Ministry of Education and Science of Ukraine

Ukrainian-American Concordia University

Department *of* International Economic Relations, Business & Management

Illustrative materials to the

Bachelor's Qualification Work

The process of delegation of authority and responsibility

(on the basis of Innovative travel solutions (ITS))

Bachelor’s student of

Field of Study IT management

Specialty – IT management

Educational program –

Lazarenko Yevhen

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Doctor of Science

(academic degree, full name)

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(signature)

Kyiv – 2023

This research paper focuses on the delegation of authority and responsibilities within organizations, with a specific case study of International Travel Solutions (ITS) LLC Company. The paper provides a theoretical and methodological foundation for understanding the delegation process, analyzes the organizational structure and financial activity of ITS LLC Company, and investigates the effectiveness of its delegation process. The paper also suggests ways to improve the delegation mechanism based on the ITS case study, such as analyzing innovative activity management and providing recommendations for effective delegation of authority. The findings and recommendations in this paper can be useful for businesses seeking to improve their delegation process in the context of a changing and complex business environment.
Keywords: delegation of authority, responsibilities, organization structure, financial activity, innovative activity management.
Ця дипломна робота присвячена питанням делегування повноважень та відповідальності в організаціях на прикладі компанії ТОВ "Міжнародні туристичні рішення" (ІТС). У роботі представлено теоретико-методологічне підґрунтя для розуміння процесу делегування, проаналізовано організаційну структуру та фінансову діяльність компанії ТОВ "ІТС", а також досліджено ефективність процесу делегування повноважень. У роботі також запропоновано шляхи вдосконалення механізму делегування повноважень на прикладі ТОВ "ІТС", зокрема, проаналізовано управління інноваційною діяльністю та надано рекомендації щодо ефективного делегування повноважень. Висновки та рекомендації, викладені в цій статті, можуть бути корисними для підприємств, які прагнуть вдосконалити процес делегування повноважень в умовах мінливого та складного бізнес-середовища.
Ключові слова: делегування повноважень, відповідальність, організаційна структура, фінансова діяльність, управління інноваційною діяльністю.

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PHEE-institute «Ukrainian-American Concordia University»

School of Management and Business
Department of International Economic Relations, Business and Management

Educational level: **bachelor degree**
Specialty: 073 "Management"
Educational Program "IT Management"

APPROVED
Head of Department Prof. L. Zharova

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TASK

FOR BACHELOR'S QUALIFICATION WORK

Evgenii Lazarenko

1. Topic of the work

The process of delegation of authority and responsibility (based on LLC "International Travel Solution" case)

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

Which approved by Order of University from **"22" September 2022 № 22-09/2022-4c**

2. Deadline for bachelor's qualification work submission *"10" May 2023*

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

Materials from internship received during consultation with representatives of the company. Information from open resources in the Internet, official reporting of financial and economic activities of the enterprise.

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 the process of delegation of authority and responsibility; research of the organizational and economic mechanism of management of the enterprise; development of measures to improve the process of delegation of authority and responsibility 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.

6. Consultants for parts of the work

Part of the project	Surname, name, position	Signature, date	
		Given	Accepted
1			
2			
3			

7. Date of issue of the assignment

Time Schedule

№	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	*31.12.2022*	*In time*
2.	II chapter	*20.02.2023*	*In time*
3.	III chapter	*11.04.2023*	*In time*
4.	Introduction, conclusions, summary	*23.04.2023*	*In time*
5.	Pre-defense	*27.04.2023*	*Done*

Student ____________________
(signature)

Supervisor ____________________
(signature)

Conclusions:

The bachelor thesis of E. Lazarenko is relevant and devoted to the process of delegation of authority and responsibility. 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 E. Lazarenko is recommended for defense.

Supervisor ____________________
(signature)

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INTRODUCTION

Transition to market relations, peculiarities of market formation in Ukraine, and complex trends in the implementation of methods and means of state regulation in the economy in transition have necessitated close attention to the theory and practice of management activities of enterprises.

The management of a modern enterprise in our dynamic time is a rather difficult job that can be performed only by specialists of a new generation armed with the most modern knowledge. Specialists in the field of management must be able to perform the functions of planning, organizing, coordinating, motivating, and controlling the work of the organization's employees to achieve certain goals. The primary task of management is to create an organizational culture—a creative and innovative climate that stimulates employees to innovate. Managers of different levels should initiate technological and organizational changes.

One of the main tasks of the manager is to create incentives for a person so that he has a desire to work in such a way as to contribute to the achievement of the organization's goals. This leads to another principle of the manager: to manage means to lead others to success. The task of the manager is to conduct, select good staff, develop the organizational structure of the enterprise, choose the general direction of its activities, coordinate all the work, and fight against unproductive time wasting. It is necessary to highlight one of the most important tasks: learning to work intensively to improve the quality of work. The central figure in the management system of any organization is the manager-head, who manages the organization (enterprise), a specific activity, function, department, service, group of people, etc.

Among the functions of a manager, delegation of responsibilities, that is, transferring them to others, is important. How another person perceives the duties that are delegated to him depends to a large extent on how he will perform the assigned work.

Most employees like to assume the authority associated with the performance of the assigned work. When an employee likes his work and reacts positively to the responsibilities assigned to him, he will work better and the quality of his work will be higher.

The study of delegation of authority is an important topic in modern business management. Effective delegation of authority can lead to increased productivity, improved employee engagement, and better decision-making.

The study of the theoretical foundations of delegation of authority is necessary to understand the principles and best practices of this management approach. This may include a review of relevant literature, such as academic journals and books on management theory.

Assessing the state of delegation of authority at the enterprise involves evaluating the current practices and identifying any areas for improvement. This may involve analyzing existing policies and procedures, conducting surveys and interviews with employees, and observing management practices.

Finding ways to improve the delegation of authority of the enterprise may involve developing new policies and procedures, providing training and resources for managers and employees, and implementing new systems and technologies to support delegation.

The subject of the study, delegation of authority at a trading enterprise, is particularly relevant in today's business environment. The trading industry is highly competitive, and effective delegation of authority can be a key factor in achieving success.

The object of research, a trading company, LLC, provides a specific context for the study. The findings of the study may be used to improve the delegation of authority practices at this company, as well as in similar trading enterprises.

The theoretical and methodological basis of the study draws on the work of domestic and foreign scientists in the fields of enterprise analysis and marketing. This interdisciplinary approach can provide a comprehensive understanding of the factors that influence the delegation of authority within an enterprise.

The study of delegation of authority is an important topic in modern business management. The proposed research will contribute to the development of best practices for delegation of authority at a trading enterprise, and may have broader implications for the management of other types of businesses as well.

The aim of this research is to analyze the delegation of authority and responsibilities mechanism within organizations, using ITS LLC Company as a case study, and to provide recommendations for its improvement.

CHAPTER 1. THEORETICAL AND METHODOLOGICAL FUNDAMENTALS FUNDAMENTAL DELEGATION OF AUTHORITY AND RESPONSIBILITIES

1.1. The essence and content of delegation of authority and responsibilities

The process of distributing and sharing power among the underlings is known as delegation of authority. There should be a system in place for dividing the workload when a manager is overwhelmed. This is how delegation of authority develops into a crucial instrument for business operations. By sharing and expanding his task with the subordinates, a management actually multiplies oneself when they delegate. Delegation's significance can be explained by:

A management can divide the job and assign it to the subordinates by using delegation. This aids in lightening his workload so that he can focus on crucial tasks like planning and business analysis.

Superior's workload will be lessened, allowing him to focus his attention on crucial and vital matters of concern. In this manner, he is able to contribute effectively to the work group and his own task. A manager can best demonstrate his abilities and capabilities with the use of this efficacy.

The foundation of the relationship between a superior and a subordinate is the delegation of authority. An organization operates as long as power is distributed evenly from top to bottom. This demonstrates how the relationship between the superior and the subordinate can be strengthened through delegation. The authority is distributed from top to bottom, which is a strategy for getting things done.

In a sense, delegation of authority allows for the development of subordinates' skills and capacities. The delegation of authority gives subordinates a sense of importance. They become inspired to work, and this motivation produces the necessary outcomes to address a problem. Job satisfaction is a crucial factor in determining if a connection between a superior and a subordinate is stable and sound. Additionally, delegation encourages employees to take breaks from routine so they may be more innovative and productive.

The managers' abilities are enhanced by delegation of authority, which benefits both the managers and their subordinates. Delegating gives the manager the time they need to focus on critical concerns, which strengthens their ability to make decisions and allows them to develop the skills necessary for a manager. By delegating authority and completing the assigned tasks, the manager develops his or her capacity for supervision, direction, effective motivating, and leadership. Therefore, the only way to evaluate a manager's skills is through delegating.

Both superiors and subordinates benefit from delegation of authority. This provides some steadiness to how a business operates. A concern may consider developing additional departments and divisions if the outcomes are successful.The experienced, qualified managers can be transferred to these positions to meet the need for more managers, which will arise. This aids in horizontal and virtual growth, both of which are crucial for a company's stability.

Delegation is therefore not only a technique; it is a way for managers to multiply themselves and be able to offer stability, aptitude, and soundness to a concern, as shown by the aforementioned points.

Principle of outcome excluded

According to this idea, every manager should be able to clearly articulate the objectives and outcomes anticipated of the subordinate before granting them authority. The objectives should be fully and precisely stated, and the performance requirements should likewise be made known.

For instance, a marketing manager might inform the salespeople that 10 units must be sold each day in order to meet the desired sales goal. When a marketing manager offers these sales recommendations, mentioning the goal sales is crucial so that the salesman may carry out his duties effectively and with clarity of thought.

Parity of Authority and Responsibility Principle

This idea states that the management must maintain a balance between authority and responsibility. They should complement one another.

This principle states that if a subordinate is given a duty to do, he should also be given the independence and authority necessary to complete it successfully. This philosophy also avoids giving the subordinate too much power, which he might sometimes abuse. The authority should be granted in a manner consistent with the duty assigned to him. There should therefore be no difference in degree between the two.

Absolute responsibility principle

According to this, managers can delegate authority to their employees, but responsibility cannot be transferred; hence, responsibility is fixed. No matter what level they are at, managers are always answerable to their superior for carrying out their tasks via distributing their authority. It does not imply that he can shirk his obligation. He will constantly assume responsibility till the job is finished.

Every superior is answerable to their superior for the actions of his subordinates, therefore even if he has granted them certain authority, such as if the production manager has been assigned a task and the machine malfunctions, the superior cannot place the blame on the subordinates. Production manager will be accountable to the CEO if their production is not finished if repairmen are unable to complete the necessary repair work.

Principal level of authority

According to this notion, a manager should only use his or her authority within the boundaries of the established framework.

The manager should be required to consult their superiors on any issues for which they do not have the authority. This means that before a manager makes any significant decisions, he should confirm that he has the authority to do so. On the other hand, subordinates shouldn't frequently approach their superior with complaints or suggestions if they have not been asked to do so.

1.2. This principle focuses on the extent of authority and the standard at which it must be upheld. **Characteristic of delegation of authority and responsibilities mechanism within organizations**

Giving authority to subordinates in a certain area and holding them accountable for the outcomes is known as inclination.

The following characteristics of delegation apply:

1. When a boss transfers some of his authority to staff members, delegation has taken place.

2. In order for a management to be able to assign something, the manager must already have the authority being delegated

3. Subordinates are only given access to a portion of the authority.

4. A manager who delegates authority has the option to reduce, increase, or revoke it. Even after delegation, he maintains total control over the actions of the employees under him.

5. It is only the authority which is delegated and not the responsibility. A manager cannot abdicate responsibility by delegating authority to subordinates.

Elements of delegation: Three components are involved in delegation:

1. Delegation of Responsibility:

Delegating responsibility, or authority, to a subordinate, is the first step in delegation. The superior gives his subordinate a specific duty to complete in a specific amount of time. It outlines the responsibilities placed in the subordinate's duty. Delegation is based on obligations in terms of the duties or tasks that must be carried out.

Gift of Authority:

The second component of delegation is the grant of authority. In order for the delegated task to be completed, the delegator delegated authority to the subordinates.

It is useless to assign authority and accountability. Only when the subordinate has the necessary authority to complete the task can he complete it.

Responsibility is the source of authority. To enable the subordinate to carry out his responsibility, the superior must delegate the authority to order or command. To help the subordinate correctly perform his assigned work, the superior may transfer it. Authority and accountability ought to be in harmony. The superior should provide the subordinate enough power to complete the task at hand.

3. Creation of Accountability:

Accountability is the duty a subordinate has to carry out the tasks that have been delegated to him. As a result of the delegation, the subordinate is under responsibility to complete the task that has been given to him by the superior. Accountability is a by-product of the process when a task is assigned and authority is granted.

Transferring the authority enables a certain task to be done as intended. This implies that the delegator is responsible for making sure the work is finished. While accountability flows upward, authority moves below. At every level of the management hierarchy, the upward flow of accountability and the downward flow of authority must be equal. There should be just one superior to whom the subordinate is responsible. Work and discipline are improved by single accountability.

The Authority Delegation Process

Now that the important differences have been clarified, how do you truly delegate authority? As was previously discussed, delegation of authority is a flexible method whereby the manager gives their subordinates specific authority along with duty to carry out those responsibilities on their behalf.

The specific ways in which the steps unfold can vary depending on the company and the manager, but there are four key stages that the process of delegation always tends to follow:

1. *Assignment of Duties to Subordinates*

Before delegation can begin, the delegator needs to determine the duties which they want the subordinate(s) to perform. It is in this stage that the superior lists the activities they want to be performed by their subordinates, along with the targets to be achieved, and then communicates this to those recruited. Duties are then assigned to the subordinates, as per their job roles, rankings, and expectations.

2. Transfer of Authority to Perform the Duty

The second stage is when the delegator determines the necessary amount of authority required to perform the assigned duty and bestows that on the subordinate(s). During this phase, the manager must always ensure that the authority is strictly delegated just to perform the assigned responsibility, since disproportionate authority lends risk to misunderstanding by the subordinate.

3. *Acceptance of the Assignment*

It is in this stage that the subordinate can either accept or reject the tasks assigned to them. If the delegate refuses to accept the duty, and subsequently the authority to perform it, it is the responsibility for the delegator to either investigate as to why the delegate has refused or to identify another person who is capable and willing to undertake the assignment. Once the task is accepted by a subordinate, the process reaches its final stage.

Delegation Styles:

One can delegate in the following ways:

Delegation:

General or Particular:

When granted the power to carry out general managerial duties like organizing, planning, and directing, for example, subordinate managers carry them out and have the power necessary to do so. The chief executive oversees all operations and occasionally provides direction to the staff.

The precise delegation may be in relation to a given duty or function. The production manager will be given a specific delegation of authority to perform this duty. Different departmental managers receive distinct authorities to carry out their departmental responsibilities.

Formal or Informal Delegation:

Organizational structure includes formal delegation of authority. A person always receives the necessary authority when a task is entrusted to him. Delegation of this nature is typical of how the organization runs. According to their obligations, each person is automatically assigned authority. It is a formal delegation of authority when the production manager is given the ability to boost production. Informal delegation develops based on circumstances rather than status. A person could take on a specific duty not because it has been given to him but because it is required for him to carry out his regular employment.

Lateral Delegation:

When someone is given permission to do a task, he or she may require the help of several people. To formally receive support from these people may take some time. By reducing the official delegation period, he may speak with the individuals informally to enlist their assistance in taking over the task. Latitudinally transferring authority is referred to as delegation.

Reserved Authority and Delegated Authority:

It's possible that a delegator does not enjoy giving their subordinates complete authority. It is known as reserved authority when he retains it, and it is known as delegated authority when it is given to subordinates.

Pre-Requisites for Delegation:

Every superior seeks to hold onto as much power as they can. The amount of labor or the situation may require downward delegation. Delegating authority will not provide the desired consequences if it is not done voluntarily. It is crucial that the proper power is delegated downward to ensure that work is completed quickly and effectively. The delegation process won't be finished until the following conditions are met.

Willingness to Delegate:

The willingness of the superior to cede his authority is the first requirement for delegation. Delegation won't work unless the superior is mentally ready to relinquish his power. A superior who is compelled to cede power to a subordinate against his or her will try to come up with ways to obstruct the subordinate's job. He may closely monitor the subordinate's work or exert such influence over him that the boss's consent is required for every choice to be made. If the superior is not mentally ready to do so, it will be best to refrain from delegating authority.

Climate of Trust and Confidence:

Between bosses and subordinates, there should be an atmosphere of trust and confidence. The subordinates should be given sufficient chances or actual job duties where they can put their skills and experience to use. If they do make mistakes, their superiors should help and guide them. The superiors should have faith in their workers and not view them as rivals. The delegating process will be aided by the subordinates' ability to learn and develop in an atmosphere of trust and confidence.

Faith in Subordinates:

Because they worry that their subordinates won't be able to complete the task on their own, bosses will occasionally refuse to distribute authority. They are fearful of failure and lack confidence in their subordinates' abilities. The superior may be reluctant to cede control because he is overconfident in his own abilities and proficiency. The superiors ought to refrain from thinking and acting in this way. They ought to have faith in their employees and assist them in doing a good job of job training. After all, the superiors also gained a lot of knowledge from their superiors, and the present subordinates will also assume more responsibility in the future. The subordinates will learn the material more quickly and assume more responsibility in a faith-based environment.

Fear of Supervisors:

When given more responsibility, supervisors frequently worry that their subordinates won't be able to surpass them. A case of inferiority complex is present here. Although there are various justifications for distributing power, one of the main ones is this fear. The bosses ought to refrain from this kind of thinking and treat their workers well.

The subordinates should be pushed to take on additional tasks so that they will respect their superiors more and have more faith in their abilities to train them effectively for their jobs. After all, the superiors also gained a lot of knowledge from their superiors, and the present subordinates will also assume more responsibility in the future. The subordinates will learn the material more quickly and assume more responsibility in a faith-based environment.

Define level of authority

Delegating a task and then micromanaging through the entire process defeats the purpose of delegation. If you are still fully involved in the entire process, the employee may become frustrated and unable to grow in their position.

Vanessa Merit Normberg, President of Metal Mafia, uses regular staff check- ins, but in a more general way. She doesn’t want her staff to feel as though they are being interrogated. To establish trust and encourage autonomy, she asks her staff to offer a general report of their progress. This means she can address any problems before they occur without compromising her employees’ ability to feel empowered to complete their tasks.

When assigning the task, clearly define the level of authority your employees possess and allow them to make decisions autonomously. You can monitor, give feedback, and correct your employees during the process while still encouraging autonomy.

If you are feeling the exhaustion and frustration of trying to do it all yourself, then it is time to use these steps to start effectively delegating. Your ability to grow your business is connected to your willingness to start delegating as soon as possible.

The development of a typology of delegation circumstances benefits from a basic understanding of noncooperative game theory. Our typology is purposefully simple; it is made up of the bare minimum of components necessary for an examination of delegation. In light of this, we only consider two decision-makers: a superior (or principal) and a subordinate (oragent). Delegation becomes impossible with fewer than two participants, and superfluous baggage with more. Each player also has two choices: The supervisor can choose to delegate or not, and the employee can choose to work or not. (There are many various ways to interpret the work-or-shirk choice, such as to specialize or to stay ignorant. Basically, the subordinate has two options: act in the boss's best interests or not; see assumption 1, below.) We therefore suppose that each person has a tight preference ordering over the four outcomes, giving us a total of four possible outcomes. (Indifference is an unnecessary complexity; it is a precarious state.) Figure 1 depicts the game's standard configuration. We assume that each participant is aware of the game they are participating in, including the possible course of action and potential rewards, as well as what the other players are aware of. A typology of delegation circumstances is created as a result of diverse preference orderings. There are too many and some are unrelated to theories of delegation for us to cover them all. Instead, we look at a subset that encapsulates a range of delegation scenarios, from the challenging (delegation is beneficial yet problematic) to the simple. We limit the preference orderings in two different ways to create this subgroup.

Assumption 1 (A1): The supervisor values the employee's effort. All else being equal, we presume that the supervisor prefers that her employees work rather than avoid their responsibilities. As a result, if the agent is successful, she will benefit from the following move: a>band c>d. For instance, the subordinate "works" in many of the delegation models examined here by gathering knowledge about a random variable that the superior does not witness. Since the boss is usually believed to be risk cautious, she prefers an informed, autonomous subordinate to an ignorant, autonomous one. She also prefers an informed, controlled agent to an ignorant, controlled agent.

The assumption that the subordinate must prefer having discretion to being controlled is a similar one that we do not make (holding fixed his move). We are unsure of this attribute; there are definitely significant circumstances in which it does not apply, such as when a subordinate wants the boss to be held accountable for the result, which is more likely if she was in charge. Second premise (A2): Deals can be reached because both the supervisor and the subordinate prefer the results of (delegate, job) to those of (control, shirk)

The normative theory of institutions, which is openly or implicitly supported by the majority of the delegation literature, is predicated on this supposition. The employer wants the subordinate to work hard, but the latter may prefer to take it easy. Despite this potential for conflict over effort, there is at least one point on which both parties can agree: (control, shirk) is collectively—that is, Pareto—suboptimal. Therefore, a compromise that avoids the Pareto-inferior result is possible. A2 simultaneously increases the likelihood that the institution could find itself in an undesirable equilibrium.

The supervisor has five alternative orderings given A1 and A2, but the subordinate has twelve. This leaves a 60 game subset that can be divided into 5 main categories, making it much easier to handle. We begin with the instance where the delegation "issue" is the least severe before moving on to more challenging ones. 3 Group 1: The game has a special Nash equilibrium that is Pareto-optimal. Consider a busy supervisor who is dealing with numerous pressing matters.

However, the task at hand is just somewhat significant. The opportunity costs of giving a subordinate specific instructions are high given her full schedule. Therefore, she has two dominant delegation strategies: a>cand b>d. If the subordinate puts in a lot of effort, terrific; if not, well. Let's say the subordinate doesn't employ a domineering tactic. His best course of action instead depends on what the boss does. If she exercises control, he benefits by shirking; if she delegated, he should put in more effort. Since the boss will unavoidably assign tasks, the anticipated result is (delegate, work). This is benign; it is simple to demonstrate that this result is efficient (given A1 and A2 and the specific assumptions defining this situation). Organizations must experience this frequently, yet students of delegation have mostly overlooked it, and for good reason—it is completely unproblematic.

The boss delegated and accepted the consequences since he was busy. The result is reliable and effective. Story over. Alternatively, assume the agent uses hard labor as their major strategy while their boss uses control as their dominant approach, perhaps because the project at hand is important to them personally. Therefore, the result is (control, work). Although delegation does not take place in this scenario, it is nevertheless crucial to note that it is just as unproblematic as the first case. Similar to how (delegate, work) was, this is an effective Nash equilibrium. Additionally, it is particularly stable because it is supported by two dominating tactics.

Several equilibria exist in category 2, but they are Pareto-ranked. Every game in category 1 has at least one player with a dominant approach. This makes these games tactically straightforward (given the informational presumptions); for instance, the order of movements is irrelevant. Now imagine what would occur if the boss's optimal course of action depended on what her subordinates did, and vice versa.

Consider the scenario where both parties have "deal-making" preferences, i.e., if the boss is willing to delegate, the subordinate will work hard and vice versa, but if the boss wants to exert control, the subordinate wants to avoid doing it, and if the subordinate avoids it, the boss wants to run the show. Then there are two Pareto-ranked Nash equilibria, as determined by A2.

(The better equilibrium must be Pareto-optimal in addition to being Pareto-superior to the poor equilibrium.) Thus, delegation in this context amounts to a coordination issue that may be easily resolved by simple conversation or signaling by movement.

Imagine, for example, that the boss moves first. The subordinate will work hard if she delegated; if she exercised control, he would slack off. She delegated because she anticipated this and preferred the former to the latter.

Category 3: There are several non-Pareto-ranked equilibria. Only 2 of the 60 games we are analyzing have numerous conflict-involved equilibriums. The supervisor favors playing one equilibrium while the subordinate prefers to play the other. The boss would rather not be closely identified with the bad end (b>d) if the subordinate shirks, but in one of these, the boss prefers an outcome in which good work is done to one in which it is not done (c>b). However, the subordinate favors the relaxed equilibrium of (delegate, shirk) over the tight one of (control, work). Conflict over equilibrium is the result. In this game, like in Chicken and other games with various, conflict-filled equilibria, the order of the moves is crucial. A first-mover advantage exists. When the supervisor takes the initiative and assumes control by giving specific instructions, the subordinate is compelled to put in more effort. However, if the latter may prevent the former by engaging in a passive act of employee sabotage, the boss will delegate to separate herself from the situation. Delegation is therefore actually troublesome in this circumstance.

Category 4: A singular, Pareto-inferior Nash equilibrium exists in the game. In-depth research has been done on this group of circumstances in the literature. Almost every every one of these games, the inadequate equilibrium is (control, shirk). When this is the case, one or both players' "poor" dominant strategy is to blame. In an intralegislative game, for instance (Gilligan & Krehbiel 1987; Diermeier 1995), let's say that the floor has a dominant strategy of taking control of the bill in the last stage. The committee lacks a dominant strategy; instead, it uses the traditional conditional best replies (focus on the floor delegates, else remain in the dark) for "deal-making." No matter what the committee does, the process will be controlled by the floor, so it won't specialize. The end outcome is a generally unfavorable equilibrium, which is the basis for most delegation literature.

All category 4 games are similar to the Prisoner's Dilemma in that they all exhibit a divergence between group rationality and individual reason: what is Pareto-optimal is not Nash. Since one or both sides of these games have dominant strategies, the order of the moves is immaterial.

Category 5: There aren't any pure Nash equilibria. The games feature pure Nasheequilibria in practically every delegation model described in the literature. Category 5 illustrates that this is not unavoidable. Let's say that the boss and the subordinate disagree over who gets credit or blame if the project is successful (if things go badly).

If the boss delegated, she could remove herself from the process and possibly escape some of the responsibility. However, if all goes according to plan, she would like to take credit for it by manipulating the subordinate and adding her own unique touch to the process. However, if the boss takes the credit, the subordinate feels that working hard was in vain and shirks; this is why the boss wants to delegate. The subordinate wants to work hard since the credit is then available for the taking. They continue to circle. Thus, the only Nashe equilibrium involves randomization on both sides. Even though we haven't demonstrated that this result is Pareto-inferior, the majority of real-world decision makers would likely view it as a delegation issue. If this trend continues, the institution is in trouble since it is unable to come to a firm decision.

How can one see the error of delegation and realize the futility of responsibility allocation

Reverse delegation of duties should be avoided. This is especially true when an employee's decisions are motivated by feelings like fear or a lack of faith in their own abilities. Instead of giving the assignment to a different employee, try to identify the root of the issue and find a fix.

You can hire dozens of workers but yet not scale and expand your firm. Following are some blatant indicators that the delegation guidelines are not being followed:

You are continuously working late to complete the tasks you believe no one else can complete more effectively than you because you lack the time to complete everything you had planned.

You repeatedly redo jobs for others since you know in advance when staff will fail;

You are perpetually preoccupied with managing your staff and how they carry out their duties;

Employees are terrified of responsibility and taking the initiative out of fear of punishment;

team with a high staff turnover rate.

1.3. Methodological approaches to the delegation process

Regardless of the number of employees in the state, the life of a corporation is a continual process of assigning tasks and carrying out duties. Delegation of authority is a conscious allocation of tasks among team members.

Small- and medium-sized business managers always approach the requirement for hired staff with trepidation due to the cost consideration. However, effective delegation really helps the business save money.

3 main reasons to delegate responsibilities:

not enough time. The necessity to assign duties typically emerges when the business owner is physically unable to complete all of them on his own. Naturally, there are more tasks as the business expands. The management has to find assistants so that the company can grow further.

the beginning of fresh industries. It is also beneficial to delegate authority when new business sectors enter a corporation. Delegating work to specialists who are already authorities in the needed subject and are familiar with particular procedures will always be more advantageous for business.

Tasks that have no direct connection to the business's primary operation. It appears that delegation of responsibility for tasks like office cleaning or accounting is not questioned. However, many business owners believe it is unnecessary to employ an expert to manage the IT infrastructure and instead opt to purchase the equipment themselves and then delegate the installation and configuration of computers and peripherals to a secretary. This is ineffective, though.

Guidelines for delegating

You can allocate duties among staff and organize work so that objectives are met as fast and effectively as possible with the help of a professional delegation procedure.

Delegating duties to the appropriate workers at the correct time can help you make the greatest use of your human resources.

How can one see the error of delegation and realize the futility of responsibility sharing?

Reverse delegation of obligations must not be permitted. This is especially true when an employee's decisions are motivated by feelings like fear or a lack of faith in their own abilities. Instead of giving the assignment to a different employee, try to identify the root of the issue and find a fix.

You can hire dozens of workers but yet not scale and expand your firm. Following are some blatant indicators that the delegation guidelines are not being followed:

You are continuously working late to complete the tasks you believe no one else can complete more effectively than you because you lack the time to complete everything you had planned.

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You are perpetually preoccupied with managing your staff and how they carry out their duties;

Employees are terrified of responsibility and taking the initiative out of fear of punishment;

team with a high staff turnover rate.

If you want to manage a successful business while maintaining your sanity, delegation is a necessary skill. Trying to do everything on your own can lead to rapid burnout and waste the distinct skill set that each person brings to your company.

Steps to Effective Delegation Are:

The first step towards delegation success is to clearly describe the assignment.

Setting expectations is essential to successfully assigning a task to a worker. The most effective approach to convey these expectations is in writing. Any chance of misunderstanding or confusion will be eliminated.

Provide suitable instruction. The amount of upfront work required to delegate is the reason why many business owners do not do so. They might believe they are saving time by doing it themselves rather than delegating it to another staff.

In actuality, the time and effort invested up front will pay off over time. Employees will be able to manage more jobs independently by receiving extra training from you.

Provide proper training

The reason many business owners do not delegate is the amount of up-front effort it takes. Instead of assigning other employees to complete a task, they may think they are saving time by simply doing it themselves.

The truth is that the initial time and effort necessary will pay off in the end. You may empower your staff to take on new responsibilities without only relying on you by providing them with more training.

The training might consist of webinars, online classes, audio, video, and course summaries. These give the crucial details needed to adequately train personnel, making it simpler to delegate to a worker who is better prepared.

Employ project management software

You can delegate efficiently using a variety of tools.

Asana – It gives you the ability to assign portions of a task to individuals as well as provide specific deadlines. Instead of using email, which can be a huge time waster, this offers quick assigning and communicating options.

Producteev – This app allows you to seamlessly go from the planning phase to the doing phase. You can create the project, schedule the tasks, assign them to specific employees, set up timelines, and monitor progress.

Trello – One of the best features of this app is instant notifications and real time updates to keep track of the project's progress.

Ontraport – The small, daily tasks are made much easier with this app, which automates them by creating a set of "rules" that trigger actions.

Basecamp – The tools included in this app are project management, time lines, calendars, and to-do lists – all of which are created to keep your team on target.

Technology for providing tourism services

- the requirements outlined in the technological diagrams of the processes involved in providing tourism services (tourist itineraries, excursions, etc.)

- specifications dictated by technological instructions;

- requirements imposed by national standards and industry technological standards.

- Job description qualification requirements, personnel performance standards, and so on.

The following are the primary requirements for tourism services:

- suitability for purpose;
- security;
- performance accuracy and timeliness;
- ergonomy;
- ease of use;
- the aesthetic.

Technologies for the provision of tourism services

- the requirements laid down in the technological charts of the processes of providing tourism services (tourist itineraries, excursions, etc.)

- requirements stipulated by technological instructions;

- requirements established by national standards, industry technological norms;

- qualification requirements contained in job descriptions, personnel performance standards, etc.

The main requirements for tourism services are:

- fitness for purpose;;
- safety;
- accuracy and timeliness of performance;
- ergonomics;
- comfort;
- aesthetics.

The process of establishing technological requirements and defining technology for the process of providing tourism services is carried out for the processes of tourism product formation, promotion, and sales. Draft technical specifications, technological instructions for flow charts, personnel work standards, and other documents are the result of this stage of design.

The technological map of a tourist trip is a document that reflects the program's content, a description of the sequence of operations, and the conditions of tourist service while traveling along a specific route.

The main indicators of the route, places to stay, dates of arrival, approximate (expected) number of tourists, tourist service program along the route, and description are determined when working out the technological itinerary.

Travel Passport.

The itinerary passport contains a more detailed description of the itinerary, as well as organizational and legal aspects, and it governs relationships between the tour operator, the tourist, and the company that has entered into a partnership agreement with the tour operator. It also includes travel insurance terms and conditions.

Leaflet with information.

The tourist must be given accurate and complete information about the upcoming trip, according to the laws "On Consumer Rights Protection" and "On the Fundamentals of Tourism Activities in Ukraine." As a result, the information sheet must be included with the set of mandatory documents provided to the customer. It includes basic information about the country of stay, the host company, safety conditions for tourists on the route, and contact phone numbers for the Ukrainian Embassy and the host company. It may also include other documents such as an excursion guide, maps, brochures, and so on.

Catalogue of itineraries

Each referral manager creates an information catalogue that includes details about the itinerary, the host country, cities, hotel descriptions (rooms, meals, and services), and excursions. Typically, it is a colorful album in which the client can and should find anything that may be of interest to him when he visits the company, and the manager, having received the Regional Studies, should provide all information on any questions that arise.

The tour's calculation.

The tour operator calculates the cost of the tour voucher once the ticket prices have been received and the foreign partners have set the price for their package. The price of the travel voucher includes overheads (rent, phone calls, fax correspondence, use of information networks, etc.), operating company profit and commissions for companies working under agency contracts, and taxes charged on the cost of production. As a result, we know how much the trips on this route will cost.

Voucher for a sample

A voucher is an official document issued by the sending company to individual tourists or group leaders as proof of their right to the services listed on the voucher from the host company. Upon arrival at the destination, the voucher is presented to the host hotel.

CHAPTER 2. STUDY OF DELEGATION OF AUTHORITY AND RESPONSIBILITIES OF ITS LLC COMPANY

2.1. Organization structure and characteristics of financial and economic activity of ITS LLC Company

The following factors have an impact on the travel company LLC's operations:

1) Factors of politics
The state regulates the enterprise's tourist activity through laws and normative-legal acts.

The host country's internal political stability actively promotes the expansion of international tourist communications. Also considered are interstate and intergovernmental agreements in the fields of economy, trade, science and technology, and cultural relations, as well as tourism.

2) Economic considerations

The impact of economic factors on LLC activity is primarily determined by the fact that there is a close relationship between tourism development trends and economic trends. There is a direct relationship between the country's economic development, the volume of national income, and the material well-being of its citizens. The economic position of the state influences not only the level of development of the material and technical base, but also the level of development of tourism infrastructure.

3) Factors of society
People between the ages of 20 and 40 are most likely to engage in active forms of tourism. Urbanization (increase in the share of urban population), the extent of which is directly proportional to the intensity of tourist trips, is also included in the group of demographic factors.

4) Technological factors. Technological factors connected with progress in technics and technology considerably influence the development of a travel agency, open opportunities for production of new kinds of services, their marketing and improvement of client service.

5) Factors related to institutions The tourism industry has a high demand for qualified specialists. It is necessary to actively participate in the process of personnel training at specialized educational institutions in order to satisfy it. The company is looking for people with industry experience and, ideally, knowledge of a foreign language (English or German). This is because of its reputation. Employees with no prior work experience in the tourism industry must enroll in courses and gain the necessary experience.

6) Natural-geographical factors. Natural and geographical factors are decisive in tourists' choice of a particular region to visit. It all depends on what clients choose, some want to sunbathe at the seaside, some want to spend their holidays skiing.

7) Cultural and historical factors. The richness of the natural and cultural-historical resources and the possibility and convenience of using them have a significant influence on the scale, pace and direction of tourism development.

8) Environmental factors Because the environment is the foundation and potential of tourist activity, ecological factors have the most direct influence on LLC activity.

9) Seasonality is number nine. Seasonality, which acts as the most significant specific problem, holds a special place among the factors influencing the development of LLC.

As a result, in order to maintain its competitive position and market position, LLC must

1) Create a more effective advertising campaign;

2) Create customer outreach programs.

3) Create new tourism routes in countries where its activities are concentrated;

4) Be as open and transparent with its clients as possible.

In the case of the LLC, it is critical to assess its true competitive potential and develop measures and tools that can assist the firm in improving its competitiveness and ensuring its success. Organizational measures to improve an LLC's competitiveness can be summarized as follows:

Assuring quality indicators that create a market priority for the firm's tourism products;

Identifying the benefits and drawbacks of competitor products and implementing the findings in the firm;

Investigate the activities of competitors in order to improve the similar products that they offer in the market and develop measures that give you a competitive advantage.

Identifying potential changes to the tour product by improving quality features such as dependability and design.

The main tasks of analyzing the LLC's financial position are to determine the quality of its financial position, to investigate the reasons for its improvement or deterioration over time, and to prepare recommendations for improving the enterprise's financial stability and solvency. The dynamics of absolute and relative financial indicators are studied to solve these tasks.

The financial reports submitted by the business entity to external users, including investors, serve as the primary basis for financial analysis of the travel agency.

The system of indicators on ITS LLC's property and financial position, as well as the financial results of its activities for the reporting period, are presented in the organization's accounting (financial) statements. ITS LLC revenues include the proceeds from the sale of products and the provision of services. The tour operator's direct costs include the cost of purchasing the rights to the following tourist services: lodging and lodging, transportation services (transportation), meals, excursions, medical services, disease treatment and prevention, visa services, and other costs associated with the execution of a tourist trip, voluntary insurance against accidents, illnesses, and medical insurance during a tourist trip, and guiding services.

Thus, the financial resources of LLC are the totality of the enterprise's monetary income, receipts, and savings used to provide its activity.

LLC's accounting and financial reporting system is built on the principles and qualitative characteristics established by the Accounting and Financial Reporting Law, as well as National and International Financial Reporting Standards.

The Chief Accountant of LLC keeps accounting and statistical records as required by law, and the firm's officials are financially, administratively, and criminally liable for their misrepresentation. LLC provides information to state authorities for taxation and the national system of economic data collection and processing.

Tax and other state bodies, which are mandated by law to inspect the activities of travel agencies, do so as needed and within their jurisdiction. The Company reserves the right to refuse to comply with these bodies' requirements on issues outside their scope of expertise and to not familiarize them with materials unrelated to the subject of control.

Similarly, the Articles of Association of the ITS LLC travel agency address the company's public accounting as well as the retention of the company's documents.

Complete and reliable information on LLC activities and property status; ensuring control over the use of material, labor, and financial resources in accordance with approved norms, standards, and estimates; timely prevention of negative economic and financial phenomena, identification and mobilization of internal reserves.

The main tasks of the accounting at ITS LLC are:

Complete and reliable information on LLC activities and property status;

Ensuring control over the use of material, labor, and financial resources in accordance with approved norms, standards, and estimates;

Timely prevention of negative economic and financial phenomena, identification and mobilization of internal reserves.

Marketing activities of the firm

A company's marketing activities are critical to its success.

of the business management survey Following the selection of the enterprise's main strategic directions, it is necessary to specify them through marketing program planning...

Any tourist company must constantly monitor everyone.

Respond to market changes: falling behind the more fortunate and insightful threatens consumer distrust of the firm, which can lead not only to the loss of a customer, but also to the fall of the company's overall image, resulting in the loss of a significant portion of potential and regular customers.

A travel agency ITS LLC closely monitors all changes in the tourist market, studies competitor firm activity, develops new tourist itineraries for youth, family, business, educational, and medical tourism, and conducts numerous surveys on its website and among the population.

Most surveys are conducted by marketing and advertising agents. Surveys assist employees in developing new travel itineraries that will be in demand.

A travel agency's purpose is to meet the needs of the population, attract customers, increase profits, and improve the company's image.

The firm's ability to sell and profit is determined by the goods and services it provides. The firm has nothing to offer the market in the absence of goods and services.

However, it is not simply a matter of producing goods: they must be designed for a specific market and meet the firm's overall objectives.

A travel agency ITS LLC provides services that satisfy people's natural desire to learn about other countries' lifestyles, mentalities, and cultures. The agency's services are primarily aimed at individual tourists or small groups of three or four people who want to gain a better understanding of life not only in Ukraine but also abroad.

Depending on the client's preferences, the program can include tailor-made excursions based on the client's interests in history, culture, politics, or a specific professional field (excursions both thematic and sightseeing). The "travel agency LLC" pays attention to details and "little things," which is especially important in Ukraine, where the tourism industry has long been unfocused on the client.

The market niche (individual, customer-oriented tourism) is large enough to be profitable, but small enough to be appealing to large travel companies serving large numbers of tourists. Currently, the agency obtains clients through direct contacts or referrals. The travel agency ITS LLC is looking for foreign partners with whom it can collaborate to increase profits. In order to obtain additional funds for the firm's development, the firm also offers its services to local businesses.

To better understand the company's ability to meet timely obligations to suppliers and creditors, employees and other parties, it is important to study the liquidity ratios in more detail in the table 1.2.

Table 2.1

Dynamics of liquidity indicators of ITS LLC in 2016 – 2020, on 31/12

Indexes	Year					Absolute deviation, +, -	
	2016	2017	2018	2019	2020	2020 / 2016	2020 / 2019

Current ratio (coverage)	2,46	3,67	2,97	2,86	2,84	0,38	-0,02
Rapid liquidity ratio	0,62	1,26	0,97	1,11	1,11	0,49	0
Absolute liquidity ratio	0,04	0,3	0,03	0,06	0,07	0,03	0,01
The ratio of short-term receivables and payables	0,63	1,39	1,34	1,47	1,46	0,83	-0,01

Source – made by the author based on company data

ITS LLC has been working to reduce short-term risks during 2016-2020, so managers are taking measures to ensure a balance of short-term funding sources and current assets. This is evidenced by the increase in the current liquidity indicator from 2,46 hryvnias to 2,84.

If we compare it with the normative (which is more than 2), we can conclude that the company will not have problems with repayment of obligations to suppliers of material resources, services, financial resources and so on.

ITS LLC was able to repay 62% of its current liabilities within three to six months from the first reporting date (2016 year). As for the value of the indicator at the last reporting date (2020 year), it is within the regulatory limits, because for each unit of short-term liabilities the company had 1,11 hryvnias of current assets, which could be quickly sold on the market and converted in cash.

Comparing the value of current receivables and payables, it can be noted that ITS LLC finances its debtors at the expense of suppliers in 2020, in addition, part of the working capital of the company is distracted. For each unit of accounts payable there are 1,46 hryvnias of receivables. However, this situation is not unequivocally bad, because if such a policy allows you to increase revenue, it is advisable to continue to use equity to provide the right to defer payment to customers, this is often more important than a discount on the product.

Table 2.2

Dynamics of indicators of financial stability of ITS LLC in 2016 – 2020, on 31/12

Indexes	Year					Absolute deviation, +, -	
	2016	2017	2018	2019	2020	2020 / 2016	2020 / 2019
Own working capital, thousand UAH	77 120	150 563	233 200	321 210	353 216	276 096	32 006
Ratio of current assets with own funds	0,37	0,56	0,56	0,57	0,57	0,2	0
The ratio of own working capital stocks	0,5	0,85	0,83	0,93	0,94	0,44	0,01
Coefficient of financial autonomy	0,39	0,57	0,56	0,58	0,58	0,19	0
Coefficient of financial dependence	2,59	1,76	1,78	1,73	1,72	-0,87	-0,01
Financial leverage ratio	1,59	0,76	0,78	0,73	0,72	-0,87	-0,01

Equity maneuverability ratio	0,95	0,97	0,98	0,97	0,97	0,02	0
Short-term debt ratio	0,65	0,62	0,76	0,81	0,83	0,18	0,02
Financial stability ratio (investment coverage)	0,6	0,73	0,67	0,66	0,65	0,05	-0,01
Asset mobility ratio	53,56	61,41	80,76	48,79	48,02	-5,54	-0,77

Source – made by the author based on company data

ITS LLC has formed its own working capital (353,216 thousand UAH), which can be used to finance part of the inventories required in the operating process and receivables arising in the process of production and sale of other current assets. The amount of these funds increased by 276,096 thousand UAH during 2016 – 2020.

The managers of ITS LLC provided high financial flexibility of the enterprise, as a significant part of the working capital was created at the expense of the owners. As a result, the company is less dependent on external suppliers of financial resources. 57% of current assets account for own working capital in 2020.

It is extremely important for the company to be able to form the necessary stocks of material resources, which are then used in the production process and the process of providing services. If there are supply disruptions, it threatens both the implementation of the production program and the image of ITS LLC . The high value of the indicator of providing inventories with own working capital (94% in 2020) indicates that the risk of such disruptions is minimal. In addition, there is a reduction in the risk of insufficient supply of materials, raw materials and other resources during the period 2016 - 2020, which would lead to a temporary cessation of operations of ITS LLC . This is evidenced by an increase in the share of working capital in inventories by 0,44 percentage points.

ITS LLC is able to independently finance a significant share of the required assets, namely 58%. The fact that the corresponding figure increases by 0,19, indicates an increase in confidence in the company by financial market participants, suppliers of material resources and services. After all, even if the company loses its solvency and goes bankrupt, the high share of equity will repay most of the liabilities.

Now it is advisable to analyze the indicators of business activity, because they are of great importance for assessing the financial condition of the enterprise, as the intensity of turnover, ie the speed of their conversion into cash, directly affects the solvency of the enterprise (table 2.3).

Table 2.3

Indicators of business activity of ITS LLC in 2016-2020

Indexes	Year					Absolute deviation, +, -	
	2016	2017	2018	2019	2020	2020 / 2017	2020 / 2019
Asset turnover, transformation ratio, turnover	-	5,33	5,27	5,23	5,78	0,45	0,55
Turnover ratio of current assets, turnover	-	5,42	5,34	5,32	5,9	0,48	0,58
Period of one turnover of current assets, days	-	66,37	67,36	67,69	61	-5,37	-6,69
Inventory turnover ratio, turnover	-	6,67	7,07	7,51	8,77	2,1	1,26
Period of one turnover of stocks, days	-	53,94	50,89	47,93	41,05	-12,89	-6,88
Turnover ratio of finished products, turnover	-	679,36	831,43	1407,98	2292,59	1613,23	884,61
Period of one turnover of finished products, days	-	0,53	0,43	0,26	0,16	-0,37	-0,1
Receivables turnover ratio, turnover	-	22,81	18,97	16,07	16,78	-6,03	0,71
Receivables repayment period, days	-	15,79	18,98	22,41	21,46	5,67	-0,95
Accounts payable turnover ratio, turnover	-	18,26	22,71	20,49	22,31	4,05	1,82
Accounts payable repayment period, days	-	19,72	15,85	17,57	16,13	-3,59	-1,44

Source – made by the author based on company data

Each hryvnia of company ensured the receipt of 5,78 hryvnias of inflow of funds from the sale of goods and services during 2020 year. Accounts receivable of ITS LLC made 16,78 turnovers per year, and the debt collection period is 21,46 days.

Customers and other debtors used the company's funds in 2020 year for a longer period (21,46 days) compared to the period during which the company diverted part of the working capital of suppliers and other partners in the financial and economic relations in the formation of accounts payable (16,13 days). If such a mechanism of commodity lending to customers allows to increase sales, it is advisable to continue to adhere to this policy, subject to quality control of debt.

The return on assets of ITS LLC shows that for every hryvnia used to finance ITS LLC 's assets, a net profit of 21.41 kopecks was generated in 2020. An important indicator is the return on equity, which reflects the efficiency of the company in terms of owners or potential investors. Each hryvnia of owners' capital in 2020 provided them with 36,84 kopecks of net profit.

The company provided an increase in the welfare and improvement of the financial situation of the owners, as evidenced by the high value of the indicator of return on equity.

The identified increase indicates that the company is becoming an increasingly attractive object of investment in terms of income generation potential for owners of shares or other securities that reflect the ownership of the company's share.

Table 2.4.

.Geographical structure of exports of ITS LLC 2015-2019, thousand UAH

N i/o	Countries	Year					Analysis			
							Rate of Increase, %			
		2015	2016	2017	2018	2019	2016/20	2017/20	2018/20	2018/20
	1.	2.					3.			
1	Germany	60235	90563	50489	37582	24562	50,35	44,25	25,56	34,64
2	Egypt	47859	50689	33256	35682	37686	5,91	34,39	7,29	5,62
3	Netherlands	27683	34528	22952	15344	14410	24,73	33,53	33,15	6,09
4	Latvia	15236	19050	10623	4123	4055	25,03	44,24	61,19	1,65
5	Poland	6003	8967	5630	3899	2596	49,38	37,21	30,75	33,42

Source: calculated by the author based on company data

This table shows the geographical structure of exports for ITS LLC for the years 2015-2019, in thousands of Ukrainian hryvnia (UAH). The table has five columns and six rows, including the header row.

The first column lists the numerical order (N i/o) of the countries. The second column specifies the countries being analyzed: Germany, Egypt, Netherlands, Latvia, and Poland. The third column lists the year for which the export data is reported. The fourth column shows the export value in UAH for the respective countries and years, starting with 60,235 thousand UAH in 2015 for Germany, and decreasing to 2,596 thousand UAH in 2019 for Poland.

The fifth column provides export data for the same countries in the following years: 2016, 2017, 2018, and 2019. The export value for each country has changed over the years, with some countries experiencing a steady increase, while others fluctuated.

The sixth and final column presents the rate of increase in exports for each country, as a percentage. The rate of increase is calculated between the years 2016-2020, 2017-2020, and 2018-2020, respectively. For example, Germany's export value increased by 50.35% between 2015 and 2016, while its export value increased by 34.64% between 2018 and 2020.

The table provides a detailed overview of the export structure for ITS LLC and highlights the changes in exports over time for the specified countries.

The table also shows the analysis of the exports, including the rate of increase or decrease for each year compared to the previous year. Overall, the total exports increased from 2015 to 2016 by 30.93% and continued to increase in 2017 and 2018, but there was a decline in 2019.

The analysis of the eight commodities reveals that wheat, corn, and sunflower were the top three commodities exported by ITS LLC during this period. Wheat had the highest value of exports in 2015, but its value decreased significantly in the following years. In contrast, corn had the highest rate of increase in exports from 2015 to 2016, but its value decreased in 2017 and 2018. Sunflower had a relatively stable rate of increase in exports during this period.

The other commodities, including soy, linen, millet, safflower, and other products, had varying rates of increase or decrease in exports. Soy had the highest rate of increase in exports from 2015 to 2016, while safflower had the highest rate of increase in exports from 2016 to 2017. However, all of these commodities experienced a decline in exports in 2019.

This table provides valuable information on the commodity structure of exports of ITS LLC and highlights the fluctuations in the exports of specific commodities over a five-year period.

Table 2.6

Costs associated with the production of export products of ITS LLC for 2015-2019 thousand UAH

N i/o	Indicator	2015	2016		2017		2018		2019	
		Fact	Fact	Absolute deviation, +/-	Fact	Absolute deviation, +/-	Fact	Absolute deviation, +/-	Fact	Absolute deviation, +/-
	1.	2.	3.		4.		5.		6.	
1	Variable costs:									
1.1	energy and fuel costs	9874	15566	5692	11966	-3600	6332	-5634	5588	-744
1.2	costs of raw materials and fertilizers	12365	22899	10534	14598	-8301	7965	-6633	6955	-1010
1.3	salary expenses	13500	16000	2500	14000	-2000	7500	-6500	6899	-601
1.4	transportation and preparation costs	1355	2700	1345	3036	336	1712	-1324	755	-957
1.5	others	2366	3699	1333	2700	-999	1500	-1200	1365	-135
2	Fixed costs:									

**Source: calculated by the author based on company data*

This table shows the costs associated with the production of export products of RPE LLC "ITS" LTD for the years 2015-2019, in thousands of UAH. The costs are divided into variable costs and fixed costs.

The variable costs include energy and fuel costs, costs of raw materials and fertilizers, salary expenses, transportation and preparation costs, and other costs. The table shows that the energy and fuel costs increased in 2016 and 2018, but decreased significantly in 2019. The costs of raw materials and fertilizers increased in 2016 and 2018 but decreased significantly in 2019. The salary expenses increased in 2016 but decreased in 2017 and 2019. The transportation and preparation costs increased in 2016 and 2018, but decreased in 2019. Other costs increased in 2016 and decreased in 2019.

The fixed costs include depreciation of equipment and premises and rent. The table shows that the depreciation of equipment and premises increased every year, while the rent increased in 2016 and 2018, but remained the same in 2019.

The table shows that the total costs of production increased significantly in 2016 and 2018, but decreased significantly in 2019. This indicates that the company was able to control its costs effectively in 2019.

Revenue from sales of export products (UAH): This indicator shows the total amount of revenue generated by the enterprise through the sale of export products. The revenue increased by 30.93% in 2016 compared to 2015, but then decreased by 40.68% in 2017, and continued to decrease in the following years.

Costs associated with the manufacture of export products (UAH): This indicator shows the costs associated with the production of export products. The costs increased significantly by 45.8% in 2016 compared to 2015, but then decreased in the following years. However, the costs were still higher in 2019 than in 2015.

Expenses related to the sale of export products (UAH): This indicator shows the expenses incurred by the enterprise for selling the export products. The expenses increased by 17.51% in 2016 compared to 2015, but then decreased in the following years. However, the expenses were still higher in 2019 than in 2015.

Profit from exports (UAH): This indicator shows the profit earned by the enterprise from the sale of export products. The profit increased by 25.12% in 2016 compared to 2015, but then decreased significantly in the following years.

Net export profit (UAH): This indicator shows the profit earned by the enterprise from the sale of export products after deducting all related expenses. The net profit decreased significantly in 2016 and continued to decrease in the following years. The net profit in 2019 was only 40% of what it was in 2015.

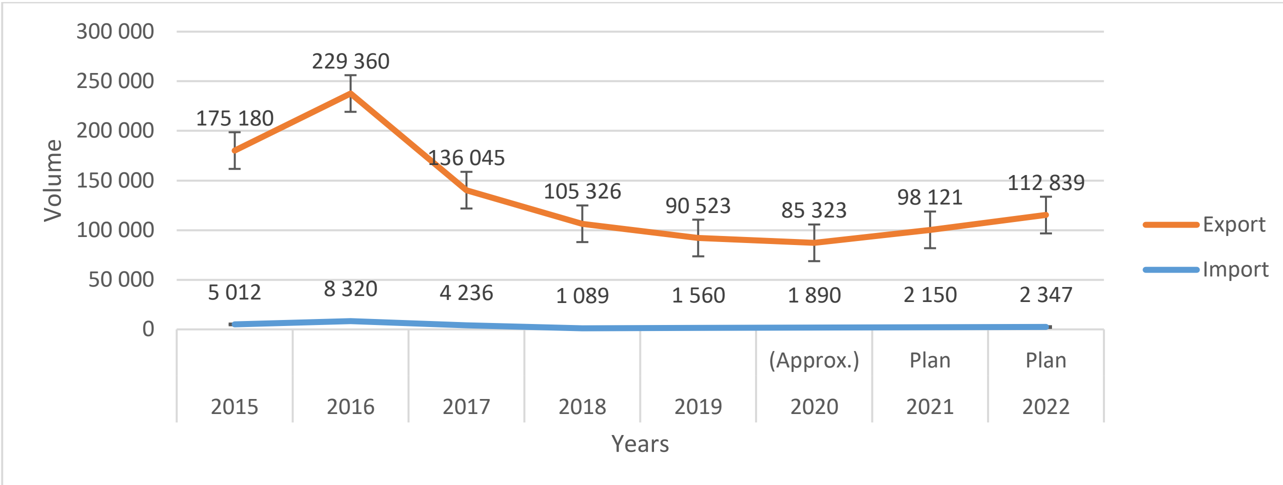

Fig. 2.1 **The tendency of imports and exports in foreign trade LLC "ITS"LTD for 2015-2019**

**Source: calculated by the author based on company data*

Figure 2.1 shows that the lines, that are responsible for foreign trade, the export line from 2016 to 2020 tends to decrease and from 2020 to 2022 tends to increase. In that case, we can say that our company enhances its position in the international market. As for the line related to import also tends to increase from 2020 to 2022.

2.2. Analysis of internal and external environment of ITS LLC Company

The products (services) of the company and their competitiveness

A SWOT analysis, as shown in Table 2.1, is required to identify the LLC's strengths and weaknesses.

Table 2.12

Matrix of SWOT analysis of Innovation Travel Solution

	Features	Threats
	1) Technological advancements in the tourism industry. 2) The advancement of international relations. 3) Implementation of a flexible discount system for loyal customers.	1) The economic crisis. 2) Environmental and political deterioration in the Asia-Pacific region. 3) The emergence of new competitors.
Strengths: Well-established work with major tour operators	1) Increased sales, improved development dynamics, and the introduction of new routes. 2) The possibility of faster document processing and a reduction in the cost of services provided.	1) Will result in lower sales volume. 2) Creation of more affordable tourism routes. 3) Unaffected.
Highly qualified staff.	1) Will result in the same customers using the company's services again and again.	1) Creation of more affordable tourism routes. 2) Cost-cutting measures.

		3) Potential customer churn as a result of competitors providing similar services.
High quality services provided	1) Will result in an increase in customer base. 2) Customers will have faith in the quality of services provided.	1) Enhancement of tour packages and customer service technology.
Stable financial position of the firm	1) To increase market share. 2) Establish yourself as a market leader in the travel industry. 3) To boost sales volume.	1) The cost of the tour package will rise significantly, reducing the company's net profit.
Weaknesses: Inadequately designed tourism services to Europe and America.	1) Expand collaboration with tour operators who offer tourist routes to these regions.	1) Investigate and identify potential destinations in other regions. 2) Prevent customer outflow to competitors by developing their own programs and itineraries to these regions.
Ineffective advertising campaign	1) Increase the intensity of their advertising campaign in order to gain more market share and establish their brand.	1) Investigate new competitors and try to use all levers of control to take the lead.

Employees do not improve their abilities.	1) Employees should be sent to various trainings, courses, conferences, and exhibitions to improve their competitiveness.	1) Ensure high-quality staff development on a financial and practical level.

**Source: calculated by the author based on company data*

All factors influencing the development of an ITS LLC are classified as dynamic or static.

Natural and geographical factors are examples of static factors. They have fixed, unchanging values. Scenic nature, favorable climate, terrain, and underground wealth are examples of natural-climatic and geographical factors. Cultural-historical factors (architectural monuments, history, etc.) can also be classified as static to a large extent. Demographic, socioeconomic, logistical, and political factors are examples of dynamic factors. They can have different values that change over time and space.

Table 2.13

Educational, gender and qualification distribution of employees in 2021

Indicator	Total, people	From the total number, people		From the total number, %		
		Men	Women	Total	Men	Women
Average number of employees, total	807	506	301	100	62,70	37,30
Number of employees who graduated from higher education institutions						
3rd-4th levels of accreditation	612	399	213	75,84	49,44	26,39
1st-2nd levels of accreditation	182	102	80	22,55	12,64	9,91
General education	13	5	8	1,61	0,62	0,99
Number of employees aged:						
20-25 years old	145	93	52	17,97	11,52	6,44
26-30 years old	210	132	78	26,02	16,36	9,67
31-35 years old	186	115	71	23,05	14,25	8,80
36-40 years old	129	86	43	15,99	10,66	5,33
41-45 years old	73	44	29	9,05	5,45	3,59
46-50 years old	32	18	14	3,97	2,23	1,73
51-55 years old	24	15	9	2,97	1,86	1,12
56-60 years old	8	3	5	0,99	0,37	0,62

Source: own representation based on internal company data

Furthermore, factors influencing ITS LLC are classified as external (exogenous) and internal (endogenous) (endogenous).

External (exogenous) factors such as demographic and social changes have an impact on the travel agency. This group includes: population aging, an increase in the number of working women and changes in family income, an increase in the proportion of single people, trends toward later marriage and family formation, an increase in the number of childless couples in the population, reduced immigration restrictions, increased paid business travel and more flexible working hours, earlier retirement, and increased awareness of tourism opportunities. Economic and financial factors are also external factors affecting ITS LLC's:

- economic and financial situation improvement (deterioration);

- Increase (decrease) in personal income;
- increased (decreased) tourist activity depending on the percentage of income allocated to recreation;
- Increase (decrease) in the publicly funded portion of tourism and travel spending.

External factors also include policy and legal regulation changes, technological advancements, developments in transportation infrastructure and trade, and changes in travel safety conditions.

Internal (endogenous) factors are those that have a direct impact on tourism. They include material and technical factors that are necessary for the formation of an LLC. The main one is related to the development of lodging facilities, transportation, catering businesses, the recreational sector, retail trade, and so on.

Internal factors include tourism market factors as well:

- Processes of demand, supply, and distribution
- Market segmentation is playing an increasingly important role.
- Coordination is playing an increasingly important role in tourism activities and monopolization processes.
- The media and public relations are playing an increasingly important role in the promotion, advertising, and sale of developed tourism products.

The growing importance of human resources in tourism (increasing the number of employees, developing a professional and qualification structure, increasing the importance of vocational training, improving the organization of work, etc.).

Increased importance of private tourism businesses.

The seasonality factor holds a special place among the factors influencing the development of an ITS LLC. The volume of tourism activity can vary dramatically depending on the season. The company implements a number of measures to reduce seasonal downturns, such as seasonal price differentiation.

2.3. Investigation of the delegation process of Innovative travel solutions LLC Company

To be an effective leader, you must master the art of delegating.

The move from doing to leading is one of the most difficult for leaders to make. Rookie managers frequently struggle with this, but even experienced leaders can fall into this trap.

Let's define delegation of authority and how to execute it effectively in the workplace.

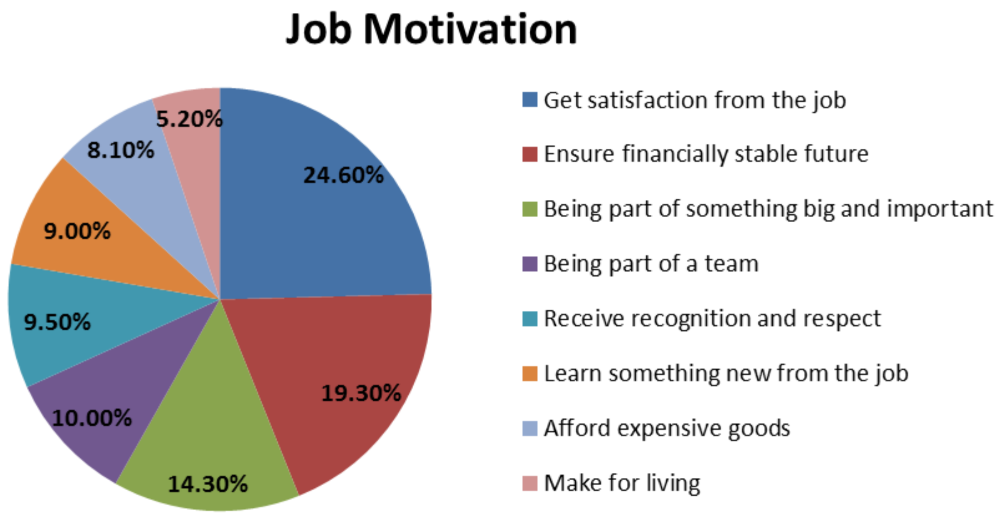

Fig. 2.4. Results of job motivation survey of employees of ITS LLC in 2022

Source – made by the author based on company data

The division of work and decision-making power to a person who reports to a leader or management is referred to as delegation of authority.

It is the organizational method through which a management divides his or her own labor among all of their employees. It entails entrusting people with the duty of doing the duties entrusted to them in the manner that they consider suitable.

They share power and accountability in addition to responsibility. This guarantees that activities are accomplished effectively and that the individual feels accountable for them.

On one level, delegation is just breaking down work into tasks that others can complete.

Delegation at its finest enables individuals to undertake the task for which they are best qualified. It enables students to put more effort into their job and develop their own talents and abilities. It also frees up the manager's time to focus on more strategic or higher-level tasks.

In other words, delegated authority entails more than merely assigning tasks. It genuinely is a shared sense of duty, ownership, and decision-making. Shared authority is delegated authority.

Delegating power can also boost efficiency by holding individuals more accountable for their own work and actions. Employees that are skilled and competent require less time and energy to monitor and micromanage. As a result, your team becomes more capable and capable of achieving greater performance.

Delegation is the act of entrusting another person with portions of your task and expecting them to do them satisfactorily.

1. Authority

In the context of a business, authority refers to an individual's ability and right to utilize and distribute resources efficiently.

This comprises the capacity to make choices and issue instructions in order to fulfill the objectives and goals of the company.

This component should be well-defined at all times. Everyone in positions of leadership should understand the scope of their authority.

Basically, it is the right to issue a command, which means that top-level management always has the most power.

Authority and accountability are inextricably linked. Hence, if a work is to be performed successfully, authority, particularly authority in management, should always be accompanied with an equal measure of responsibility.

Similarly, there has always been a link between power and influence. Read more about this connection in our article, Power vs. Influence: How to Leave a Legacy of Leadership.

2. Responsibility

This relates to the specifics and extent of the individual's ability to perform the work at hand.

- Accountability without sufficient power can result in:
- Discontent
- Dissatisfaction
- Conflicts
- Disappointment for the person

Although power comes from above, accountability comes from below. Intermediate and lower-level managers bear additional responsibilities[62].

3. Accountability

Accountability cannot be transferred, unlike power and responsibility. Instead, it is implied in the delegation of obligation.

Anyone who embarks on a project and hires themselves into a company assumes accountability for the results of their labors.

In a nutshell, accountability refers to taking responsibility for the final result. Accountability follows responsibility.

While authority travels downward, accountability rises. There must be a consistent downward flow of authority and upward flow of accountability for every position in the management structure[49].

The Importance of Delegation

It has been shown that delegation increases productivity and offers indirect advantages for the company.

A study published in the Harvard Business Review suggests that delegating may increase an organization's revenue and general effectiveness.

In addition to empowering individuals inside the business, delegation also supports maximizing group performance.

Delegating empowers your team, builds trust, and inspires them.

Another way to challenge and develop people at work is to delegate carefully and with assistance. This typically has a greater impact than normal professional development.

It teaches executives how to choose the people who are most equipped to complete tasks or projects.

According to a Harvard Business Review article, one team leader used a delegation approach to go from being busy to being productive.

Delegating jobs may, of course, help to reduce your workload. Yet, according to Dr. Scott Williams, delegation does far more than simply taking things off your plate.

For starters, those who work for you will be able to learn new skills and gain knowledge. This prepares children for future responsibilities.

Williams says:

"Delegation may also be a strong indication that you value your subordinates' talents and trust their discretion... Workers who believe they are trusted and valued are more committed to their job, their company, and, especially, their bossesDelegation strengthens teams by allowing them to demonstrate their abilities to take on new tasks.

Departments

You can give someone else control over a particular department. As CEO, you may, for instance, give the marketing director control over the whole marketing division.

Projects

You can delegate the completion of a certain project to an individual or a group of employees.

A marketing director, for example, may delegate an advertising campaign to a project manager or project lead. The project manager then brings together a team of copywriters and designers to work on the project. Each of these contributors is assigned distinct tasks.

The project lead has been given power by the marketing director. The project manager may delegate more to the team if they are all skilled and knowledgeable with the project's goal and expected outcomes. If the collaborators are largely freelancers or junior workers, the project manager may distribute duties yet retain power and be more active in task monitoring.

Making a decision

You can delegate decision-making authority to one of your staff so that you can focus on other tasks. As a marketing director, you may, for example, transfer responsibility to the deputy marketing director to hire staff for the department as needed.

Delegating decision-making authority can be an effective way to distribute responsibilities and free up your time as a marketing director. By empowering your deputy marketing director to handle the hiring process for the department, you can focus on other strategic tasks and initiatives.

To delegate decision-making authority for hiring staff, you should consider the following steps:

- Assess the capabilities and skills of your deputy marketing director: Ensure that the person you are delegating the authority to has the necessary expertise and experience to make informed hiring decisions. Evaluate their track record and ability to align with the goals and values of the marketing department.
- Clearly define the decision-making parameters: Set clear guidelines and boundaries for the delegated decision-making authority. Clearly communicate the criteria for selecting candidates, budget constraints, and any specific requirements for the positions. Provide any necessary resources, such as access to job portals or recruitment agencies, to facilitate the hiring process.
- Establish a reporting and feedback mechanism: Define a reporting structure where your deputy marketing director provides regular updates on the progress of the hiring process. Set milestones and checkpoints to review the selection process and ensure it aligns with the department's needs. Encourage open communication and feedback to address any concerns or challenges that may arise during the hiring process.
- Provide support and guidance: Even though decision-making authority is delegated, continue to provide support and guidance to your deputy marketing director as needed. Offer assistance in reviewing resumes, conducting interviews, or making final decisions when necessary. Share your expertise and insights to help ensure the hiring decisions align with the overall marketing strategy.
- Monitor the outcomes and evaluate the process: Regularly review the hiring outcomes to assess the effectiveness of the delegated decision-making authority. Evaluate the quality of hires, the efficiency of the process, and the overall impact on the department's performance. Use this feedback to refine the delegation process and make necessary adjustments[70].

Analysis

When you want further information, you might request that workers conduct extensive study on the subject. If you are a marketing project manager, you may ask someone on the demand generation team to investigate demographic facts for the intended audience of their advertising campaign.

Processes administrative

Administrative activities, such as data input, can also be delegated to other staff.

As the marketing manager, you could delegate social media monitoring to a marketing assistant.

Delegating administrative activities, such as data input, can indeed help streamline operations and increase efficiency within the marketing department. Assigning the task of social media monitoring to a marketing assistant can be an effective way to manage the workload and ensure that social media channels are monitored regularly. Here are some steps to consider when delegating social media monitoring:

- Assess the skills and capabilities of the marketing assistant: Before delegating social media monitoring, evaluate the marketing assistant's familiarity with social media platforms and their ability to effectively monitor and engage with online communities. Provide any necessary training or resources to enhance their understanding of social media management.
- Clearly define the objectives and expectations: Communicate the goals and objectives of social media monitoring to the marketing assistant. Specify the key performance indicators (KPIs) or metrics they should focus on, such as engagement rates, customer inquiries, or brand sentiment. Clearly outline the desired outcomes and expectations for their role in social media monitoring.
- Establish guidelines and protocols: Provide clear guidelines and protocols for social media monitoring, including the frequency of monitoring, response time expectations, and tone of communication. Create a document or handbook that outlines

the brand voice and guidelines for handling different types of interactions on social media. This will help maintain consistency and ensure that the marketing assistant understands the company's expectations.

- Set up monitoring tools and access: Grant the marketing assistant access to social media management tools or platforms that are used for monitoring and engagement. Provide any necessary login credentials and instructions on how to use the tools effectively. Familiarize them with the monitoring features and reporting functionalities to ensure they can track and analyze relevant data[68].
- Establish a reporting system: Define a reporting structure where the marketing assistant provides regular updates on social media activities, including engagement metrics, customer feedback, and notable interactions. Set up regular meetings or check-ins to review the progress, address any challenges or questions, and provide feedback or guidance as needed.
- Continuous support and guidance: Even after delegating social media monitoring, be available to provide support, answer questions, and offer guidance to the marketing assistant. Encourage open communication and provide constructive feedback to help them improve their monitoring and engagement skills. Offer suggestions for content ideas or strategies to optimize social media performance.
- Review and evaluate performance: Regularly review the marketing assistant's performance in social media monitoring. Assess the quality of their engagement, responsiveness, and the overall impact on the brand's social media presence. Provide feedback on areas for improvement and recognize their achievements. This evaluation will help refine the delegation process and ensure that social media monitoring aligns with the marketing goalsx[50].

CHAPTER 3. WAYS OF IMPROVEMENT OF THE DELEGATION MECHANISM OF ON THE BASIS OF INNOVATIVE TRAVEL SOLUTIONS (ITS)

3.1. Analysis of the innovative activity management enhancement of on the basis of Innovative travel solutions (ITS)

The delegation mechanism is a crucial aspect of effective management in organizations, especially in situations where decision-making needs to be decentralized to ensure efficient operations. Innovative travel solutions (ITS) can be used as a basis for improving the delegation mechanism in organizations by providing innovative tools and technologies that can enhance communication, collaboration, and coordination between team members.

To analyze the innovative activity management enhancement of the delegation mechanism on the basis of ITS, it is important to consider the various ITS tools and technologies that can be utilized. For example, mobile applications can be used to enable team members to communicate and collaborate in real-time, regardless of their physical location. This can help to ensure that decision-making processes are more efficient and that information is shared in a timely and accurate manner.

Human Process Interventions

Human process interventions are change programs that relate to interpersonal relations, group, and organizational dynamics. These are some of the earliest and best-known OD interventions.

Individualized responses. These therapies are personalized and frequently geared at enhancing interpersonal communication. An employee receives coaching on unproductive social skills.

Interventions in groups. These interventions target the group's process, structure, or content. The group is concentrated on the subject matter. The structure determines how a group will react to the information. The group's primary methods of operation are referred to as its process. A contact center, for instance, specializes in receiving client complaints. A director, managers, and customer service representatives are part of the contact center's hierarchical structure. The approach followed by the contact center is to swiftly log any complaints. Depending on how serious and complicated a complaint is, only a specific number of complaints are escalated to management.

Interventions by outside parties. When there are disputes, third parties are frequently brought in to mediate. While not all disputes are bad, those that are should be settled quickly. The involvement of a third party aids in managing and resolving the disagreement. The OD consultant frequently acts as the third party.

Building a team. The most well-known OD intervention is team building. It alludes to duties that assist teams in becoming more effective at completing assignments. Volunteering, team sports, and Pictionary are a few examples of team-building activities.

A meeting of organizational conflict. Setting priorities and identifying issues are the goals of a confrontation meeting. It serves as a springboard for tackling problems that have been recognized within your business.

Interventions in intergroup interactions. Intergroup interventions seek to identify and comprehend intragroup dynamics. Similar to this, before tackling the issues that have been identified, priorities and improvement goals are established.

Interventions with large groups. Between confrontational and intergroup interventions, these interventions fall somewhere in the center. The objective is to involve as many stakeholders and organization members as possible. Stakeholders from both inside and outside the company collaborate. Large-group interventions may execute structural or strategic changes, or they may address systemic issues inside the organization. For instance, if you were the manager of a care facility, you would ask residents, family members, and staff for suggestions on how to enhance the quality of life for the residents. This can entail launching fresh endeavors or altering the available menu items. They are also known as "world cafes," "future searches," "open space meetings," and "appreciative inquiry summits."

Technostructural Interventions

Technostructural interventions refer to change programs aimed at the technology and structure of the organization. These are becoming increasingly relevant to today's technological landscape, with rapidly changing markets.

The design of the organization's structure. The organization's functional structure is crucial to how it will function. The traditional hierarchical organizational chart is probably something you are acquainted with. The functional structure is what we're talking about here. Other structures include network, matrix, process, and customer-centric. The reengineering and downsizing processes are crucial to organizational design. In order to achieve this, the organization must be ready and restructured to accommodate the new business processes.

Complete quality control. Lean, six-sigma, and continuous process improvement are other names for total quality management. It developed as a result of a production focus on quality assurance. It views customer happiness as being crucial to an organization's long-term success. To do this, there is a heavy emphasis on full employee participation in ongoing product, process, and workplace culture improvement. This intervention is used by businesses like Motorola, a maker of mobile phones, and Toyota, a vehicle manufacturer.

Workplan. The goal of any endeavor should be to produce results. These results differ between organizations. Work can be planned to produce a result as soon as practicable. Or perhaps the focus is on employee pleasure, which can result in better results but is frequently more expensive. The abilities required will change depending on the strategy your firm picks. Work design is the process of creating tasks in a way that promotes maximum efficiency.

Career advancement. Work design includes aspects of job enrichment. The idea behind this is to design a work that is both fascinating and demanding for the employee. Examples of considerations include the range of skills required, the nature of the work, autonomy, and feedback.

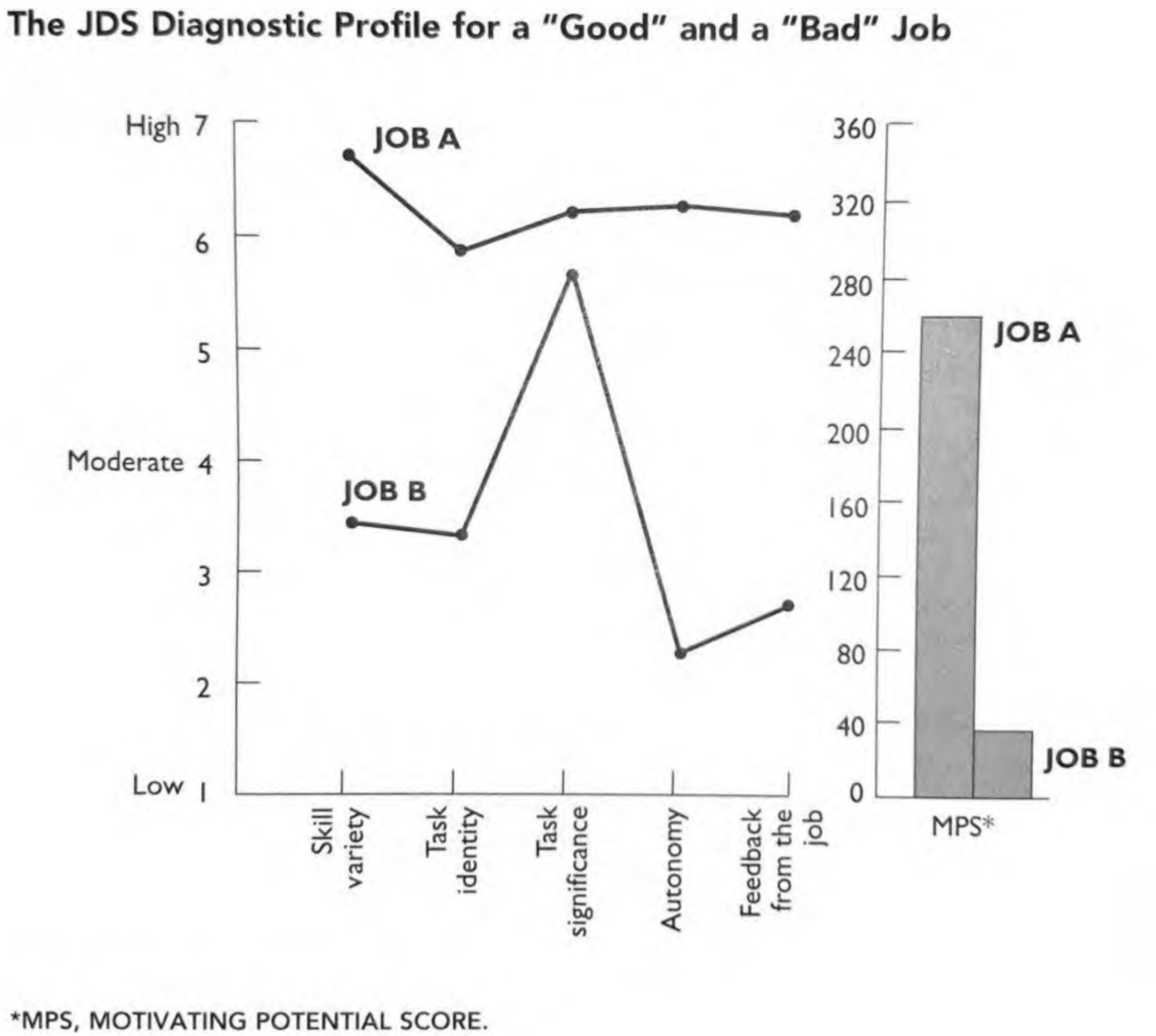

Fig. 3.1. THE JDS Diagnostic Profile for a Good and Bad Job

**Source: calculated by the author based on company data*

Furthermore, cloud-based platforms can be used to store and share information, enabling team members to access important data and documents from anywhere, at any time. This can help to improve coordination between team members, as well as enhance the overall efficiency of operations.

Another important aspect of the delegation mechanism that can be improved using ITS is the management of resources. For example, automated booking and scheduling systems can be used to streamline the process of scheduling appointments, meetings, and other important events, reducing the need for manual intervention and saving time and effort.

Additionally, ITS can be utilized to track and monitor the progress of various tasks and projects, providing real-time updates on performance and helping to identify potential bottlenecks and areas for improvement. This can enable managers to make more informed decisions and adjust strategies accordingly, leading to better outcomes and improved overall performance.

Another area where ITS can be particularly useful is in the management of data and analytics. By utilizing advanced data analytics tools and techniques, organizations can gain deeper insights into their operations and performance, identifying trends and patterns that may not be immediately apparent. This can help to improve decision-making processes and enhance overall strategic planning.

ITS can also be used to improve communication and collaboration between different departments and teams within an organization. By providing a centralized platform for communication and collaboration, organizations can ensure that everyone is on the same page and working towards the same goals, which can lead to improved overall efficiency and performance.

Also, ITS can support remote work and virtual collaboration, which are becoming more crucial in the current digital era. Teams may communicate, share information, and work together in real-time using ITS regardless of where they are physically located. By doing this, businesses may lower their office space expenses while simultaneously improving worker morale and output.

The capability of ITS to gather and analyze data from many sources is another significant benefit. Organizations may get a complete picture of their operations and use that information to make data-driven choices and stay competitive by integrating several data sources, including social media, consumer data, and internal data.

ITS may aid businesses in streamlining their supply chain management procedures. Organizations may enhance their inventory management, cut down on waste and delays, and ultimately boost their bottom line by utilizing data analytics and automation.

Thus, ITS offers a wide range of advantages. Organizations may enhance their decision-making processes, boost teamwork and productivity, cut expenses, and ultimately accomplish their strategic goals and objectives by investing in ITS. As a result, ITS need to be regarded as a crucial element of any contemporary corporate plan.

The use of ITS tools and technologies can greatly enhance the effectiveness of the delegation mechanism, enabling organizations to make more informed decisions, improve collaboration and coordination, and optimize their resources for better performance and outcomes.

PESTEL ANALYSIS OF LLC "ITS" LTD

Political	Economic	Sociocultural	Technological	Environmental	Legal
LLC "ITS" LTD's company activities may be impacted by governmental laws and regulations, notably those relating to tariffs, taxes, and import/export restrictions. The company's operations and capacity to conduct business may also be impacted by political unrest in some places.	Because the business is in the foreign trade sector, economic variables like inflation, exchange rates, and economic growth can have an impact on its profitability. The demand for the company's services might be impacted by changes in customer purchasing patterns.	Given that consumer trends and preferences may change, the sociocultural environment may have an effect on the demand for the company's services. When doing business in various regions, the company might also need to adjust to cultural differences.	The company's operations are susceptible to changes in technology since it depends on digital platforms to handle data and communication. To be competitive in the market, the corporation might need to make investments in new technology.	The company's operations, particularly those involving transportation and logistics, may be impacted by environmental restrictions and issues. To reduce its influence on the environment, the corporation might need to employ sustainable practices.	The company's activities, particularly in respect to contracts and international trade agreements, depend on compliance with legal norms and laws. Lawsuits and legal battles may also have an impact on the company's financial success.

**Source: calculated by the author based on company data*

According to the PESTEL research, LLC "ITS" LTD operates in a setting that is impacted by a number of external factors. To remain competitive and meet new challenges, the business must be abreast of changes in the political, economic, social, technical, environmental, and legal context.

3.2. Recommendations for effective delegation of authority in the organization

Effective delegation of authority in an organization is a crucial aspect of ensuring the smooth running of operations and achieving organizational goals. Here are some recommendations for effective delegation:

Clearly define roles and responsibilities: Before delegating any task or responsibility, it is essential to clearly define roles and responsibilities. This ensures that everyone understands what is expected of them and reduces the risk of misunderstandings.

Identify and develop the right people: Delegating tasks to the right people is important for achieving success. Identifying individuals with the right skills and expertise to handle specific tasks can ensure that delegated responsibilities are handled effectively.

Set clear expectations and goals: It is important to set clear expectations and goals for delegated tasks. This ensures that everyone involved understands what is expected of them and provides a benchmark for measuring success.

Provide support and resources: Providing support and resources to individuals who have been delegated tasks can help them to perform their duties effectively. This may include providing training, access to tools and resources, and regular feedback.

Establish a feedback mechanism: Establishing a feedback mechanism can help to ensure that the delegated task is progressing as planned. Regular check-ins and progress reports can help to identify any issues or challenges and provide an opportunity for adjustments to be made.

After the right people have been found, it's crucial to give them the training and development opportunities they require to further develop their abilities and knowledge. This can involve coaching, mentoring, or other types of professional development, as well as on-the-job training.

Open channels of communication must be established for delegation to be effective. To achieve this, open lines of communication must be established between the person assigning the task and the person who will really be completing it. Regular check-ins and updates can help to ensure that everyone is on the same page and that any issues are dealt with as soon as they arise.

Establish standards and time constraints: Prior to assigning a work, it's important to specify the assignment's requirements and expected outcome. This requires defining specific goals, deadlines, and deliverables as well as developing a completion timetable. Setting realistic deadlines may be beneficial in ensuring that the allocated job is completed on time and to the required standard.

To guarantee that activities that have been assigned are properly done, it is crucial to offer the required resources and assistance. Access to tools, equipment, and other resources can be made available in addition to continuing coaching and assistance as needed.

Regularly checking on progress and giving comments can assist to make sure that allocated activities are being completed on schedule and that any problems are resolved quickly. Additionally, it can be a chance to appreciate the contributions of team members who successfully complete assigned tasks.

Organizations may make sure that their teams are empowered, involved, and productively working to reach their goals and objectives by adhering to these best practices for job delegation.

In order to appraise the process of implementation of priority proposals, it is important to assess the effectiveness of the delegation process. This may involve evaluating the success of delegated tasks, the level of satisfaction of those involved, and any lessons learned. Regular evaluation of the delegation process can help to identify areas for improvement and ensure that the organization is achieving its goals effectively.

Additionally, it is important to ensure that the delegation process is fair and transparent. This means that tasks should be delegated based on the skills, expertise, and availability of team members, rather than favoritism or bias. Clear communication about the delegation process and expectations can also help to avoid misunderstandings and conflicts.

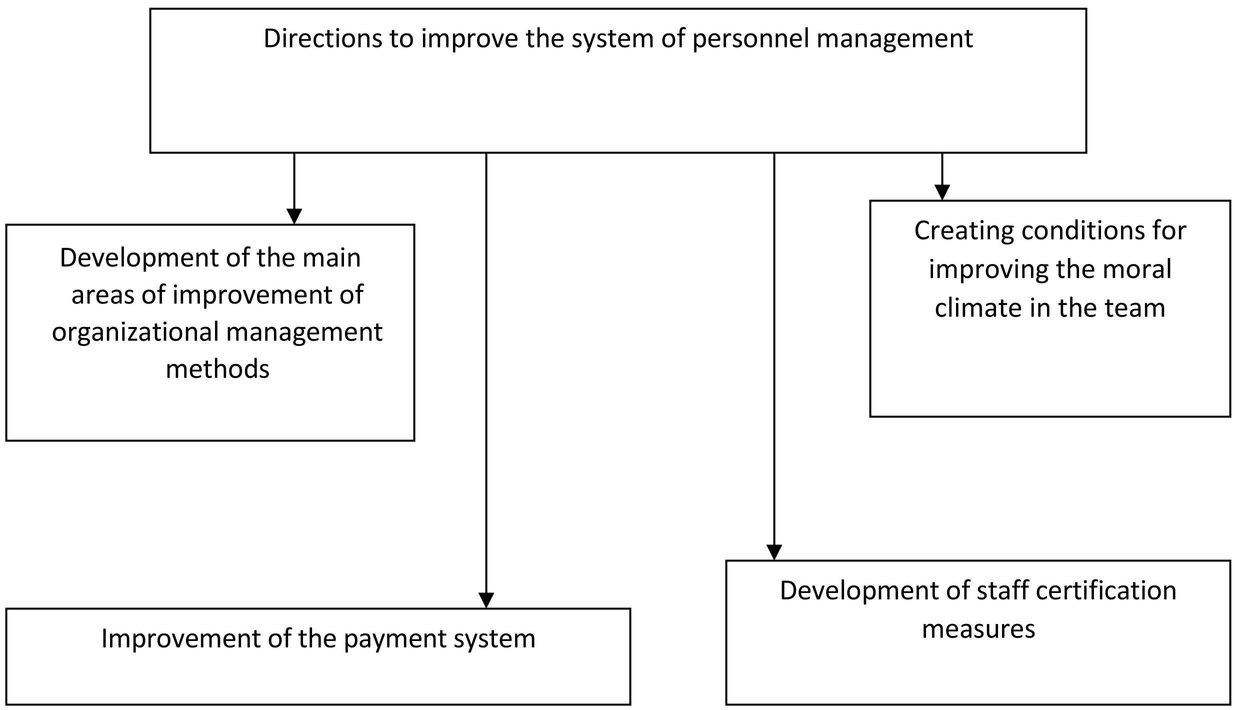

Fig. 3.1. The main areas of improvement of the personnel management system of LLC "ITS" LTD

Source – made by the author

Furthermore, it is essential to provide adequate support to team members who have been delegated tasks, including access to necessary resources and tools. This can help to ensure that they have everything they need to perform their duties effectively and efficiently.

Regular communication and feedback can also help to ensure that the delegated task is progressing as planned and that any issues or challenges are addressed in a timely manner. This can help to prevent delays or other problems that may arise during the implementation of priority proposals.
It's crucial to set clear objectives and goals for the work that has been outsourced, in addition to offering support and keeping in touch on a frequent basis. This involves answering any doubts or questions that the team member may have and defining clear timelines, milestones, and deliverables.

It's important to provide team members the freedom to take charge of the assigned work and make decisions that fall within their purview. This can encourage a feeling of accountability and dedication to obtaining the intended results while also creating trust and confidence in their talents.

Moreover, it's critical to appreciate the contributions of team members who complete assigned tasks successfully. This can be accomplished through written or verbal praise, as well as more material kinds of praise like bonuses, promotions, or other incentives.

Organizations may guarantee that their priority ideas are executed successfully and efficiently, while also empowering their team members and fostering a good and collaborative work atmosphere, by adhering to these best practices for job delegation.

Finally, it is crucial to regularly evaluate the effectiveness of the delegation process and make necessary adjustments. This can help to identify areas for improvement and ensure that the organization is achieving its goals effectively. By implementing these best practices, organizations can enhance their delegation mechanism and improve their overall performance.

3.3. Analysis of the effectiveness of the proposed improvements

In order to analyze the effectiveness of proposed improvements, it is important to establish a baseline against which to measure progress. This baseline should be based on current performance metrics and should reflect the current state of the organization or process.

Once a baseline has been established, the proposed improvements should be implemented and their impact should be measured over time. This can be done through a variety of methods, including surveys, data analysis, and direct observation.

The effectiveness of the proposed improvements should be evaluated against the following criteria:

Alignment with organizational goals: The proposed improvements should align with the overall goals of the organization. They should contribute to the achievement of strategic objectives and support the organization's mission.

Impact on performance: The improvements should have a positive impact on performance metrics. This may include improvements in productivity, efficiency, quality, or customer satisfaction.

Sustainability: The improvements should be sustainable over the long term. They should not rely on short-term fixes or temporary solutions, but rather should be integrated into the organization's processes and culture.

Cost-effectiveness: The improvements should be cost-effective. The benefits of the improvements should outweigh the costs associated with implementing and maintaining them.

Employee engagement: The improvements should engage employees and improve their satisfaction with their work. This may include providing training, resources, or opportunities for professional growth.

Once the proposed improvements have been evaluated against these criteria, adjustments may need to be made to ensure that they are effective. This may involve refining the implementation process or modifying the proposed improvements to better align with organizational goals.

Once the improvements have been implemented, it is important to monitor their success and make any necessary adjustments. This may involve gathering feedback from employees and stakeholders, analyzing performance metrics, and assessing the overall impact of the improvements on the organization.

Once the proposed improvements have been implemented, it is crucial to continuously monitor their effectiveness and make any necessary adjustments. Here are some steps to consider:

1. Monitor performance metrics: Continuously track and analyze relevant performance metrics to assess the impact of the improvements. This may include metrics such as productivity, efficiency, customer satisfaction, quality, and financial indicators. Compare the current metrics to the baseline established earlier to measure progress accurately.

2. Gather feedback and conduct surveys: Seek feedback from employees, customers, and other stakeholders to understand their perception of the improvements. Surveys, interviews, or focus groups can provide valuable insights into the effectiveness of the changes and identify areas for further improvement. Consider utilizing anonymous feedback mechanisms to encourage honest and open responses.

3. Analyze data and trends: Use data analysis techniques to identify patterns, trends, and correlations related to the proposed improvements. This can help identify areas of success and areas that require further attention or modification. Look for any unintended consequences or unforeseen issues that may have arisen as a result of the improvements.

4. Conduct direct observation and qualitative assessments: Observe the implementation of the improvements directly and assess their impact qualitatively.

This can involve observing work processes, interactions, and behaviors in the organization. Qualitative assessments can provide valuable insights that quantitative data may not capture fully.

5. Engage in continuous improvement: Based on the evaluation and feedback received, make necessary adjustments to the improvements. This may involve refining processes, addressing identified issues, providing additional training or resources, or modifying the original plan. Emphasize a culture of continuous improvement to ensure that the organization is always striving for better outcomes.

6. Communicate progress and celebrate successes: Keep stakeholders informed about the progress and impact of the improvements. Regularly communicate updates, milestones, and successes to maintain engagement and support. Celebrate achievements and recognize the efforts of individuals and teams involved in driving the improvements.

7. Iterate and adapt: Remember that improvement is an ongoing process. Continuously monitor, evaluate, and adapt the improvements based on changing circumstances, feedback, and evolving organizational goals. Encourage a culture of innovation and learning to foster a mindset of continuous improvement throughout the organization.

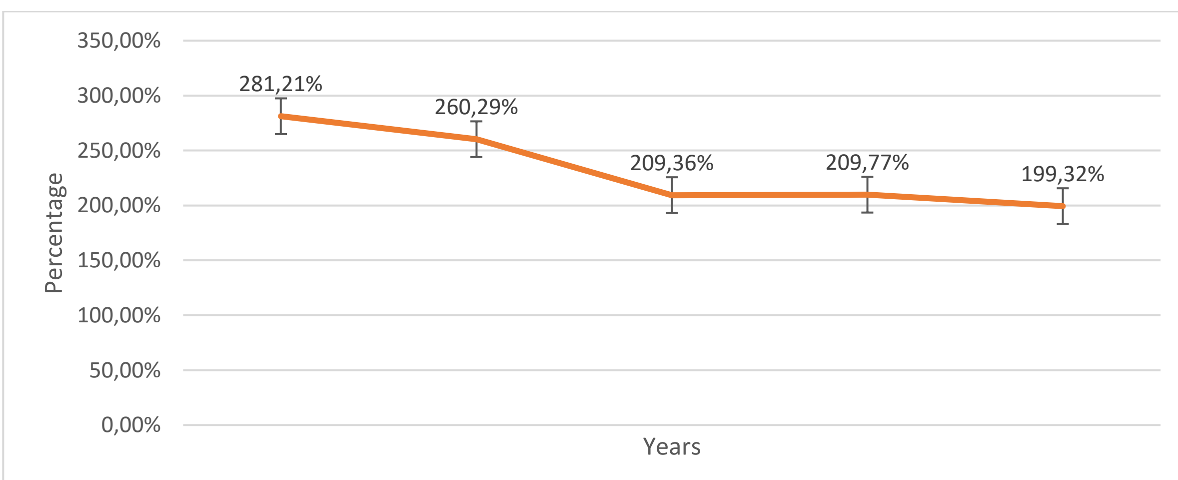

Fig. 3.3. The tendency of efficiency of export operations of LLC "ITS” LTD for 2019-202023

The efficiency of export operations for LLC "ITS" LTD started off strong in 2015 with a significant increase of 281.21% compared to the previous year. However, from 2016 to 2019, the efficiency of export operations gradually declined each year, with a rate of 260.29% in 2016, 209.36% in 2017, 209.77% in 2018, and 199.32% in 2019.

This trend of declining efficiency suggests that the company may have faced challenges or obstacles in maintaining the high levels of efficiency achieved in 2015. It's possible that changes in market conditions, increased competition, or other external factors may have played a role in this trend.

To improve the efficiency of their export operations, LLC "ITS" LTD may need to consider a range of strategies, such as investing in new technology, improving supply chain management processes, optimizing logistics and transportation, or exploring new markets or product lines. Additionally, analyzing their operations in more detail to identify potential areas for improvement could also be beneficial.

Additionally, it is important to communicate the changes and improvements to relevant parties, including employees, stakeholders, and customers. Clear and effective communication can help to ensure that everyone is aware of the changes and understands their benefits.

Finally, it is important to continually assess and improve the delegation process over time. This may involve implementing new technologies or tools, refining processes, or providing additional training and support to employees. By continually evaluating and improving the delegation process, organizations can ensure that they are operating at peak efficiency and achieving their goals effectively.

CONCLUSIONS

In conclusion, delegation of authority and responsibilities is a crucial aspect of organizational management. It is a process that involves transferring authority and responsibility from one individual to another in order to achieve organizational goals. Effective delegation is important for ensuring the smooth running of operations, enhancing employee engagement, and achieving organizational objectives.

The study of delegation of authority and responsibilities within Innovative travel solutions (ITS) revealed that the organization has a complex structure and operates in a dynamic environment. Delegation is necessary in order to distribute tasks and responsibilities across the organization effectively.

The investigation of the delegation process within ITS revealed that there are opportunities for improvement. Recommendations for improving the delegation mechanism include clearly defining roles and responsibilities, identifying and developing the right people, setting clear expectations and goals, providing support and resources, and establishing a feedback mechanism.

In addition, analysis of the effectiveness of proposed improvements is essential to ensure that the delegation mechanism is achieving its intended objectives. The effectiveness of proposed improvements should be evaluated against criteria such as alignment with organizational goals, impact on performance, sustainability, cost-effectiveness, and employee engagement.

Effective delegation of authority and responsibilities is a continuous process that requires ongoing evaluation and adjustment. By implementing the recommendations for improvement and regularly evaluating the effectiveness of the delegation mechanism, organizations can ensure that they are achieving their goals and making the best use of their resources.
Regular evaluation and adjustment of the delegation mechanism can help organizations

to identify areas for improvement and make necessary changes to ensure that the mechanism remains effective over time. Some best practices for ongoing evaluation and adjustment of the delegation mechanism include:

Collect feedback: Soliciting feedback from team members and stakeholders can help identify areas where the delegation mechanism is not working as intended. Regular surveys, focus groups, and other feedback mechanisms can help organizations collect this feedback and use it to improve the delegation process.

Analyze performance metrics: Analyzing performance metrics such as productivity, efficiency, and quality can help organizations identify areas where the delegation mechanism is having a positive or negative impact. This information can be used to make data-driven decisions about how to adjust the delegation process to improve overall performance.

Continuously train and develop employees: Providing ongoing training and development opportunities for employees can help ensure that they have the necessary skills and knowledge to perform delegated tasks effectively. This can help prevent misunderstandings, delays, and other issues that can arise when team members are not properly trained or equipped to handle delegated responsibilities.

Stay flexible: The delegation mechanism should be flexible enough to accommodate changes in organizational goals, priorities, and structures. Regularly reviewing and adjusting the delegation process can help ensure that it remains aligned with organizational objectives and meets the evolving needs of the organization.

By following these best practices and regularly evaluating and adjusting the delegation mechanism, organizations can ensure that they are delegating authority and responsibilities effectively, making the best use of their resources, and achieving their goals.

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