works. The liberal takes any action only on the instructions of higher management, seeks to avoid responsibility for their decisions. People who are not competent enough, unsure of the strength of their official position usually play this role. Liberals are unprincipled, can change their decision on the same issue under the influence of different people and circumstances. In an organization where the leader is a liberal, important issues are often resolved without his or her involvement.

Liberal style is characterized by minimal participation of the head in management, lack of scope in his activity, unwillingness to take responsibility for solving problems and for their consequences when they are unfavorable.

The leader is inconsistent in his actions, easily influenced by others, tends to yield to circumstances and resigns himself to them, can cancel an earlier decision without any particular reason. As a rule, he is very cautious, apparently, because he is not confident in his competence and, therefore, in the position he occupies in the official hierarchy.

A liberal leader rarely exercises his right to say "no," easily making unrealizable promises. He is capable of disregarding his principles if adherence to them threatens his popularity in the eyes of his superiors and subordinates.

When he is asked by his superiors to do something that is inconsistent with the current regulations or rules of conduct, it does not occur to him that he has the right to refuse to comply with such a request.

Leader of liberal style does not show any expressed organizational abilities, irregularly and weakly controls and regulates the actions of subordinates and, consequently, its solution of management tasks is not characterized by sufficient efficiency.

He is unable to defend his position in complex, and even more so in extreme situations: an unexpected request "from above", a sudden question at a meeting and others. He often refers to the restriction in his rights and therefore cannot afford to make this or that decision. He emphasizes unconditional adherence to the existing provisions and job descriptions.

Such a manager prefers the organization of activities, when everything is written in the shelves and relatively rarely, there is a need to make original decisions and interfere in the affairs of subordinates.

There may be many reasons for becoming a liberal leader. For the most part, such managers are by nature indecisive and good-natured, afraid of quarrels and conflicts.

Another reason is the underestimation of the importance of the team and his duty to him. Finally, he may be highly creative person, wholly captivated by a particular area of his interests, but lacking organizational talent, due to which the duties of the head are overpowering for him.

Sometimes such a manager does not aspire to a career, and realizing that he or she does not take his or her place, is prepared to cede it to a better prepared one.

The liberal leader is insufficiently demanding of subordinates, not wishing to spoil relations with them, often avoids decisive measures, it happens that he persuades them to perform this or that work. If the subordinate shows no desire to carry out his instructions, he would rather perform the required work himself than force the undisciplined subordinate to do it.

In an effort to acquire and strengthen his authority, the manager is capable of providing subordinates with various kinds of benefits, paying undeserved bonuses, etc., is inclined to endlessly postpone the dismissal of an unfit employee. When performing managerial functions, he is passive, one might say "adrift". The liberal manager is afraid of conflict and mostly agrees with the opinion of subordinates.

Subordinates, having great freedom of action, use it at their own discretion. They themselves set tasks and choose ways to solve them. As a result, the prospects for performing individual jobs depend on the moods and interests of the workers themselves.

Each particular leader cannot be characterized by only one style. Depending on the specific situation, there is most often a combination of features of different styles with the dominance of a single style. One of three styles finds its real embodiment in an individual management style.

There is a number of important observations in this regard:

- the leadership styles outlined are extremely rare in their pure form. As a rule, there is a combination of different styles, but signs of any one style predominate;
- among the stated styles of management there is no universal, suitable for all occasions, there is no bad or good. All styles have certain advantages and create their own problems;
- leadership effectiveness depends primarily on the flexibility to use the positive aspects of a style and the ability to neutralize its weaknesses.

Despite the fact that all countries of the world use a mixed style of management, each of them is dominated by authoritarian or democratic principles. Thus, authoritarian governance is predominant in eastern countries and democratic in western countries. This depends on the mentality of the nation and its social values. In Eastern culture, social values dominate (a person must work for the good of society), and in Western culture, individual values dominate (society must work for the good of the individual). In Eastern

countries, people are afraid of power, considering it evil, in Western countries, people are afraid of power, always ready to replace it.

Each of these styles has advantages and disadvantages. The advantage of the authoritarian style of governance is the ability to mobilize the resources of society to solve specific social problems or achieve certain goals set by the country's leadership, and to ensure their most effective use. The disadvantages of the authoritarian style is the suppression of democracy, fear of power, and most importantly, unpunished committing grave mistakes, such as privatization of state property.

The advantage of the democratic style of governance is reliable protection from ill-considered decisions and the absence of social tension. The disadvantage of the democratic style is the relative slowness of social processes.

A manager's choice of a particular leadership style is determined by a number of objective and subjective factors.

Objective factors:

- type of organization;
- specifics of the main activities of the organization;
- the specifics of the tasks to be solved;
- the conditions under which the tasks are performed;
- the ways and means of the organization;
- the level of development of the organization;
- management style, forms and methods of work of the superior;
- the level of managerial hierarchy in which the manager is located;

Subjective factors:

- individual-psycho peculiarities of the leader's personality (character, temperament, abilities, volitional qualities, etc.);
- presence of the leader's authority.

Authoritative leader, as a rule, more democratic, because the authority is the force that affects the subordinates besides the direct managerial impact.

And vice versa, a manager tries to compensate the lack of authority with hard, directive actions; the level of general and administrative culture, education; general and

managerial experience. Thus, there are many factors that influence the choice of management style of the organization, all of them are closely interrelated, complement each other, and sometimes conflict with each other. That is why there is no single rule, allowing the manager to determine how to behave in a given situation.

In the literature, management is considered in two main aspects: first, it is the science of managing people in specific organizational systems, and secondly, the art of management, which includes a set of principles, methods, techniques and controls that he mastered professional manager or entrepreneur.

At the same time, the term "management" appeared in the scientific literature.

relatively recently, at the turn of the 19th–20th centuries, it was introduced by Frederick Winstow Taylor (1856–1915). It was he, the founder of "scientific management",

About management: in the context of wise thoughts 157 was the first to use the terms "management" and "manager" in their modern sense. On his business card, F. Taylor marked his position as "Management Consultant". And explained that chose this new term to encourage potential customers to the realization that they are offered something completely new. As chief engineer of a steel company in Batleham, he spent experiments to improve the organization of production and labor of workers. The ideas of F. Taylor about the analysis of tasks and the scientific organization of labor were subsequently used in the principle of the assembly line by Henry Ford (1863–1947), in Japanese quality circles, in the organization of “just in time” deliveries, in the system of general quality control by Edwards Deming (1900–1993).

In 1912, F. Taylor in his report to the US Congress as an example The use of "scientific management" led the non-profit Mayo Clinic. After this speech, the country seriously thought about management.

In fact, interest in management and its study was dictated by the creation at the end of the 19th century. Large organizations in both commercial and non-commercial structures.

The birth of management theory is also associated with the head of a large mining and metallurgical company in France for 40 years, Henri Fayol (1841– 1925) and Wolter Rothenau (1867–1922) in Germany, who first addressed the issues of work organization and organizational structure in business.

Subsequent research has shown that the organizational structure is not an end in itself, but a tool for increasing the productivity of joint work. And each organizational structure is necessary to solve certain problems in certain conditions and at certain times.

Thus, management is focused on ensuring that an organization of any organizational and legal form can achieve the planned results that appear only in the external environment. Therefore, certain principles that underlie management should be taken into account.

This:

1. Transparency and clarity of the organizational structure;
2. The clarity of the leadership, i.e. obligatory presence of a person who makes the final decision within the framework of his competence;
3. The proportionality of the scope of power to the scope of responsibility;
4. Decentralization and delegation of authority;
5. Minimization of control levels, since "each additional link doubles the interference and halves the value of the message";
6. The work of top management on a collective basis;
7. Continuity in management;
8. The ability to form and work in a team;
9. A transnational approach, i.e. coverage of the entire production process with a focus on results and socio-economic efficiency at all stages of the economic chain.

Based on the above, it is clear that it is important to choose the right style of personnel management. Incorrect behavior of a manager can destabilize the situation at the enterprise, prevent the performance of the assigned task, make it impossible to create a professional cohesive team, can lead to a state of conflict or, on the contrary, to its complete absence, which is also not always good.

The leader must find a kind of "golden mean" in the management of people, "The task of the leader is to provide such conditions of teamwork, to organize and select people in such a way that a stable high return is obtained

Regardless of what methods the manager chooses to manage the staff (strictness, inaccessibility or democratic attitude), it is the result, how subordinates respect him, ready

to fulfill his requirements with maximum efficiency and realize the ultimate goal of the firm that matters.

That is why it is very important for a manager to correctly assess the existing conditions of work at the enterprise, peculiarities of the selected personnel, and specifics of the set task and, based on this, to build his management model.

1.3 Peculiarities of management styles in different types of organization

Linear organizational management structure - it is the structure characterized by the fact that each structural unit is headed by a single-headed executive, empowered and singularly managing the subordinate employees and concentrating all management functions in his hands.

Under linear management each subdivision and each subordinate has one manager through whom all management commands go through one single channel. In this case management links are responsible for the results of all activities of managed objects. That's all about the object-by-object allocation of managers, each of whom performs all types of work, develops and makes decisions related to the management of the object in question.

Since in a linear management structure decisions are passed down the chain "from top to bottom", and the head of the lower management level is subordinate to the head of a higher level above him, a sort of hierarchy of managers of this particular organization is formed. In this case, the principle of one-man management applies, the essence of which is that subordinates execute orders of only one manager. A superior management body has no right to give orders to any executives, bypassing their immediate supervisor.

Linear management structure is logically more structured and formally defined, but at the same time less flexible. Each of the managers has full power, but relatively little ability to solve functional problems that require narrow, specialized knowledge.

Linear organizational management structure is best suited to an authoritarian style of personnel management. Since a clear hierarchy characterizes the authoritarian style of management, almost all decisions are made by one person. And there is the principle of one-personality (subordinates carry out the orders of the head).

The functional management structure is a structure formed in accordance with the main activities of the organization, where units are combined into blocks.

For most medium and large enterprises or organizations, the main approach to the formation of units is functional. Functions in this case mean the main areas of activity, for example, production, finance, sales, etc. According to the functions blocks of subdivisions are formed - production, management, social.

Separation of separate subdivisions within blocks is carried out in accordance with one of the above approaches or several at the same time.

It is clear that depending on the nature of the activity of the organization the role of these or those divisions of the production structure is different - not everywhere prototypes are created, not everywhere there are auxiliary productions, etc.

The management block includes pre-production divisions (research and development, etc.); information divisions (library, archive); service divisions dealing with marketing research, sales, warranty service; administrative divisions (directorate, accounting department, planning service, legal department); advisory divisions (committees and commissions working to improve the organization and technology of production and management).

The third block of the functional structure of the organization consists of social sphere subdivisions - recreation centers, clubs, children's institutions, recreation centers.

Areas of application of functional management structure:

- Single-product enterprises;
- Enterprises that are implementing complex and long-term innovative projects;
- Large specialized enterprises;
- Research and design organizations;
- Highly specialized enterprises.

Specific tasks of management under the functional structure of management:

- Complexity of communications;
- Careful selection of specialists of managers in functional departments;
- Equalization of workload of departments;
- Ensuring coordination of functional subdivisions;

- Development of special motivational mechanisms;
- Prevention of separate development of functional units;
- Priority of specialists over line managers.

The autocratic style is the most suitable for this type of organization because each unit needs a clear control and hierarchy and each employee should understand what he/she is responsible for and who makes all the most important decisions.

Horizontal management structure is based on the "three pillars": transparency, trust and communication. According to the horizontal management structure, every assigned task, whether it is product development, implementation of a technology stack, or a problem faced by the team is discussed openly. Nothing is set aside for later.

The discussion takes place with equal respect for each team member, their opinions and suggestions. As the head of the development department, I listen carefully to all employees without exception. It makes no difference to me whether a junior or senior engineer comes to me with his initiative or his problem. My job is to find the best joint solution.

In a horizontal management organization, it is important to provide employees with a creative, comfortable environment for professional growth. In such teams, the employees get a platform for courageous development, and the manager is always ready to advise how to turn any, even not very good experience into a positive result.

This type of organizational structure is best suited to the liberal management style. The reason for this is that in this type of management the company's management trusts and delegates decision making to its employees. Since the horizontal structure is based on trust, transparency and communication, this type of management is the most suitable. It encourages the open discussion of all issues and the participation of all members of the team.

Divisional management structure is a set of independent subdivisions (enterprises) of the organization, spatially separated from each other, having their own sphere of activity, independently addressing the current production and economic issues.

With a territorial approach to the construction of the structure of such an organization, each of its constituent units (enterprises) specializes in the production of a full range of

products and services for the needs of the region. This saves money by concentrating commercial operations in one place, taking better account of local conditions, and maintaining personal contacts.

With the product approach to the formation of the structure of the organization, each of its constituent units is focused on the production of a single type of products or services for all groups of consumers living in the territory where the firm operates. Due to the specialization of production it is possible to significantly improve its quality and efficiency, to orient to the real needs of the market.

Finally, the innovative approach involves the creation of special centers within the organization, engaged in the development, development and deployment of production of new types of products and services. It turns out that while some divisions produce currently in demand products, others are already preparing its replacement (designing, setting up production). This gives the organization additional competitiveness and sustainability.

Thus, the scope of the divisional management structure:

- Multidivisional enterprises;
- Enterprises located in different regions;
- Enterprises engaged in complex innovation processes.

The subdivisions that form the divisional structure are united with each other, as well as with the common center by production, financial and administrative ties.

Production links can be both technological and product links. Technological ones are based on the fact that each division performs only separate operations in the chain of manufacturing of the final product. Their activities are not embodied in a finished product of independent value. Product relationships imply that there is an exchange of finished products that are intended for use not only within the organization, but also on the side.

Within the framework of administrative ties, the organization's management brings binding decisions to subdivisions aimed at achieving specific results, sets goals and basic standards of their activities, and controls their implementation.

Financial relations are realized either through the formation within the organization and the subsequent redistribution of centralized funds between its subdivisions, or through financial control over their activities. The latter monitors the correctness of money expenditures, the timeliness of their receipt, etc.

Specific tasks of management under the divisional structure of management:

- Justification of criteria, allocation of projects and product groups;
- Careful selection of heads of departments;
- Ensuring a unified innovation policy in all product groups;
- Preventing an intra-company concept between product groups;
- Preventing the separatist autonomous development of product groups;
- Priority of line managers over specialists.

For a divisional structure, a democratic style is most appropriate because divisions have their own management groups to lead them; it is easier to hold individuals accountable for their actions. Manager can track which actions led to which results and assign responsibility accordingly. Each division works in their own best interest, which also means there is more transparency in who deserves credit for positive outcomes.

Matrix Management Structure

Matrix structure of management is created by combining two types of structures: linear and program-targeted. When operating the program-targeted structure, the managing influence is directed at accomplishing a certain task, which involves all parts of the organization.

The whole totality of work on the implementation of a given final goal is not considered from the standpoint of achieving the goal envisaged by the program. In this case, the main attention is concentrated not so much on the improvement of individual units, as on the integration of all activities, creating conditions conducive to the effective implementation of the target program. In this case, heads of the program are responsible both for its implementation as a whole, and for coordination and qualitative performance of management functions.

In accordance with the linear structure (vertical) management is built on separate spheres of activity of the organization: research and development, production, sales, supply, etc.

Within the program-target structure (horizontal) management of programs (projects, themes) is organized.

Creation of the matrix organizational structure of organization management is reasonable in case there is a need to master a number of new complex products in a short period, implement technological innovations and quickly respond to market fluctuations.

Matrix structures are used in the following areas:

- Multidisciplinary enterprises with a significant amount of R&D;
- Holding companies.

Matrix structures of management opened qualitatively new direction in development of the most flexible and active program-targeted structures of management. They are aimed at the rise of the creative initiative of managers and specialists and identification of possibilities to significantly increase the efficiency of production.

The main tasks of management under the matrix management structure are:

- Ensuring a unified innovation policy in all product groups;
- Separation of the functional services and subdivisions;
- Careful preparation of departmental regulations and job descriptions;
- Development of special motivational mechanisms regulating intra-company cooperation;
- Provision of centralized management by objects

The autocratic style is the most appropriate for this structure for the reason that the program (project) manager does not work with specialists who do not report directly to him, but to line managers, and basically determines what should be done on a particular program and when. Line managers, on the other hand, decide who will do what and how. Other management styles will not achieve the kind of control needed in this type of organizational system. Also, in a matrix structure, personal responsibility and motivation are weakened, so other types of management will not be as effective.

Chapter 2. Study of management styles of “IVeA” company

2.1. Organization structure and characteristics of financial and economic activity of “IVeA” Company

The functional structure is implemented in the company "IVeA". The company is divided into three departments: the project department, the finance and accounting department, and the technical department. Each department has its own obligations and report to the director.

The first department is Project department. The director calls this department "the brain of the company". This department consists of 4 project-engineers and is led by the chief-engineer. Employees of this department have degree in Engineering or a related field. They use special computer software to create projects. Employees of this department should have strong technical skills, analytical skills, and problem-solving skills. Each employee of the department has a modern computer and his own workplace in the office for efficient work. A functional organizational structure is a type of organizational structure where employees are grouped based on their specific job functions, such as marketing, finance, and operations. This structure is efficient because it allows for specialization and clear lines of communication.

Each department has a clearly defined role and set of responsibilities, leading to less confusion and more accountability. Decision-making occurs at the top of the hierarchy, allowing for faster and more efficient decision-making.

Functional structures can lead to silos, where departments work independently and do not collaborate with other departments. This can result in a lack of coordination between departments.

Decision-making can be slow due to the hierarchical structure. Departments may have a limited perspective on the overall goals and objectives of the organization.

Functional structures allow for economies of scale, where resources can be shared within a department, leading to lower costs. However, this structure can also be inflexible, making it difficult to adapt to changing circumstances or to implement new ideas.

A functional organizational structure can be an effective way to organize resources within an organization. However, it is important to be aware of the potential drawbacks and to adapt the structure to the organization's needs and goals.

To understand the effectiveness of the enterprise, it is important to analyze the results of its business activities. For this purpose, I used annual financial and statistical reporting forms, such as balance sheet and financial statement. In the process of research, the following indicators were analyzed:

- Volumes and composition of fixed assets
- Debt-to-equity ratio
- Working capital

A fixed asset is a long-term tangible asset that a firm owns and uses to produce income and is not expected to be used or sold within a year.

As of the end of 2021, fixed assets of the “IVeA” company consisted of more than 550 items. It included, office equipment, tools to perform the work, machines, furniture, etc.

In 2019, it amounted to 127,000 UAH.

In 2020, it amounted to 177,200 UAH.

In 2021, it amounted to 314,500 UAH.

It can be seen that the company's fixed assets have increased over the past 3 years.

Working capital

It is a measure of a company's short-term liquidity. Working capital is the difference between current assets and current liabilities. The working capital formula tells us the short-term liquid assets available after short-term liabilities have been paid off. A company has positive working capital if it has more current assets than current liabilities.

The formula of Working capital:

$$\text{Working Capital} = \text{Current Assets} - \text{Current Liabilities}$$

In the case of “IVeA” LLC:

$$2019: 11102.3 - 11027.2 = 75.1$$

$$2020: 10757.9 - 10520.0 = 237.9$$

$$2021: 8614.5 - 8487.2 = 127.3$$

Based on calculations, the “IVeA” has a healthy amount of working capital, and it indicates that a company can fund its current operations and invest in future activities and growth.

Debt-to-equity

It measures the company's total debt relative to the amount originally invested by the owners and the earnings that have been retained over time. It indicates the stability of a company and its ability to raise additional capital to grow. To find it, the next formula is used:

$$\text{Debt-to-equity Ratio} = \text{Total Liabilities} / \text{Equity}$$

$$2019: 11230.9 / 203.7 = 55.13$$

$$2020: 10936.7 / 416.7 = 26.24$$

$$2021: 8930.6 / 443.4 = 20.14$$

The calculations mean that “IVEA” use much more debt in financing their operations than equity.

The SWOT analysis of the company is illustrated on Fig.6

Strengths:

Skilled Workforce: An electric installation company has a skilled and experienced workforce that can efficiently install and maintain electrical systems.

Reputation: The company may have an established reputation for providing high-quality installation and maintenance services that can attract new customers.

Geographic Reach: The company may have a wide geographic reach that can help it reach a larger customer base.

Strategic Partnerships: The company may have established strategic partnerships with suppliers or other companies that can help it lower costs and expand its services.

Weaknesses:

Dependence on Skilled Labor: The company may rely heavily on skilled labor, and any shortage of skilled workers may lead to delays or quality issues in delivering projects.

High Operating Costs: The company may have high operating costs due to the need for specialized equipment and skilled labor, which may make it challenging to remain competitive in the market.

Limited Service Offerings: The company may offer limited services, which may restrict its market potential and limit its ability to attract and retain customers.

Dependence on Few Large Clients: The company may be dependent on a few large clients, and losing any of them could have a significant impact on the company's revenue and profitability.

Opportunities:

Growing Demand for Renewable Energy: There is a growing demand for renewable energy solutions, and the company can capitalize on this trend by developing and offering innovative renewable energy solutions.

Smart Homes and Buildings: The growing trend towards smart homes and buildings provides an opportunity for the company to develop and offer solutions that integrate with smart home technology.

Government Incentives: The government may offer incentives for businesses that install renewable energy systems, which can help the company expand its services.

Emerging Markets: The company can explore emerging markets where there is a growing demand for electrical installation services and establish a foothold in those markets.

Threats:

Intense Competition: The electric installation market is highly competitive, and the company may face significant competition from established players as well as new entrants.

Economic Uncertainty: Economic uncertainty and volatility may impact the company's revenue and profitability.

Changing Regulations: Changes in regulations and compliance requirements may increase operating costs or restrict market potential.

Rapidly Evolving Technology: Rapidly evolving technology may make the company's products and services obsolete, and the company may need to invest heavily in research and development to remain competitive.

An electric installation company's strengths lie in their skilled workforce, reputation, geographic reach, and strategic partnerships. However, they face challenges due to their dependence on skilled labor, high operating costs, limited service offerings, and dependence on a few large clients. The company can capitalize on opportunities presented by the growing demand for renewable energy, smart homes and buildings, government incentives, and emerging markets. However, they also face threats from intense competition, economic uncertainty, changing regulations, and rapidly evolving technology.

2.2. Analysis of internal and external environment of “IVeA” Company

The external environment of “IVeA” company includes factors outside of the organization that can impact its operations, such as the economic, technological, political, and social factors. Here are some key external factors that can affect “IVeA” company:

Economic Factors: The state of the Ukrainian economy, such as economic growth, inflation, and exchange rates, can impact the demand for energy services, which is the

main focus of “IVeA” company. The company's profitability is closely linked to the energy market dynamics and pricing.

Technological Factors: Technological advancements in the energy sector can impact the demand for traditional energy sources such as coal and gas, which can affect the company's revenue streams. Emerging technologies in renewable energy and energy efficiency may also pose a challenge or an opportunity for the company, depending on its readiness to adopt these technologies.

Political Factors: Government policies and regulations can impact the energy sector, as well as the market for energy services. Changes in regulations, such as taxation and environmental policies, can impact the company's operations and profitability.

Social Factors: The changing social and environmental expectations of customers and society at large can impact the demand for energy services. The increasing awareness of climate change and sustainability may lead to a shift in customer preferences and market opportunities.

The internal environment of “IVeA” company includes factors within the organization that can impact its operations, such as the company's culture, resources, and capabilities. Here are some key internal factors that can affect “IVeA” company:

Company Culture: The culture of the organization can impact its ability to attract and retain talent, as well as its ability to innovate and adapt to changing circumstances. In addition, the company's culture may influence its approach to environmental and social responsibility.

Resources: The availability and allocation of resources, such as funding, technology, and personnel, can impact the company's ability to carry out its operations and achieve its goals. The company's asset base and its capacity for investment and expansion may also affect its competitiveness.

Capabilities: The company's technical expertise, management skills, and financial performance can impact its ability to deliver quality services and compete in the market.

The company's ability to manage risks, to innovate and to adapt to changes may also play a role in its success.

Performance: The company's financial and operational performance can impact its ability to attract investors and customers, as well as its ability to grow and expand.

“IVeA” company operates in a complex environment, which includes both external and internal factors. The external environment includes economic, technological, political, and social factors, which can impact the demand for energy services. The internal environment includes the company's culture, resources, capabilities, and performance, which can impact its ability to deliver quality services and compete in the market. A thorough analysis of both the external and internal environment is necessary for “IVeA” company to understand its strengths, weaknesses, opportunities, and threats, and to develop strategies that will enable it to succeed in the long term.

2.3. Investigation of the management process of “IVeA” Company

Effective management is essential for any organization to achieve its goals and objectives. In an electrical installation company, the management process involves planning, organizing, leading, and controlling the resources of the organization to ensure the safe and efficient installation and maintenance of electrical systems. This investigation examines the management process in an “IVeA” company and identifies the key challenges and opportunities in managing such an organization.

The planning phase of the management process involves defining the company's mission, goals, and objectives, and developing strategies and tactics to achieve them. In an “IVeA” company, planning may involve identifying new markets, assessing customer needs, and developing new services. The main challenge in planning for an electrical installation company is staying up-to-date with the latest technologies and regulations in the industry.

The organizing phase of the management process involves arranging the resources of the company to achieve the goals set in the planning stage. In an electrical installation company, organizing may involve staffing, equipment allocation, and project

management. The main challenge in organizing for an “IVeA” company is ensuring that the workforce is adequately trained and equipped to handle the projects' technical requirements.

The leading phase of the management process involves motivating and directing the workforce to achieve the company's goals. In an “IVeA” company, leading may involve setting performance targets, providing technical guidance, and resolving conflicts. The main challenge is ensuring that the workforce is adequately motivated and that the project outcomes align with the company's objectives.

The controlling phase of the management process involves monitoring and evaluating the company's performance to ensure that it is on track to achieve its goals. In “IVeA” company, controlling may involve tracking project progress, assessing project costs, and ensuring compliance with regulatory requirements. The main challenge in controlling is ensuring that the projects are delivered on time, within budget, and to the required safety standards.

Managing an electrical installation company presents several challenges and opportunities. One of the primary challenges is the highly technical nature of the work, which requires a skilled workforce and continuous training to stay up-to-date with the latest technologies and regulations. Another challenge is the high level of safety risk involved, which requires strict compliance with safety standards and regulations.

Another risks can be:

1. Electrical Risks - one of the most significant risks in an electrical installation company is the danger of electrical shock. Electrical currents can cause severe injury or even death, and it is essential that workers are trained to handle live wires safely. Employees should have protective gear such as rubber gloves and boots to protect themselves while working with electrical systems.
2. Another electrical risk is the potential for electrical fires. Electrical installation companies must ensure that all wiring is done correctly and up to code to prevent fires. Additionally,

proper grounding of electrical systems can prevent electrical fires by directing excess electricity to the ground instead of causing a spark.

3. **Safety Risks** - aside from electrical risks, there are also general safety risks in an electrical installation company. Workers may be working at heights, on roofs, or in confined spaces, which can all be dangerous. Proper safety equipment such as harnesses and hard hats should be provided, and workers should be trained on how to use them safely.
4. **Equipment Risks** - electrical installation companies rely on specialized equipment to complete their work, such as power drills and wire cutters. These tools can pose a risk to workers if they are not used correctly or maintained properly. Companies should ensure that workers are trained on how to use equipment safely, and that equipment is regularly inspected and maintained.
5. **Business Risks** - in addition to safety risks, there are also business risks associated with running an electrical installation company. These include the risk of not completing projects on time or within budget, which can lead to unhappy customers and lost revenue. Companies must have a good project management system in place to ensure that projects are completed on time and within budget.
6. Another business risk is the potential for liability claims. If a worker is injured on the job or if faulty electrical work causes damage, the company could be liable for damages. Companies should have proper insurance coverage to protect themselves against liability claims.

There are several steps that electrical installation companies can take to mitigate risks. One of the most important is to prioritize safety by providing workers with proper training and equipment. Regular safety inspections can also help to identify potential hazards and prevent accidents. Another important step is to follow all relevant regulations and standards. This includes ensuring that electrical systems are installed up to code and that workers are trained on how to work safely with electricity.

Companies should also have a risk management plan in place. This plan should identify potential risks and outline steps to mitigate them. Regular risk assessments can help to identify new risks and ensure that the risk management plan is up to date.

Electrical installation companies face significant risks, from electrical hazards to business risks such as liability claims. However, by prioritizing safety, following regulations and standards, and having a risk management plan in place, companies can mitigate these risks and ensure the safety of their workers and customers. It is essential for companies in this industry to take these risks seriously and make safety a top priority.

Managing an electrical installation company also presents several opportunities. The growing demand for electrical installation services, driven by infrastructure development and technological advancements, presents opportunities for growth and expansion. Additionally, the development of new technologies, such as smart home systems and renewable energy systems, presents opportunities for innovation and competitive advantage.

An electrical installation company's success depends on efficient management. To ensure the secure and effective installation and upkeep of electrical systems, the management process entails planning, organizing, leading, and managing the company's resources. The highly technical nature of the work and the high level of safety risk involved make managing an electrical installation company difficult. However, the industry has opportunities for development and innovation due to the rising demand for electrical installation services and the emergence of new technologies. The demand for electrical installation services in Ukraine is on the rise, driven by a number of factors that include the growth of the construction industry, the adoption of energy-efficient technologies, and the need to upgrade the aging power grid.

Over the years, Ukraine has been investing heavily in the development of its infrastructure, including roads, bridges, and buildings. With the construction industry booming, there is an increasing demand for electrical installation services to provide lighting, heating, and ventilation systems, as well as electrical wiring and connections.

In addition, the adoption of energy-efficient technologies such as LED lighting, smart thermostats, and solar panels has become more widespread in Ukraine. As a result, homeowners and businesses are seeking electrical installation services to help them upgrade their electrical systems and integrate these new technologies.

The necessity to modernize the country's outdated power grid is another element fueling demand for electrical installation services in Ukraine. The Ukrainian government has been investing in infrastructure projects to update the system because many components of the grid are obsolete and in need of repair or replacement.

The need for electrical installation services is anticipated to increase over the next few years as Ukraine works to improve its infrastructure and achieve energy independence. The government has set high goals for the development of renewable energy, which will necessitate large expenditures on electrical infrastructure.

Furthermore, the increasing use of electric vehicles in Ukraine is also expected to contribute to the demand for electrical installation services. As more charging stations are installed throughout the country, there will be a need for skilled electricians to install and maintain them. In response to this growing demand, there has been an increase in the number of electrical installation companies in Ukraine. These companies are employing skilled electricians and investing in training programs to ensure that they have the expertise needed to meet the needs of their customers.

Overall, the growing demand for electrical installation services in Ukraine is a positive sign for the country's economy and its people. With continued investments in infrastructure and energy efficiency, Ukraine is well-positioned to become a leader in the electrical industry, providing employment opportunities and improving the quality of life for its citizens.

CHAPTER 3. WAYS OF IMPROVEMENT OF the management styles OF IVeA COMPANY

3.1. Analysis of the innovative activity management enhancement of “IVeA” Corporation

Innovation is a critical aspect of modern business operations. As the business environment continues to evolve, companies need to find new and innovative ways to stay ahead of their competition. However, managing innovation is not an easy task. It requires a clear understanding of the innovation process and the ability to manage resources effectively. Innovative activity management is the process of managing the innovation process within an organization. This includes identifying new ideas, developing them into viable products or services, and bringing them to market. It also involves managing the resources needed to support innovation, such as human capital, technology, and financial resources.

Effective innovative activity management requires a structured approach that involves several key steps. The first step is to create a culture of innovation within the organization. This involves promoting a mindset that encourages creativity, risk-taking, and experimentation. Companies that foster a culture of innovation are more likely to generate new ideas and develop innovative products and services.

The next step in innovative activity management is to identify areas where innovation is needed. This involves analyzing the market and identifying areas where there is unmet demand or where existing products or services can be improved. It also involves identifying emerging trends and technologies that may provide opportunities for innovation.

Once areas for innovation have been identified, the next step is to generate new ideas. This can be done through brainstorming sessions, idea generation workshops, or by engaging with customers and other stakeholders. It is important to generate a large

number of ideas and then prioritize them based on their potential impact, feasibility, and alignment with the company's strategic goals.

The next step is to develop the most promising ideas into viable products or services. This involves creating prototypes, conducting market research, and refining the concept based on customer feedback. It is important to involve key stakeholders in this process, including customers, employees, and investors, to ensure that the product or service meets their needs and expectations.

Once the product or service has been developed, the next step is to bring it to market. This involves developing a marketing strategy, identifying target customers, and launching the product or service. It is important to monitor the market response and make any necessary adjustments to the product or service based on customer feedback.

Finally, innovative activity management requires ongoing evaluation and improvement. This involves tracking the success of the innovation process and making adjustments as needed. It also involves identifying new areas for innovation and continuing to generate new ideas.

Effective innovative activity management requires a range of skills and competencies. These include creativity, strategic thinking, project management, and leadership. It also requires the ability to manage resources effectively, including human capital, financial resources, and technology.

One of the key challenges of innovative activity management is balancing the need for innovation with the need for stability and consistency. Companies need to innovate to stay ahead of their competition, but they also need to maintain stable operations and deliver consistent results. This requires a careful balance between innovation and operational efficiency.

Another challenge of innovative activity management is managing the risk associated with innovation. Innovation involves taking risks, and not all innovations will be successful. Companies need to be prepared for the possibility of failure and have processes in place to manage risk effectively.

Innovative activity management is also affected by external factors such as market conditions, technological advancements, and regulatory changes. Companies need to be aware of these external factors and adjust their innovation strategies accordingly.

Innovative activity management is a critical aspect of modern business operations. It involves a structured approach to managing the innovation process, including creating a culture of innovation, identifying areas for innovation, generating new ideas, developing viable products or services, bringing them to market, and evaluating and improving the innovation process over time. Effective innovative activity management requires a range of skills and competencies and involves balancing the need for innovation

Electric installation companies are crucial players in the electrical industry. These companies play a significant role in the installation, repair, and maintenance of electrical systems in various structures, including residential, commercial, and industrial buildings. In recent years, the electrical installation industry has experienced significant growth, with increasing competition, technological advancements, and changing customer needs. To remain competitive and relevant, electric installation companies must continuously innovate their products and services, which requires effective management of their innovative activities.

One approach to enhancing the innovative activity management of electric installation companies is through the implementation of a comprehensive innovation management system. This system should comprise the following key elements:

Innovation is crucial for any business, including electric installation companies. As technology advances and customer demands change, it is important for companies to have a clear innovation strategy that can help them stay ahead of their competition.

The first step in developing an innovation strategy for an electric installation company is to identify areas where innovation is needed. One area that is ripe for innovation is energy efficiency. As energy costs continue to rise, customers are looking for ways to reduce their energy consumption and lower their utility bills. An electric installation

company can develop innovative solutions that help customers save energy and reduce their carbon footprint.

Another area for innovation is automation. With the rise of smart homes and the Internet of Things, customers are looking for ways to automate their homes and make them more convenient and comfortable. An electric installation company can develop innovative solutions that integrate smart home technology into their installations, making it easy for customers to control their lighting, heating, and other systems from their smartphones.

The next step in developing an innovation strategy for an electric installation company is to create a culture of innovation within the organization. This involves promoting a mindset that encourages creativity, risk-taking, and experimentation. Companies that foster a culture of innovation are more likely to generate new ideas and develop innovative products and services.

To promote a culture of innovation, an electric installation company can provide employees with training and resources that help them develop their creative and problem-solving skills. The company can also create a rewards program that recognizes and rewards employees for their innovative ideas and contributions.

The next step in the innovation strategy is to generate new ideas. This can be done through brainstorming sessions, idea generation workshops, or by engaging with customers and other stakeholders. It is important to generate a large number of ideas and then prioritize them based on their potential impact, feasibility, and alignment with the company's strategic goals.

Once the most promising ideas have been identified, the next step is to develop them into viable products or services. This involves creating prototypes, conducting market research, and refining the concept based on customer feedback. It is important to involve key stakeholders in this process, including customers, employees, and investors, to ensure that the product or service meets their needs and expectations.

The next step is to bring the product or service to market. This involves developing a marketing strategy, identifying target customers, and launching the product or service. It is important to monitor the market response and make any necessary adjustments to the product or service based on customer feedback.

Finally, the innovation strategy requires ongoing evaluation and improvement. This involves tracking the success of the innovation process and making adjustments as needed. It also involves identifying new areas for innovation and continuing to generate new ideas.

Effective innovation strategy requires a range of skills and competencies. These include creativity, strategic thinking, project management, and leadership. It also requires the ability to manage resources effectively, including human capital, financial resources, and technology.

One of the key challenges of innovation strategy is balancing the need for innovation with the need for stability and consistency. Companies need to innovate to stay ahead of their competition, but they also need to maintain stable operations and deliver consistent results. This requires a careful balance between innovation and operational efficiency.

Another challenge of innovation strategy is managing the risk associated with innovation. Innovation involves taking risks, and not all innovations will be successful. Companies need to be prepared for the possibility of failure and have processes in place to manage risk effectively.

Innovation strategy is critical for the success of an electric installation company. It involves a structured approach to managing the innovation process, including identifying areas for innovation, generating new ideas, developing viable products or services, bringing them to market, and evaluating and improving the innovation process over time. Effective innovation strategy requires a range of skills and competencies and involves balancing. Idea generation is a critical step in the innovation process, as it is the starting point for developing new products, services, and processes.

The first step in idea generation is to identify the areas where innovation is needed. In the case of an electric installation company, innovation may be required in areas such as energy efficiency, automation, and smart home technology. By understanding the needs of the market and the challenges faced by customers, the company can identify the areas where innovation is most needed.

Once the areas for innovation have been identified, the next step is to gather a diverse group of stakeholders to generate ideas. This group should include employees from different departments, customers, and other stakeholders such as suppliers and partners. A diverse group will bring a range of perspectives and experiences to the idea generation process, increasing the likelihood of developing innovative ideas.

The idea generation process can take many forms. One approach is to hold brainstorming sessions where participants are encouraged to generate as many ideas as possible, without worrying about feasibility or practicality. The aim of this process is to generate a large number of ideas that can then be refined and developed further.

Another approach is to use design thinking, a human-centered approach to problem-solving that involves empathy, ideation, prototyping, and testing. In this approach, the focus is on understanding the needs and challenges faced by customers and developing solutions that meet those needs. Regardless of the approach used, it is essential to encourage creativity and open-mindedness during the idea generation process. Participants should be encouraged to think outside the box and challenge assumptions about what is possible.

Once a large number of ideas have been generated, the next step is to evaluate and prioritize them. This involves assessing the potential impact of each idea, its feasibility, and its alignment with the company's strategic goals. The ideas that have the highest potential impact and are most feasible should be given priority.

The evaluation and prioritization process can be challenging, as there may be many ideas that appear promising. It is essential to involve key stakeholders in this process,

including customers and employees, to ensure that the ideas selected align with their needs and expectations.

Once the most promising ideas have been identified, the next step is to develop them further. This may involve creating prototypes, conducting market research, and refining the idea based on customer feedback. It is essential to involve key stakeholders in this process, as they can provide valuable insights and feedback that can help to shape the idea.

The development process can be resource-intensive, so it is important to manage resources effectively. This includes managing human resources, financial resources, and technology. The development process may require additional training, hiring, or outsourcing to ensure that the idea can be developed to its full potential.

Once the idea has been developed, the next step is to bring it to market. This involves developing a marketing strategy, identifying target customers, and launching the product or service. It is important to monitor the market response and make any necessary adjustments to the product or service based on customer feedback.

The idea generation process requires ongoing evaluation and improvement. This involves tracking the success of the idea generation process and making adjustments as needed. It also involves identifying new areas for innovation and continuing to generate new ideas.

Effective idea generation requires a range of skills and competencies. These include creativity, strategic thinking, project management, and leadership. It also requires the ability to manage resources effectively, including human capital, financial resources, and technology.

One of the key challenges of idea generation is managing the risk associated with innovation. Innovation involves taking risks, and not all ideas will be successful. Companies need to be prepared for the possibility of failure and have processes in place to manage risk effectively.

Idea screening and selection are essential components of the innovation process for an electric installation company. The process involves evaluating and prioritizing ideas based on their potential impact, feasibility, and alignment with the company's strategic goals.

The first step in the idea screening and selection process is to define the criteria for evaluating ideas. The criteria should be based on the company's strategic goals and the needs of its customers. Some of the criteria that may be used to evaluate ideas include:

Potential impact: The potential impact of the idea on the company's bottom line, its customers, and the wider community.

Feasibility: The technical and financial feasibility of the idea, including the resources required to develop and implement it.

Alignment with strategic goals: The extent to which the idea aligns with the company's strategic goals and objectives.

Market potential: The size of the market for the idea and its potential for growth.

Once the criteria have been defined, the next step is to gather a diverse group of stakeholders to evaluate the ideas. This group should include employees from different departments, customers, and other stakeholders such as suppliers and partners. A diverse group will bring a range of perspectives and experiences to the idea evaluation process, increasing the likelihood of selecting innovative ideas.

The evaluation process can take many forms. One approach is to use a scoring system to evaluate each idea based on the defined criteria. Each stakeholder is given a scorecard and asked to score each idea based on its potential impact, feasibility, alignment with strategic goals, and market potential. The scores are then aggregated to identify the ideas with the highest potential.

Another approach is to use a decision matrix to evaluate the ideas. The decision matrix involves evaluating each idea based on a set of criteria and assigning a weight to each criterion based on its importance. The ideas are then scored based on their performance

against each criterion, and the scores are aggregated to identify the most promising ideas.

Regardless of the approach used, it is important to involve key stakeholders in the evaluation process to ensure that the ideas selected align with their needs and expectations.

Once the ideas have been evaluated, the next step is to select the most promising ideas for further development. This involves identifying the ideas with the highest potential impact and feasibility and aligning with the company's strategic goals. The ideas selected should be the ones that have the greatest potential to generate value for the company and its customers.

The selection process can be challenging, as there may be many ideas that appear promising. It is important to involve key stakeholders in this process to ensure that the ideas selected align with their needs and expectations.

Once the most promising ideas have been selected, the next step is to develop them further. This may involve creating prototypes, conducting market research, and refining the idea based on customer feedback. It is important to involve key stakeholders in this process, as they can provide valuable insights and feedback that can help to shape the idea.

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Effective idea screening and selection requires a range of skills and competencies. These include strategic thinking, project management, and leadership. It also requires

the ability to manage resources effectively, including human capital, financial resources, and technology.

Product development is the process of creating and bringing new products or services to the market. It involves a series of activities that start with identifying customer needs and end with launching the product or service into the market. The goal of product development is to create products or services that meet customer needs, are of high quality, and are profitable for the company.

The first step in the product development process is to identify the need for a new product or service. This may come from a variety of sources, such as customer feedback, market research, or the company's strategic goals. Once a need has been identified, the next step is to define the product requirements. This involves specifying the product's features, performance characteristics, and target market.

The product requirements should be based on a thorough understanding of customer needs and the competitive landscape. This requires gathering data from a variety of sources, such as customer surveys, focus groups, and competitor analysis. The product requirements should be clear, concise, and measurable to ensure that the development team has a clear understanding of what needs to be delivered.

The next step in the product development process is to create a concept design. This involves developing a rough prototype or mockup of the product to visualize its features and functionality. The concept design should be evaluated by a diverse group of stakeholders, including customers, engineers, designers, and marketers. Their feedback should be used to refine the concept design and ensure that it meets the product requirements.

Once the concept design has been finalized, the next step is to create a detailed design. This involves developing detailed engineering drawings, selecting materials and components, and specifying manufacturing processes. The detailed design should be reviewed by a team of engineers and designers to ensure that it is feasible and meets the product requirements.

The next step in the product development process is to create a prototype. This involves building a working model of the product to test its functionality and performance. The prototype should be tested rigorously to identify any design flaws or performance issues. Customer feedback should be solicited to ensure that the product meets their needs and expectations.

Once the prototype has been tested and refined, the next step is to begin production. This involves setting up a manufacturing process, sourcing materials and components, and assembling the product. Quality control measures should be put in place to ensure that the product meets the required specifications.

Once the product has been manufactured, the next step is to launch it into the market. This involves developing a marketing strategy, identifying target customers, and creating promotional materials. The product should be introduced to the market gradually to allow for feedback and adjustments. Ongoing customer feedback should be solicited to identify areas for improvement and ensure that the product remains relevant. Effective product development requires a range of skills and competencies. These include technical expertise, project management skills, and marketing skills. It also requires the ability to manage resources effectively, including human capital, financial resources, and technology. One of the key challenges of product development in an electric installation company is keeping pace with rapid technological change. This requires staying up-to-date with the latest developments in technology, such as advancements in smart home technology, renewable energy, and electric vehicle charging. It also requires a willingness to invest in research and development to ensure that the company's products remain competitive in the market.

Another challenge is ensuring that the product meets customer needs and expectations. This requires a thorough understanding of customer needs and preferences, as well as an ability to adapt to changing customer needs over time. It also requires a willingness to listen to customer feedback and make adjustments to the product as needed.

In conclusion, product development is a crucial process for any electric installation company seeking to stay competitive in a fast-changing business environment. The

process involves identifying customer needs, developing product requirements, creating a concept design, developing a detailed design, creating a prototype, manufacturing the product, and launching it into the market.

Commercialization refers to the process of bringing a new product, technology, or service to the market and making it available for sale to customers. It involves several activities, such as marketing, sales, distribution, and customer support, aimed at generating revenue and profits for the company.

In an electric installation company, commercialization involves introducing new electrical products or services to the market that meet customer needs, are of high quality, and are profitable for the company.

The first step in the commercialization process for an electric installation company is identifying customer needs and market trends. This involves conducting market research to determine what types of electrical products or services are in demand, what customers are willing to pay for them, and what features or specifications are important to them. The research can be conducted through surveys, focus groups, or other methods.

Once customer needs and market trends have been identified, the electric installation company can begin the product development process. This involves generating ideas, evaluating feasibility, testing concepts, designing products, prototyping, testing, and launching into the market. The goal of product development is to create products or services that meet customer needs, are of high quality, and are profitable for the company.

The next step in the commercialization process is developing a marketing strategy. This involves identifying the target market, analyzing customer needs, and determining the pricing, promotion, and distribution strategies. The marketing strategy should also take into account the competitive landscape and how the product or service fits within the market.

For example, in IVEA we developed a marketing strategy that targets homeowners who are interested in smart home products, and uses online advertising and social media to promote the products. The company might also develop partnerships with other companies or experts in the field to enhance its marketing efforts and gain more exposure in the market.

Once the marketing strategy is in place, the electric installation company can launch the product or service into the market. This involves establishing distribution channels, creating promotional materials, and training sales and customer support staff. The company must also provide ongoing support to customers, such as technical assistance, repairs, and warranty services, to ensure customer satisfaction and loyalty.

One of the challenges of commercialization for an electric installation company is staying up-to-date with rapidly changing technology and market trends. Electrical products and services are constantly evolving, and the company must be prepared to adapt its product development and marketing strategies accordingly. This can involve investing in research and development to stay ahead of the competition, as well as collaborating with other companies or experts in the field to bring new ideas to market.

Another challenge of commercialization is managing costs and profitability. Product development can be expensive, and the company must carefully balance the costs of development with the potential revenue and profits from the product or service. This can involve developing a comprehensive business plan that takes into account all costs associated with product development and commercialization, including research and development, marketing, distribution, and ongoing support.

To manage costs and profitability, the company may need to adjust the pricing of the product or service to ensure that it is competitive in the market and generates sufficient revenue to cover its costs. The company may also need to make strategic investments in research and development or marketing to ensure the product or service is successful.

Despite these challenges, commercialization offers significant opportunities for an electric installation company. By introducing new electrical products or services into

the market, the company can differentiate itself from competitors, expand its customer base, and generate new revenue streams. Commercialization can also help the company build brand awareness and establish a reputation for innovation and quality.

Commercialization typically follows the product development process, which involves identifying customer needs, generating ideas, evaluating feasibility, testing concepts, designing products, prototyping, testing, and launching into the market. The goal of commercialization is to maximize the value of the product or service by reaching the intended target market and generating a positive return on investment.

Continuous improvement, also known as continuous process improvement (CPI), is a systematic approach to identifying and eliminating waste and inefficiencies in business processes. In an electric installation company, CPI involves continuously improving the company's products, services, and processes to increase efficiency, reduce costs, and improve customer satisfaction.

Continuous improvement is critical for any company that wants to remain competitive in today's fast-paced business environment. In the electric installation industry, companies that do not continually improve their products, services, and processes risk falling behind their competitors. Continuous improvement helps companies stay ahead of the curve by identifying areas for improvement and implementing changes that increase efficiency and reduce costs.

To implement continuous improvement in an electric installation company, there are several steps that need to be taken:

Identify areas for improvement: The first step is to identify areas of the company's products, services, and processes that are not performing as well as they should be. This can be done through customer feedback, employee input, or by analyzing data on performance metrics.

Develop a plan for improvement: Once areas for improvement have been identified, a plan should be developed to address them. This may involve making changes to the company's processes, investing in new technology, or providing additional training to employees.

Implement changes: The next step is to implement the changes identified in the improvement plan. This may involve making changes to the company's processes, training employees, or investing in new technology.

Monitor performance: After the changes have been implemented, it is important to monitor performance to ensure that the improvements are having the desired effect. This may involve analyzing data on performance metrics or conducting surveys to gather feedback from customers and employees.

Continuously evaluate and improve: Finally, the company should continuously evaluate its products, services, and processes to identify areas for improvement and implement changes as needed.

Examples of Continuous Improvement in an Electric Installation Company

There are many areas where continuous improvement can be applied in an electric installation company. Here are some examples:

Product development: Continuous improvement can be applied to the development of new products. By gathering customer feedback and analyzing data on product performance, the company can identify areas for improvement and make changes to future products to better meet customer needs.

Service delivery: Continuous improvement can be applied to the company's service delivery processes. By analyzing customer feedback and monitoring performance metrics, the company can identify areas for improvement and make changes to its processes to better meet customer needs and improve efficiency.

Employee training: Continuous improvement can be applied to employee training processes. By analyzing employee performance and gathering feedback from employees, the company can identify areas for improvement and make changes to its training programs to better equip employees with the skills and knowledge they need to perform their jobs effectively.

Technology adoption: Continuous improvement can be applied to the company's technology adoption processes. By monitoring technological advancements in the industry and analyzing data on the performance of existing technology, the company can

identify areas for improvement and invest in new technology that will improve efficiency and reduce costs.

Benefits of Continuous Improvement in an Electric Installation Company

Continuous improvement offers many benefits to an electric installation company, including:

Increased efficiency: By continuously improving its products, services, and processes, the company can become more efficient and reduce costs.

Improved customer satisfaction: By addressing areas for improvement and making changes to better meet customer needs, the company can improve customer satisfaction and loyalty.

Competitive advantage: By staying ahead of the curve and continuously improving its operations, the company can gain a competitive advantage over its competitors.

Implementing a comprehensive innovation management system requires a significant investment of time, resources, and effort. However, the benefits can be substantial, including increased competitiveness, improved operational efficiency, and higher customer satisfaction.

Another approach to enhancing the innovative activity management of electric installation companies is through collaboration with external partners. This can include partnering with other companies, universities, research institutions, and government agencies to access new ideas, technology, and funding. Collaborative innovation can also provide access to new markets and customers, increase brand awareness, and improve the company's reputation.

Effective collaboration requires a strong partnership framework that includes clear communication, mutual trust, shared goals, and a commitment to innovation. It also requires a structured approach to managing the collaborative process, including defining the scope of the partnership, identifying the resources required, and establishing the roles and responsibilities of each partner.

3.2. Recommendations for effective delegation of authority in the organization (or “Appraisalment of the process of implementation of priority proposals”)

Delegation of authority is a critical component of effective leadership and management in any organization. Delegation refers to the process of assigning tasks and responsibilities to subordinates within an organization. It involves empowering employees to take on tasks and make decisions on behalf of the organization. Effective delegation of authority can have many benefits for an organization, including increased productivity, improved morale, and better decision-making. Effective delegation of authority involves assigning tasks and responsibilities to subordinates in a manner that is clear, concise, and appropriate. It requires trust and confidence in the abilities of employees to take on tasks and make decisions. Effective delegation involves setting clear expectations, providing support and resources, and providing feedback on performance. It also requires effective communication and collaboration between leaders and their subordinates.

Effective delegation of authority is important for several reasons:

Increased productivity: By delegating tasks to subordinates, leaders can free up time to focus on higher-level tasks. This can lead to increased productivity and efficiency within the organization.

Improved morale: By delegating tasks and responsibilities, leaders can demonstrate trust and confidence in their subordinates. This can lead to improved morale and job satisfaction among employees.

Better decision-making: Delegating tasks to subordinates who have the necessary skills and knowledge can lead to better decision-making within the organization. This can help to improve the quality of decisions made and lead to better outcomes.

Succession planning: Effective delegation of authority can also help to prepare employees for leadership roles within the organization. By giving employees opportunities to take on more responsibility, leaders can identify and develop potential leaders within the organization.

How to Implement Effective Delegation of Authority in an Organization

Implementing effective delegation of authority in an organization requires careful planning and execution. Here are some steps that can be taken to implement effective delegation of authority:

Assess employee skills and capabilities: Before delegating tasks, leaders should assess the skills and capabilities of their subordinates. This can help to identify which tasks can be delegated and to whom.

Set clear expectations: Leaders should set clear expectations for the tasks to be delegated. This should include the goals and objectives of the task, the level of authority given to the subordinate, and the timeline for completion.

Provide support and resources: Leaders should provide the necessary support and resources to help their subordinates complete the delegated tasks. This may include training, mentoring, or access to additional resources.

Monitor performance: Leaders should monitor the performance of their subordinates to ensure that the delegated tasks are being completed to a high standard. This may involve regular check-ins, feedback, and coaching.

Recognize and reward success: Leaders should recognize and reward subordinates who perform well in completing delegated tasks. This can help to motivate employees and encourage them to take on more responsibility in the future.

Challenges of Delegating Authority

Lack of trust

One of the most significant challenges associated with delegating authority is a lack of trust. Leaders may struggle to trust their subordinates to complete tasks to a high standard. This can result in a reluctance to assign tasks to subordinates and a lack of delegation. In some cases, leaders may feel that they are the only ones who can perform certain tasks or that they are the only ones who can do them correctly.

Micromanagement

Another challenge of delegating authority is micromanagement. Leaders may struggle to let go of control over tasks that have been delegated. This can lead to micromanagement and a lack of empowerment for subordinates. Micromanagement can be detrimental to the morale and motivation of employees, as they may feel that their contributions are not valued or that their supervisor does not trust them to perform their job effectively.

Lack of accountability

Delegating tasks to subordinates can also result in a lack of accountability for the leader. It can be difficult to hold subordinates accountable for the completion of delegated tasks, especially if they are not performing to the expected standard. This can result in a lack of ownership and responsibility for the task, which can ultimately lead to poor outcomes.

Communication breakdowns

Effective delegation of authority requires effective communication between leaders and their subordinates. Communication breakdowns can occur when there is a lack of clarity or understanding about the task at hand, the level of authority given to the subordinate, or the expectations for completion. Poor communication can lead to confusion, misunderstandings, and ultimately, poor outcomes.

Inadequate training

Delegating authority to subordinates who lack the necessary skills and knowledge can also present a challenge. Without adequate training and support, subordinates may struggle to complete the delegated task effectively. This can lead to frustration, low morale, and ultimately, poor outcomes.

Risks of Delegating Authority are:

Risk of errors and mistakes

Delegating authority can increase the risk of errors and mistakes, especially if the delegated task is complex or requires specialized knowledge. If subordinates are not adequately trained or do not have the necessary skills or knowledge, they may make mistakes that can have significant consequences for the organization.

Risk of missed deadlines

Delegating authority can also increase the risk of missed deadlines. If subordinates are not clear about the expectations for completion, they may not prioritize the delegated task appropriately. This can result in missed deadlines and a negative impact on the organization.

Risk of reputational damage

Delegating authority can also increase the risk of reputational damage. If subordinates make errors or mistakes that impact the organization, this can result in negative publicity or damage to the organization's reputation.

Risk of legal liability

Delegating authority can also increase the risk of legal liability. If subordinates make decisions or take actions that result in legal violations or non-compliance, the organization may be held liable for the actions of its employees.

Strategies for effective delegation of authority and how they can be implemented.

-Build trust

Building trust is a critical component of effective delegation of authority. Leaders need to trust their subordinates to perform tasks to a high standard and make decisions that align with the organization's goals and values. Trust can be built through open communication, setting clear expectations, and providing adequate training and support. Leaders should also recognize and acknowledge the contributions of their subordinates and provide feedback on their performance.

-Identify tasks for delegation

The first step in effective delegation of authority is to identify tasks that can be delegated. Leaders should consider tasks that are repetitive, time-consuming, or do not require specialized knowledge or expertise. This allows leaders to focus on tasks that require their unique skills and knowledge, while also empowering their subordinates to take on tasks and develop their skills.

-Assign tasks based on skill and experience

When delegating tasks, it is important to assign them based on the skill and experience of the subordinate. Leaders should assess the strengths and weaknesses of their subordinates and assign tasks that align with their skills and experience. This ensures that subordinates are empowered to take on tasks that they can perform effectively, which can boost their morale and motivation.

-Provide clear instructions and expectations

Effective delegation of authority requires clear instructions and expectations. Leaders should provide subordinates with clear guidelines on what is expected of them, including deadlines, goals, and objectives. This ensures that subordinates have a clear understanding of the task and can perform it effectively. Leaders should also provide

feedback and support throughout the process, to ensure that subordinates are on track and performing to the expected standard.

-Provide training and support

Providing adequate training and support is critical to effective delegation of authority. Subordinates need to have the skills and knowledge to perform the delegated task effectively. Leaders should provide training and support, including mentoring and coaching, to ensure that subordinates are equipped to perform the task. This can include providing access to resources, such as online training modules, books, or other materials.

-Establish a feedback loop

Establishing a feedback loop is critical to effective delegation of authority. Leaders should provide regular feedback to their subordinates on their performance, including both positive feedback and constructive criticism. This ensures that subordinates are aware of their strengths and weaknesses, and can improve their performance over time. Leaders should also be open to receiving feedback from their subordinates, as this can help to improve the delegation process.

-Encourage autonomy and decision-making

Effective delegation of authority requires leaders to empower their subordinates to make decisions and take ownership of the task. Leaders should encourage autonomy and decision-making, while also providing support and guidance as needed. This can boost the morale and motivation of subordinates, as they feel trusted and valued by the organization.

-Evaluate the delegation process

Evaluating the delegation process is critical to ensuring that it is effective and efficient. Leaders should assess the performance of their subordinates and evaluate the delegation process, including any challenges or risks that arose. This allows leaders to identify areas for improvement and refine the delegation process over time.

In conclusion, effective delegation of authority is critical to the success of any organization. While delegation presents challenges and risks, it also has many benefits, including increased productivity, improved employee morale and motivation, and better decision making.

3.3. Analysis of the effectiveness of the proposed improvements

In my opinion all proposed improvements are effective due to such reasons as:
They are cost-effective. Cost effectiveness is a crucial consideration when proposing improvements for a company. All proposed changes provide a reasonable return on investment. The cost effectiveness of improvements can be improved through careful planning and implementation. Improvements also are designed in accordance with all legal norms and regulations. For this reason, they will not harm anyone and will not harm the reputation of the company. They are also designed for the long term and help the company improve its standards. In addition, all innovations help employees feel better in the workplace, improve their skills and competencies.

Conclusion

Management is the coordination and administration of tasks to achieve a goal. Such administration activities include setting the organization's strategy and coordinating the efforts of staff to accomplish these objectives through the application of available resources. Management can also refer to the seniority structure of staff members within an organization.

Any organization's objectives entail the transformation of resources (labor, capital, materials, technology, and information) in order to accomplish the desired outcomes. They require a variety of actions, or functions, to be performed in order to be realized. Three fundamental management styles were outlined by the renowned German psychologist K. Lewin.

Authoritarian management style: All production operations are planned by the manager alone, with no input from employees. This management approach can be used to complete current duties and presupposes a significant educational gap between the manager and the workforce, as well as the material incentive of workers.

The best leaders are those who understand how to serve and create harmony between coworkers in an organization or among individuals in a different setting to achieve the highest levels of productivity and overall success.

The democratic management style is another. It gives subordinates freedom within the parameters of their responsibilities and abilities. It is a collegial approach in which the activities of subordinates under the direction of the supervisor are given more latitude. The idea of subordinates as partners who can handle "daily chores" mostly on their own.

A democratic manager favors influence tactics that speak to deeper desires, such as involvement, belonging, and self-expression. He values cooperation more than exercising influence. The basic democrat viewpoint on his employees is that work is a natural process.

When it comes to the need to motivate executives to approach their duties in a creative way, a liberal style of management is favored. In essence, the team is given a task by the leader, who also creates the proper organizational framework. A liberal

manager must be adept at the idea of distributing authority, keep cordial relationships with unofficial leaders, be able to accurately assign tasks and identify the primary directions of work, and organize staff interaction to accomplish shared objectives. The most serious test for the liberal management approach is the creation of conflict situations, akin to a struggle of ambitions, which is extremely likely in a group of talented, exceptional people. In certain situations, liberality can become complicity, and the particular leader cannot be characterized by only one style. Depending on the specific situation, there is most often a combination of features of different styles with the dominance of a single style.

Each of these styles has advantages and disadvantages. The advantage of the authoritarian style of governance is the ability to mobilize the resources of society to solve specific social problems or achieve certain goals set by the country's leadership, and to ensure their most effective use. The disadvantages of the authoritarian style is the suppression of democracy, fear of power, and most importantly, unpunished committing grave mistakes, such as privatization of state property.

The advantage of the democratic style of governance is reliable protection from ill-considered decisions and the absence of social tension. The disadvantage of the democratic style is the relative slowness of social processes.

A number of objective and subjective factors determines a manager's choice of a particular leadership style.

The management of people in particular organizational systems is referred to as the science of management in the literature. The art of management, on the other hand, refers to the principles, methods, techniques, and controls that a professional manager or entrepreneur has mastered.

The company "IVeA" has adopted the functional structure. The project department, the finance and accounting department, and the technical department form the organization's three divisions. Each department must fulfill its own duties and submit reports to the director.

Less confusion and increased responsibility result from each department having a distinct job and set of duties. The top of the hierarchy is where decisions are made, enabling quicker and more effective decision-making.

Silos, where departments operate independently of one another, can result from functional structures. A lack of departmental coordination may emerge from this.

The hierarchical structure can cause decision-making to be delayed. The departments' view on the organization's overarching aims and objectives may be limited.

Because resources can be shared within departments, economies of scale are made possible by functional organizations, which cut costs. However, this framework can also be rigid, making it challenging to adjust to shifting conditions or put new ideas into practice.

A company has positive working capital if it has more current assets than current

Managing an electrical installation company presents several challenges and opportunities. One of the primary challenges is the highly technical nature of the work, which requires a skilled workforce and continuous training to stay up-to-date with the latest technologies and regulations. Another challenge is the high level of safety risk involved, which requires strict compliance with safety standards and regulations.

Effective innovative activity management requires a range of skills and competencies. These include creativity, strategic thinking, project management, and leadership. It also requires the ability to manage resources effectively, including human capital, financial resources, and technology.

One of the key challenges of innovative activity management is balancing the need for innovation with the need for stability and consistency. Companies need to innovate to stay ahead of their competition, but they also need to maintain stable operations and deliver consistent results. This requires a careful balance between innovation and operational efficiency. Another challenge of innovative activity management is managing the risk associated with innovation. Innovation involves taking risks, and not all innovations will be successful. Companies need to be prepared for the possibility of failure and have processes in place to manage risk effectively.

Innovative activity management is a critical aspect of modern business operations. It involves a structured approach to managing the innovation process, including creating a culture of innovation, identifying areas for innovation, generating new ideas, developing viable products or services, bringing them to market, and evaluating and improving the innovation process over time. Effective innovative activity management requires a range of skills and competencies and involves balancing the need for innovation. Electric installation companies are crucial players in the electrical industry. These companies play a significant role in the installation, repair, and maintenance of electrical systems in various structures, including residential, commercial, and industrial buildings.

In recent years, the electrical installation industry has experienced significant growth, with increasing competition, technological advancements, and changing customer needs. To remain competitive and relevant, electric installation companies must continuously innovate their products and services, which requires effective management of their innovative activities. In an electric installation company, commercialization involves introducing new electrical products or services to the market that meet customer needs, are of high quality, and are profitable for the company.

To conclude, using resources effectively and efficiently to accomplish certain goals and objectives is the basis of management. A variety of abilities and tasks, including as planning, organizing, leading, and controlling, are required for effective management. Management may make sure that resources are used effectively and efficiently to produce desired results by focusing on the needs of the business, its workers, and its stakeholders. Effective management is ultimately necessary for any organization to succeed, and by consistently enhancing their management procedures, organizations can maintain their competitiveness and achieve long-term success.

Management practices are crucial in determining an organization's success. Effective leaders are aware of how crucial it is to modify their management approach to meet the demands of their team and the organization. Although the autocratic style can be effective when quick decisions are needed, it can also result in low morale and decreased employee satisfaction. The democratic model may promote employee

engagement and participation more successfully, but it can also result in delayed decision-making. In highly competent and self-driven teams, the laissez-faire approach could be suitable, but it can also result in confusion and a lack of focus. The situational style, which is the most successful strategy, entails adjusting management style to match the needs of the scenario. Ultimately, effective leadership and accomplishing organizational goals depend on an awareness of and application of various management styles.

Innovative activity management is critical for the success of electric installation companies. It requires a comprehensive innovation management system that includes strategy development, idea generation, screening and selection, product development, commercialization, and continuous improvement. Collaboration with external partners can also enhance innovative activity management and provide access to new ideas, technology, and funding. Electric installation companies that effectively manage their innovative activities are better positioned to succeed in an increasingly competitive and dynamic industry

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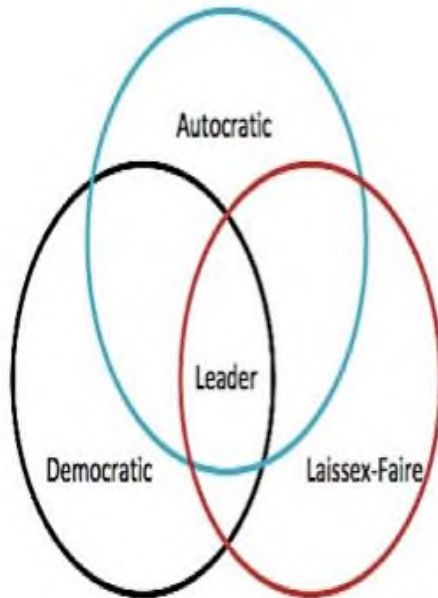
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Appendix

Fig 1: Leadership style frameworks



Autocratic	Democratic	Laissez-faire
Strong control maintained over group.	Less control maintained.	Little or no control.
Others motivated by coercion.	Economic and ego awards are used to motivate.	Motivated by support when requested.
Others are directed by commands.	Others are directed through guidance and suggestions.	Provides little or no direction.
Communication flows downward.	Communication flows up and down.	Uses upward-downward communication.
Decision making does not involve others.	Decision making involves others.	Disperses decision making throughout the group.
Emphasis on different status ('you' and 'I').	Emphasis is on 'we' rather than 'you' and 'I'.	Places emphasis on group.
Criticism is punitive.	Criticism is constructive.	Does not criticise.

(Adapted from Marquis and Huston 2008)

Fig.1 Peculiarities of management styles

Source-made by author based on the information from . Helmy H. Baligh (2006)
Organization Structures: Theory and Design, Analysis and Prescription

Financial report of a small business entity of LLC “IVeA”
Balance Sheet. Unit of measurement: thousand UAH, with one decimal sign.

Assets	2019	2020	2021
I. Non-current assets			
Incomplete capital investment	1.6	1.6	1.6
Fixed assets:	127	177.2	314,5
initial value (acquisition cost)	1744	1727.3	1677,5
wear and tear (depreciation)	(1617)	(1550.1)	(1363)
Total non-current assets	128.6	178.8	316.1
II. Current assets			

Inventories	7363	7133.5	6205.1
Account receivable for product, goods, works and services	441.1	264.7	321.3
Account receivable with a budget	185.4	251.2	292.0
Other current receivables	1907.9	1907.1	690.7
Money and their equivalents	15.9	13.8	198.6
Other current assets	1189	1187.6	906.3
Total current assets	11102.3	10757.9	8614.5
Balance (Result)	11230.9	10936.7	8930.6
Liabilities	2019	2020	2021
I. Equity			
Authorized fund	31.0	31.0	31.0
Retained earnings (uncovered loss)	172.7	385.7	412.4
Total Equity	203.7	416.7	443.4
II. Current liabilities / Current commitments and collateral. Current accounts payable for:			
goods, works, services	2002.4	2007	2341.4
budget calculations	238.7	147.9	188.7
insurance calculations	106.9	49.7	8.4
payroll calculations	581	197.9	284.9
Other current liabilities	8098.2	8117.5	5663.8
Total Current Liabilities	11027.2	10520.0	8487.2
Balance (Result)	11230.9	10936.7	8930.6

Fig.2 Financial report of a small business entity of LLC “IVeA”

Source: LLC “IVeA” Balance Sheets 2019-2021.

Financial Statement. Unit of measurement: thousand UAH, with one decimal sign.

	2019	2020	2021
Net income from sales of products (goods, works, services)	1978.4	2313.3	3762.9
Other operating income	37.8	757.0	188.8
Total net income	2016.2	3070.3	3951.7
Cost of goods sold (goods, works, services)	1271.6	1700.3	2919.9
Other operating expenses	597.6	1181.1	803.9
Total expenses	1869.6	2881.4	3723.8
Financial result before taxes	147.0	188.9	227.9
Income tax	26.5	34.0	41.1
Net profit	120.5	154.9	186.8

Fig.3 Financial Statement of LLC “IVeA”

*Source: LLC “IVeA” Balance Sheets 2019-2021.*Source: LLC “IVeA” Financial Statement 2019-2021.

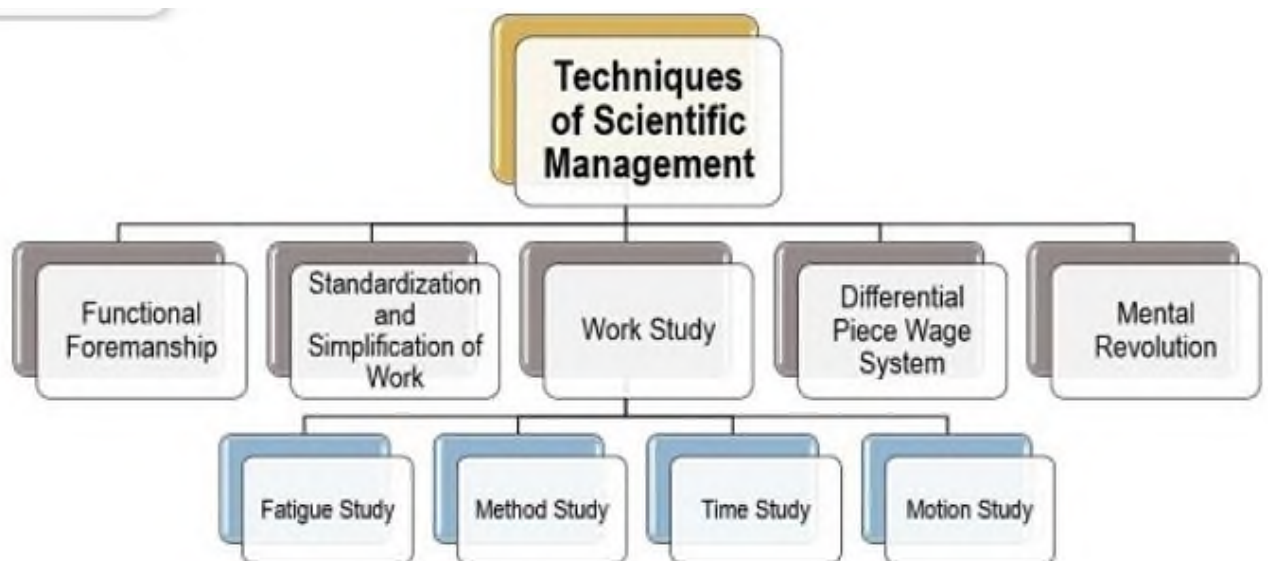


Fig.4 Techniques of Scientific Management based on information from International Journal of Research (IJR)



Fig.5 Leadership styles and their pros and cons from BetterUp source

<p>Strengths:</p> <ol style="list-style-type: none"> 1. Skilled Workforce 2. Reputation 3. Geographic Reach 4. Strategic Partnerships 	<p>Weaknesses:</p> <ol style="list-style-type: none"> 1. Dependence on Skilled Labor 2. High Operating Costs 3. Limited Service Offerings 4. Dependence on Few Large Clients
<p>Opportunities:</p> <ol style="list-style-type: none"> 1. Growing Demand for Renewable Energy 2. Smart Homes and Buildings 3. Government Incentives 4. Emerging Markets 	<p>Threats:</p> <ol style="list-style-type: none"> 1. Intense Competition 2. Economic Uncertainty 3. Changing Regulations 4. Rapidly Evolving Technology

Fig.6 SWOT analysis of LLC “IVeA” made by author



Fig. 7 Recommendations for a company how to improve company’s management styles made by author