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ЛИДЕР И КОМАНДА: ПУТЬ К УСПЕХУ

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В сборник включено 48 докладов на английском и русском языке, посвященных различным практическим и теоретическим вопросам командного взаимодействия, актуальным для развития проектного управления во всех сферах экономики страны. Тексты докладов представлены в авторской редакции.

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От составителей

В 2018 году Институт отраслевого менеджмента Российской академии народного хозяйства и государственной службы провел XI Международную научно-практическую студенческую конференцию. Тема конференции – «**Лидер и команда: путь к успеху**» – заинтересовала рекордное количество участников, из более 100 были отобраны 40 работ, которые вошли в данный сборник.

География студенческой конференции широка: это и иностранные, и российские участники. В 2018 году конференция приняла гостей из Италии, Испании, Нидерландов, Болгарии, Бельгии, Эстонии, Сербии, Румынии, Польши, Армении, Сирии, а также российских городов: Белгорода, Челябинска, Сыктывкара, Санкт-Петербурга, Сочи, Волгограда.

Ключевыми партнерами студенческой конференции стали компании Coleman Services UK in Russia и AECOM Russia. Ольга Банцекина, глава представительства Coleman Services UK в России, заместитель председателя Ассоциации Европейского Бизнеса, исходя из своего опыта рассказала студентам, что означает быть лидером и как развивать лидерские качества. Раймонд Абу Фадел, региональный директор AECOM Russia, представил студентам свое видение командообразования и лидерства на примере компании сферы недвижимости.

В программе конференции, помимо пленарного заседания с участием студентов и вышеупомянутых спикеров, была проведена интерактивная деловая игра от всемирно известной консалтинговой компании E&Y. Тема игры – «Эмоциональный интеллект». От Виктории Карякиной, старшего тренера Академии Бизнеса ЕУ, МВТИ практика, участники узнали, что означает EQ, а также выделили ключевые аспекты лидера-менеджера, которые помогают ему привести к успеху организацию, стать успешным и влиятельным среди команды.

Также конференция состояла из мастер-классов и международного междисциплинарного конкурса магистерских проектов и секций по направлениям:

1. Лидерство и командная работа в индустрии коммуникаций и маркетинге.
2. Сервис. Тенденции развития, технологии, стандарты, квалификационные требования.
3. Лидерство и управление командой в индустрии гостеприимства.
4. Лидерство и эффективная работа проектных команд в бережливом производстве.

К публикации в сборнике было представлено 48 докладов участников из 7 зарубежных и 10 отечественных вузов, большинство докладов представлено на английском языке. Тематика работ, посвященных актуальным проблемам лидерства и формирования лидерских качеств у молодых специалистов, очень разнообразна и отражает различные аспекты понятия «лидер». Например, участники конференции, обучающиеся по профилю «Менеджмент спорта» представили в своих докладах анализ опыта спортивных клубов по развитию лидерских качеств в спорте. Участники конференции на пленарном и секционных заседаниях уделили большое внимание изучению вопросов управления взаимодействием между лидером и командой, рассмотрев как теории лидерства, так и практику применения управленческих технологий. Значительный интерес вызвала работа по формированию аналитического аппарата диагностики лидерских качеств с использованием программного комплекса PROMETHEE-GAIA, представленная участниками конференции из Белградского университета.

Большое внимание авторы научных докладов уделили теме влияния лидера на результаты командной работы в стартапе. В ряде исследований рассматривается опыт реализации командных проектов и изучаются современные формы организации коммуникаций между

командой и лидером. Часть докладчиков в качестве фокуса исследований выбрали социально-психологические аспекты лидерства. Рассматривались также гендерные аспекты поведения лидера. Отраслевые особенности командной работы подробно изучены в статьях, посвященных сфере гостеприимства и ивент-менеджмента на примере курортного кластера г. Сочи. Показано, что слаженность и высокая мотивация членов команды определяют конечный результат деятельности.

Для большинства авторов статей, включенных в сборник, эта публикация – первый шаг в науку. Оргкомитет конференции и составители сборника желают всем авторам новых научных результатов.

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PSYCHOLOGY OF TEAMWORK AND LEADERSHIP IN EXHIBITION EVENTS

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Abstract. Global economic competition forces organizations to become more flexible changes. Therefore, some organizations have changed their structure and turned to experience of working teams, which are responsible for the collective responsibility for organizational work. Nowadays, creation of teams is completely meaningless if the company does not have the leader who is ready to create such environment where the team can work effectively. Therefore, we should develop effective management system. In the present work I research principles of my team using some instruments to show a project work in exhibition company.

Keywords: teamwork, leadership, project, development, management, competition.

Today we have a big amount of opportunities in different spheres of businesses and of course each industry has their own plans, strategies and techniques. Moreover, everybody know that a final result depends on effective personal and organizational leadership by centering their actions and decisions.

Talking about exhibition industry managers should use the right paradigm in their organization, evaluate their environment objectively and know how to manage the time, negotiate, control team's functions, plan future activities and of course always smile, be polite with exhibition's participants and have a business look.

Teamwork and leadership during an exhibition illustrated by the company “International Congresses and Exhibition” approach (The Industry of Tourism, Sport and Outdoor).

The main idea of organizing one of the largest national forums in Russian Federation is to unite and integrate sports and active tourism congress and exhibition projects in a single event. The project realization is offered in a multiformat which combines a large-scale business component, accompanying thematic exhibition expositions and also unique demonstration programs. The forum of the sports industry, domestic and inbound tourism and outdoor activities is aimed at increasing the effectiveness of federal bodies of executive and legislative authority, enterprises and organizations operating in the field of stimulating the national sports, tourism and outdoor industries development for Russian citizens and foreign tourists, and also the development of domestic and inbound tourism.

The forum will being 4 days at September (25–29) and the place is Military-Patriotic Recreation Park of the Armed Forces of the Russian Federation “Patriot”.

Target audience – professional visitors, sponsors who will be ready to pay for improving Russian tourism and ordinary visitors.

Project manager – George Zacharov is a collaborator of “International congresses and exhibitions” Ltd. He usually gives some functions and tasks for 2-3 days because we have working meetings 2 times a week.

My project team includes 4 students who are working in this company now.

Principles of the creation of the team are a casual choice. Each of student started to work at September of 2017 and we had different tasks from director who decided give us a common aim to this project after 1-month separate work.

Teamwork development

Step	Time	Example	Result
The creation of the team	September	Director gave us the task to research information about exhibition of tourism, sport and outdoor	We were separated to do the tasks
Introduction. Adaption.	October – November	Each participant had their own approach and sometimes we	We tried to hear each other and to

Step	Time	Example	Result
First conflicts		could not understand each other totally	realized it into general result
Working process	December – February	Each of us had different tasks and I was writing a conception to future forum two weeks, second student had a research about international exhibition, third student collected contacts of region's administrations and forth student had a research about Russian exhibition	We sent this information to each other and studied this to be involved to process in a whole
Evaluation	5	5	4

Team function

№	Functions/Task	Viktorija	Irina	Anna	Kristina
11	Researching information about international and Russian exhibition of tourism, sport and outdoor	+	+	+	+
22	Offering different various of naming	+	+	+	+
33	Making thematic sections for three sectors: sport industry, tourism industry and outdoor	+	+	+	+
44	Offering different various of logos	+	+	+	+
55	Sending the requests as a participants to nearest exhibitions in Moscow to get the price, program and plan with companies	+	+	+	+
56	Writing a conception of the future business-forum	+			
77	Detailed the information of Ministries that we will invite to take part in the forum and collect contacts of subordinate organizations	+			
88	Collecting contacts of associations, federal agencies and federations	+			+
99	Collecting contacts of region's administrations		+		

№	Functions/Task	Viktorija	Irina	Anna	Kristina
110	Visiting tourism and fishing & hunting exhibitions in Moscow	+	+	+	+
111	Collecting contacts of companies to took part in these exhibitions	+	+	+	+
112	Writing reports about the results of past exhibitions	+	+	+	+
113	Analysis constant companies in the exhibition SPORT		+	+	+

Gantt Diagram

Tasks	Days					
	1-5	6-10	11-15	16-20	21-25	26-30/31
October						
Researching	+	+				
Naming	+	+	+	+	+	+
Thematic sections	+	+	+	+	+	+
Logos	+	+	+	+	+	+
November						
Naming	+	+	+	+	+	+
Thematic sections	+	+	+	+	+	+
Logos	+	+	+	+	+	+
December						
Thematic sections	+	+				
Exhibition's information						+
Conception				+	+	+
January						
Exhibition's information	+	+	+	+		
Information of ministries				+	+	+
Collecting contacts				+	+	+
February						
Exhibition's visiting						+
Collecting contacts						+
Writing reports						+
March						
Exhibition's visiting		+	+			
Collecting contacts		+	+			

Tasks	Days					
	1–5	6–10	11–15	16–20	21–25	26–30/31
Writing reports		+	+			
SPORT exhibition's analysis				+		

KPI¹ (Key Performance Indicators) shows how well teams are achieving specific goals and KPIs within project management include:

- project schedule: team always has meetings about 2 times per week and we have a plan to visit 5 exhibitions that have a relation to our project;
- current development backlog: today we have a readiness of participant's contacts, conception, booklets, thematic sectors, the information to future website;
- labor costs spent per month: each of team's participant has a salary 17 400 RUB per month.

Analysis of teamwork

Team members have different characters and I asked each of them “What roles of Belbin are the same to each member?”. And they said that I am a Resource Investigator who uses their inquisitive nature to find ideas to bring back to the team; Irina is a Team worker who helps the team using their versatility to identify the work required; Anna is a Plant who tends to be highly creative and good at solving problems; Kristina is a Completer Finisher who is a most effectively used at the end tasks to polish and scrutinize the work for errors.

Our team had only one problem that each participant had their own approach and sometimes we could not understand each other totally when we were doing thematic sectors because we heard information by own way in the meeting after that we tried to hear each other and to realized it into general result.

Today when we get a big task, we try to distribute this on the part to each other and our project manager appoints a deadline to be ready this task.

¹<https://www.floridatechonline.com/blog/business/key-performance-indicators-in-project-management>

Conclusion

In this article I would like to say that any teamwork success depends on common goals and desire to achieve it. Sometimes miscommunication can result in controversial understanding of project aims and priorities. Therefore, you should know how to assign tasks, set responsibilities and manage time. Finally, ask yourself how much time and how many resources you would need to meet the project's demands. And team members appreciate that you value their opinions and suggestions.

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ПСИХОЛОГИЯ КОМАНДНОЙ РАБОТЫ И ЛИДЕРСТВО В ОРГАНИЗАЦИИ ВЫСТАВОЧНОЙ ДЕЯТЕЛЬНОСТИ

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Аннотация. Глобальная экономическая конкуренция вынуждает организации к более глобальным изменениям. Некоторые организации уже изменили свои структуры и обратились к опыту рабочих команд,

которые отвечают за коллективную ответственность в организации командной работы. На сегодняшний день создание команд совершенно бессмысленно, если у компании нет лидера, готового создавать такую среду, в которой команда может работать эффективно. Поэтому мы должны развивать эффективную систему управления. В настоящей работе я исследовала психологические аспекты команды, используя различные методы для повышения эффективности работы выставочных компаний.

Ключевые слова: командная работа, лидерство, проект, развитие, менеджмент, конкуренция.

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LEADERSHIP AND EFFECTIVE TEAM WORK IN THRIFTY HOSPITALITY (ON EXAMPLE OF SOCHI)

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Abstract. It is shown that a root of ecology modern problems is the rapid growth of the economy, aimed at stimulating consumption by the population of developed countries. Global significance of the Russian Federation, as a global environmental donor, is shown, the main directions of system for managing the ecological well-being of the country are listed. The example of Sochi proposed a draft of thrifty hospitality – improving the environmental sustainability of tourist sight (arboretum “Yuzhnyye Kultury”) – a specially protected natural area (PA).

Keywords: specially protected natural areas, tourism, informative routes, principles, systems, management methods.

Rationale of relevance of the draft

Modern civilization is characterized as a consumer type of behaviour of population of developed countries and the rapid development of services, which is largely determined by dictates of processes of globalization of socio-economic space. Meanwhile, wasteful consumption of goods and services in many regions of the world has already led to depletion of resources, reduction of environmental friendly recreation areas and global crisis of biological diversity. The Russian Federation hosted “climatically neutral” 2014 Winter Olympic Games, using innovative technologies that were presented at the World Conference of Sport and Environment called “Change the world today for better tomorrow”. Technologies presented at the conference received high expert assessments from the International Olympic Committee in cooperation with the United Nations Environmental Programme (UNEP) in 2013 in Sochi. It should be especially noted that the

Russian Federation is an “environmental donor” of global importance, since the country's biological potential is 6.6 hectares per capita against the world’s average of 1.78 hectares per capita, and with forest resources leadership, Russia has a high priority: 4.22 hectares against 0.76 ha of the world’s average. On these bases, it is obvious that safety of Russia’s unique natural capital is referred to national (ecological) security issues, where PAs occupy a special place. The very system of managing the ecological well-being of the country has a complex character and includes a number of directions:

- definition of goals for achieving the optimal result (depending on initial status of environment);
- highlighting the priorities of rational development (according to a developed long-term strategy) and formulation of the problem;
- development of principles (territoriality, complexity, timeliness, adequacy, sufficiency), criteria and indicators of ecological well-being;
- development and correction of political, economic, legal, administrative, scientific, technical, health, environmental, information, communication and educational activities aimed at the formation of environmentally friendly and favourable human environment in subjects of the Russian Federation.

To assess the ecological status of the resort and tourist territory, it is necessary to conduct ecological and architectural monitoring of environmentally-oriented objects aimed at identifying the features of the ecological infrastructure, and determining geography of their distribution.

Thus, the high level of development of the ecological infrastructure of the resort and tourist territory creates backgrounds for creation and effective operation of environmental-friendly facilities, which generally contributes to a rational use of natural resources, and, as a result, the ecological balance environment preservation.

The idea and concept of the draft

Principles of sustainable development of tourism and hospitality, on the one hand, are the foundation of ecological well-being for present and future generations. On the other hand, they have to envisage the development and implementation of measures to restore the ecological capital of territories, the volume and content of which depends on anthropogenic destruction of the environment. In the development and implementation mechanism of such

measures, the main thing is effective environmental management, which allows finding optimal solutions in the field of saving and restoring biological diversity. At the same time, people's reasonable attitude to PAs is also an important factor. It, in a way, measures maturity and responsibility of a man for his future. *Mission of the draft*: development of hospitality industry, compatible with environmental, social and cultural requirements. *Purpose*: development of tourist activity in Sochi based on following the fundamental principles of thrifty relation to nature. *Tasks*: adapting environmental protective technologies, formation of citizens and tourists' ecological culture.

Strategy, description

Nowadays, it becomes more and more obvious that environmental measures are not equivalent to prohibitions, and effectiveness of nature preservation is increased with the interested participation of local population both in tourism activity itself (including in adjacent kinds of employment, providing a multiplier effect) and in the preservation of a unique heritage – natural capital – for future generations. The value of this heritage in process of time only increases. For instance, in Barcelona the ingenious parking lots' arrangements for cars are applied (pic. 1).



Picture 1 – Eco-parking, Barcelona

The parking lot uses a perforated cover. It does not cover ground surface completely and can withstand a light-car-like weight, so it allows solving several problems simultaneously:

Firstly, it allows free moisture absorption into the ground during heavy rains, reducing the load on drainage in a subtropical climate.

Secondly, it prevents a risk of forming, so called, “thermal islands” due to more active absorption of solar radiation by the greened soil (in comparison with a concrete, asphalt or tile coating that have a higher heating temperature).

Finally, it forms an aesthetically comfortable environment-oriented space for residents and visitors of the city due to the possibility of greening a parking area.

The relevance of such a technology for Sochi is determined by typical types of parking, for example, near the arboretum “Yuzhnyye Kultury” (pic. 2), which are not environmentally oriented and do not form aesthetic value of the city. To sum up, the essence of the draft is to organize an “environmental friendly concept” for the development of car parks in the city.



Picture 2 – A car parking in Sochi

Draft management system

When managing a project, it is necessary to take into account internal and external factors that can have a significant (and sometimes decisive) impact on its implementation. External factors include the development and provision for approval by the Government of the Russian Federation of the “Development Strategy. Krasnodar Region 2030». In its development took part such organisations as: the Consortium “Leontief Centre” – AV groups, the executive and legislative authorities of Krasnodar Region with participation of business, State enterprises, universities, incl. Sochi State University. “The Strategy...” is designed to make Sochi a “Smart city”, based on efficient economy and nature-friendly technologies.

Internal factors. In 2017 Sochi State University organized and conducted the ecologically-scientific educational forum “Secret Boundaries and Prospects for the Development of PAs: Caucasian State Reserve”, covering more than 27 thousand citizens and guests of Sochi. The most important results of the forum include the growth of the ecological and cultural self-awareness among local population and the strengthening of incentive to develop an environmentally friendly hospitable sphere for tourists. The internal motive for development and implementation of the project is also SSU students-volunteers’ active ecological position.

The project team: a student (1) who studied and performed an analysis of modern environmental problems in Sochi, and proposed to implement a modern technology project of thrifty hospitality on arranging eco-parks in Sochi (the best modern solution). Masters consultants (2) who participated as volunteers in hosting of the 2014 Olympic Games in Sochi and visited Barcelona to compare the ecological legacy of the 1992 Olympic Games; professor – the head of student researches. The principles of team formation: leadership qualities, consciously environmentally oriented activities (for example, active participation in environmental actions), the ability to work in a team.

Theoretical bases for the research

Unfortunately, one of the negative features of modern society is imitation of ecological orientation in territorial development. In this case, the term “camouflage ecology” was qualified. For instance, in the sphere of hospitality and tourism, there are such facts as “green politics” inside a hotel,

practice of discharging sewage into the soil, agro tourism with the use of non-ecological technologies of crop production, etc. Such a “hard”, exhausting type of conducting tourist activity was not a long time ago also a characteristic of Sochi: the industrial transformation of landscapes in favour of mass consumer of tourist services, the extremely poor improvement of informative routes, when 90% of Sochi is actually a PA, etc.

Methodology and analysis of the research

A survey of guests and residents of Sochi has shown that 54% of respondents in pre-Olympic period were not satisfied with the state of environment in the city and coverage of this problem in media. Among the reasons of dissatisfaction were named traffic jams on the roads during a high holiday season, felling green spaces due to constructional works and the transformation of the city into a “business center”. In general, this had an impact on the overall assessment of guests’ satisfaction with recreation. Concerning the arboretum “Yuzhnyye Kultury”, as well as a number of other recreational facilities, the main city guests and residents’ claims, judging by the reviews on the Internet, are uncomfortable and located at a considerable distance from a facility parking lots. At the same time, it is important to note that, due to the 2014 Winter Olympic Games, significant changes have taken place in Sochi environmental management system, primarily related to the formation of population’s environmentally responsible behaviour, which has passed a certain line of awareness of ownership to global environmental problems. Obviously, the population of the city is ready to support projects aimed at increasing the ecological attractiveness of tourism and hospitality.

Conclusions

1. The reasons for dissatisfaction with guests’ recreation in Sochi have been revealed.
2. One of the important outcomes of the Olympic Games in 2014, as well as the results of the University's research in the sphere of hospitality, ecology, organization and involvement of broad masses of population and guests of Sochi in the events of environmental science and education forum, was the formation of prerequisites for development of the city as a hospitable tourist centre and a resort region.
3. As a result of the development and financing development strategy of the Krasnodar Region and Sochi for the period until 2030, resource

limitations on the use of environmental technologies in lean hospitality management system will be removed.

4. Generally, the implementation of the project will lead to an increasing in competitive advantage of Sochi due to effective environmental protection activities – removal of inconvenient, environmentally “negative” parking lots, formation a culture of thrifty hospitality. This will allow not only to preserve an ecological potential of the resort and tourist territory, but also to give it a new look for further development of a comfortable hospitable environment.

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MODEL OF CRISIS MANAGEMENT IN THE HOTEL BUSINESS

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Abstract. With the increased globalization and interconnectivity, no economy of the world is able to stay immune to recessions. Similarly, recessions and crises are part of normal business cycle and hospitality industry is not an exception to it. Therefore, development of a crisis management system in the field of hospitality management has become very relevant. Several models have been developed to deal with the necessity of implementing successful crisis management strategies in hotel industry. After taking into consideration the specific characteristics of small hotels, a conceptual model is proposed in this paper. The model has been conceptualized in order to provide a highly flexible and universal tool, that can be adopted by various hotels in different countries and that can address different types of crisis, in different stages by using different approaches. This four stage model has been developed especially regarding the preparation stage and the crisis warnings' detection: Indeed, preparation is the first step to a successfully crisis management strategy. A further ability of this model is linked to the possibility of working with potential crisis and to turn them into business opportunities.

Keywords: crisis management, hotel companies, crisis warnings, preparation, strategy.

Introduction

The development of crisis management in the field of hospitality has become very relevant during the last years: indeed, there is an increasing number of threats affecting the tourism and hospitality industry. Thus, several models have been developed to deal with the necessity of implementing

successful crisis management strategies. Hotel companies are high vulnerable to crisis, even more vulnerable than any other tourism infrastructure.

As common hotels, small hotel companies facing a crisis suffer from reducing customers. Undeniably, a crisis always decreases the number of tourists: people, for instance, are less willing to travel when facing an economic crisis since, in such case, the first spends that they reduce are travelling spends. Moreover, such impact is further amplified by the inner characteristics of the small hotel companies. Due to their dimensions, small hotel companies have less resources for crisis's resistance and less specialized management, with the proper knowledge that a crisis management strategy. Thus, the purpose of this paper is to conceptualize a model, specifically related to the small hotel business and aiming at creating procedure precisely matched with their structural problems.

To implement an effective crisis management strategy in a small hotel company, the most important element to be considered is the level of efficiency presented by the crisis management procedures, with minimum resource spent in conditions of the deficit of time and disability of the environment. Due to the way small hotel companies are organized, quickly eliminating crisis warnings is difficult, but keeping stability and the status quo of the company requires the implementation of a crisis management model.

With the aim of optimizing the procedures of crisis management in small hotel companies, a model of crisis management in small hotel companies was developed. the model consists of 4 stages; all stages are focused on achieving results, the achievement of each specific result being fundamental for the successful implementation of the entire model.

The four stages of the model are to be considered independent and consequential. On the one hand, each stage can be completed, reviewed and modified before, or even without, moving to the next stage, so that the strategy can be reformulated several times without requiring to go through the entire process. To, move to the next stage requires that previous one has been completed.

The advantage of this model is that it allows small hotels to take into account the different variations of situations occurring in the small business sphere of hotel services during its stabilization and recovery.

The first stage of the model “evaluating crisis-warnings”, allows small hotels to diagnose the presence of crisis-warnings and to proceed in two different ways: either by quickly eliminating them, where possible or by reorganizing the ordinary hotel activities including extraordinary procedures aiming at eradicating the early crisis-warnings. A third possible way is to analyze the positive properties of these crisis-warnings, to establish new patterns of behavior inside the hotel that can result in the creation of an advantage and in a new development path for the company.

The first stage is articulated in four steps. The first step consists in assessing the impact of the external environment and the internal environment on the ordinary activities with the main purpose of evaluating the performance of the hotel companies to define their status and their sensitiveness to eventual shocks. The assessment of the impact of the internal and the external environment can be conducted through a variety of assessment methods as follow: Quantitative assessment, Functional assessment, Analytical assessment, Expert assessment, Expert-analytical assessment.

As a result of the performance’s assessment of the small hotel company, it will be possible to identify the presence of potential crisis-warnings affecting the activities of the company at various levels.

During the evaluation of the impact of the crisis phenomena on the activities of small hotel companies, all symptoms of crisis phenomena and their prerequisites, are eventually organized into classes of problems. The organization into classes is necessary when either there is a set of crises, already affecting the work of the small hotel companies, or there is one huge crisis, which affects different sides of the company. Formation of the crisis, phenomena into the classes is not accidental. If it subsequently and positive, the problems do not accidentally block something that specifically given point work small hotel companies to destabilize the proper working of small business at this point is exactly the problem that justifies the logic block definitions as “classes” of problems. Organization of classes of problems is also possible in case of accumulation of small hotel services as a result of lack of care management for timely diagnosis of your company for the anti-crisis prevention. The organization of the crisis phenomena in the classes of problems should be assessed for each symptom, crisis phenomena or their prerequisites regarding:

- the complexity of the solution: the complexity of decisive problems or resolve for a crisis phenomenon helps prioritize the solution of this problem;

- the speed of decisions: considering that almost always for a small hotel company there is the probability to face times of crisis, is, therefore, necessary to allocate the emerging crisis warning into different classes of problems according to the priority with which they should be handled;

- the Importance of elimination: in this case, it must be clearly understood that the sight of management of small hotel companies should address in the first place-what aspects of their businesses are most important to maintaining small enterprises of hotel services for a longer period. When applied to small hotel companies, more often than not, it is service and financial issues;

- the level of influence: an indicator or prediction of the crisis influence on the activities of the small hotel companies. Organization into the classes of problems from the first to the last will prioritize the primary work on these issues;

- the speed of growth: as a rule, during the process of facing a crisis of a company the primary responsibility during the crisis of crisis management is to address the shortage of work time. For small hotel companies, when crisis impact phenomena occur, it is also very important during the organization of classes for priority issues to put priority on addressing these situations given the quickly growing crisis conditions, phenomena or situations;

- the possibility of capitalization of circumstances: rare crises caused by internal factors, can carry positive properties for small hotel companies, but unfortunately, there is a recognizable infrequent potential of the positive effect of any crisis phenomena. However, this positive effect must be taken into account by the management of small hotel companies. Some potential positive effects can be seen, and in the implementation of crisis management should crises develop, taking into account the maximum impact positive impact in favor of small hotel companies.

Practically the organization of problems into classes, taking into account the factors: the speed of decisions, the complexity of the problem, the priority of the decision, the degree and speed of impact and the

capitalization of circumstances, is defined through meetings between the crisis managers, the owners of small hotel companies, and the chiefs of departments. Moreover, during this meeting, those responsible for the elaboration of the crisis management strategy are appointed, taking into account the qualification and their level of specialization and ability to work with data.

The results of the first stage of work with the symptoms of crisis allow moving into a second phase: Selection of procedures of crisis management. It is important to note that the activity of control must be implemented not only during the periods of crisis, in order to address the one that already exist and attempting to eradicate it or reversing it in a positive way, but also in periods of unstable conditions emerging in both in the external environment and the internal environment of the small hotel companies. The first step of this second stage consists in identifying the procedures to eliminate the crisis, dividing between the situational ones, the short-term ones and the long-term ones.

A situational procedure applies in two cases: first, when the problem or the crisis occurred is short-lived and is not particularly critical, thus not requiring the engagement of a large number of resources and means to address it. Second, the small hotel company has implemented a successful planning strategy guaranteeing a safe environment and the ability to manage the crisis so as not to imply the necessity of dealing with it through a long-term planning. Thus, situational procedures can be useful both if the influence exerted by the crisis over the small hotel company is not too relevant and if there is a lack of time for implementing a more comprehensive anti-crisis management strategy. As a result, the situational procedures are assessed regarding the consistency and the completeness of their capability for a solution to the crisis. The second step consists of the prognosis of the impact of the potential crisis, both on the general activities of the small hotel company and on those carried out by each department. Finally, a decision about the strategy for addressing the crisis is taken, and recommendations are given.

In case, the crisis presents a higher degree of relevance and proper time and resources are available, short-term and long-term strategies can be implemented to deal with the crisis. The choice of implementation between a

short-term strategy and a long-term strategy must be made by taking into consideration the degree of the relevance the threat imposes and the speed of action available. First of all, the group decision, after consultations, formulates the crisis prevention procedure according to its level of consistency and efficiency in dealing with the crisis. Of course, it also makes considerations about the possible alternative procedures, a case under any circumstances, the main decision results not to be as effective as expected. In this case, the most efficient alternative procedure will be the one that will allow eliminating the crisis in the shortest period, by involving the least amount of resources. Once the decision about the operative procedure is taken, and the alternative ones are defined, it is fundamental to test how many the activities, both of the company as a whole and of each department, fit with the selected strategy.

During the formulation of the procedure and its evaluation, it is also necessary to make considerations about the resources required for the implementation. In facing the crisis, using the resources already available is the most reasonable way to proceed. For instance, if you formulate a specific crisis management procedure requiring financial resources, then you should consider only those funds that are already in place, and try not to rely on additional loans, credits and financial income that the small hotel company will receive in the future (i.e. profit). In case the constraints over the resources do not enable the small hotel company to execute the procedure that has been formulated, it is necessary to proceed through an alternative procedure. Undoubtedly, the formulation of the alternative procedure must take into consideration the weaknesses and the problems emerged with the previous procedure. In this case, in shifting towards an alternative procedure the small hotel company must be sure that resources required to address the threat are available. It is also important to remember that as soon as one of the alternative procedure becomes the main procedure in addressing the crisis, a further alternative procedure or a set of alternative procedures must be formulated, that would replace the main procedure in case it would prove to be ineffective or in case the internal or environment would change.

The adoption of the procedure and the formulation of its implementation to resolve the crisis, by eliminating the warnings or optimizing the activities, is the final step of the second stage.

The third stage is the operational stage through which the procedure chosen is fully implemented. It should be noted that according to the crisis life cycle the crisis warnings evolve first, into crisis symptoms, second into crisis phenomena and finally crisis situation. Each stage of this life cycle is characterized by different critical elements and produces a different impact on the small hotel company's ordinary activities. Moreover, given how rapidly crises can evolve, in implementing a crisis management procedure it is fundamental to consider the variable of the time-deficit.

Every step of the operational stage must be implemented under the total control of the responsible manager. Furthermore, the operational stage is the stage through which the monitor and the evaluation of the alternative procedures in term of effectiveness must be conducted. This is because it is important to be able to shift quickly towards an alternative effective solution in case problems regarding the implementation of the main procedure arise. The operational stage is also the stage through which it becomes clear if the crisis emerging can be promptly addressed and absolutely eliminated. Moreover, it is possible to adjust and adapt the procedure according to the changing circumstances. It is fundamental to remember that if the previous stages have not been fully completed, and any previous emerging problem has not been adequately faced, this third stage can result to be the most complex and time-consuming one of the entire process. Indeed, it is easier to address the emerging problems and crisis's implications during the previous stages than during this one. The extent of the monitoring step depends on the amount of time necessary to fully implement the procedure and the resources required: the longer the time and the larger the quantity of resources will be, the leading to a longer period of monitoring.

At the final stage, anti-crisis procedures must be tested. In this regard, for each department, the responsible manager must check and keep the report about the effectiveness of the anti-crisis package of measures implemented in that specific department. The assessment of the activities of each department must be conducted in a specific period.

The fourth stage "prognosis of the situation" consists in monitoring the already implemented crisis management procedures and in forecasting the prospects of their impact on the future development of the small hotel company. The first step is to monitor the activities during the crisis period.

Draw conclusions based on the outcome of the integration of the crisis management procedures implemented in each department, describing the main results achieved. First, an assessment of the general activities implemented must be conducted. Second, the activities of each specific department must be mapped separately and evaluated regarding their effectiveness in addressing the event. The second step is the assessment of the prospects for the development of the small hotel company, which includes the formulation of strategies for development in the short, medium and long-term. The assessment is conducted regarding the major features and directions of the possible development path, by a comprehensive balance of internal and external development of the parties, taking into account the risks and development prospects. Practically, the final stage of the implementation of the procedure addressing the crisis consists in the necessity of choosing one of the following final solutions for the future development of the small hotel company: liquidation, business diversification, downsizing the business, the acquisition of a competitive advantage, progressive development.

Conclusion

Nowadays, crisis management has become fundamental in the field of hospitality. In particular, the features of the small hotel companies require the development of specific models of crisis management. By taking into consideration these characteristics, the model illustrated in this paper has been conceptualized so to provide a high flexible and universal tool, that can be adopted by different countries and that can address different types of crisis, at different stages and using different approaches. Indeed, the four stages evaluating crisis warnings, selection of procedures of early warning crisis management, operational step and prognosis of the situation, combine different assessment methodologies aiming at defining proper procedures for dealing with a different stage of a crisis lifecycle. Moreover, since the lack of expertise and a proper managerial knowledge is the main issue affecting the real ability to face a crisis for the small hotel companies, the main aim of the model is to develop successful managerial practices especially regarding the preparation stage and the crisis warnings' detection. Undoubtedly working at the pre-crisis stage is easier than working at the post-crisis stage, since it contributes avoiding crises, if possible, or at the least to reduce their impact. A further ability of this model is linked to the option of working with potential

crisis and to turn them into business opportunities: the pre-crisis's assessments provide the possibility to identify the presence of issues that could potentially evolve into a crisis stage and to implement an ad hoc strategy that can also result in increasing efficiency a competitive advantage for the small hotel companies.

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USING SOCIAL MEDIA TO LEADERSHIP AND TEAMWORK

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Abstract. As the title implies the article describes how to become a leader in the industry using social media. Much attention is given to positive and negative effects social media has on society and, in this case on team members. The article is of interest to scientific community since social media phenomenon became relevant nowadays.

Keywords: social media, teamwork, business.

Among the many people involved in the workflow and aimed at solving a common problem, there is one who is the link. It is a team leader. About leadership, many books and articles have been written; the topic of leadership is developed by psychologists, sociologists, and specialists in the field of the management.

In Ozhegov's explanatory dictionary it is said that the leader is the head, the head of the political party of the socio-political organization or in general of any group of people; a person who enjoys authority and influence in any team [3].

The theory of leadership characteristics or the theory of the “great man” is based on the assertion that define a person as a leader and retain this status under any conditions solely his personal qualities – a natural gift, heredity.

In the social psychologist's ABC, leadership is defined as the relationship of domination and subordination, influence and following in the system of interpersonal relationships in a group [2].

Otherwise, in the conflictologist's dictionary, leadership is a specific phenomenon that occurs when the leader and workers interact, at the junction of two problems [1].

A successful leader and a company leader must have certain personal qualities. All successful people have clearly defined goals. Having a plan is the key to success in any business. Why do some people do not have time to do anything in a day, while leaders perform many tasks, manage to do everything well and on time? An important thing that unites any actions of a successful leader is a positive attitude. A good mood, a smile, goodwill and a sense of humour – all these fits both of them [5].

Great leader can build very tight-knit team. It should be remembered that people are different and their culture differs too. The culture is the collective phenomenon that embody people's responses to the uncertainties and chaos that are inevitable in human experience. This includes history, tradition, expectations of behaviour and values.

There are ten key variables that define a culture: structure, time, thinking, specific environment, power, individualism, competitiveness, action, communication, and space. Teams are transitory cultures therefore other factors need to be identified rapidly.

Other factors are assessing leadership skills, identifying availability of technology and resources, the use of power, and strategically managing a changing environment. Understanding how these elements work in concert to impact upon a team's performance is the main objective of the model. The model includes assessments of some of these areas of influence leader and team will encounter. Setting the goals of the team takes skilful discussion and clarification [16].

For a certain amount of work, different teams are formed. Therefore, it is necessary to understand what kind of commands exist.

Table 1 – Classification of command types (survey overview) [4]

Category	Team Type	Researchers
Occupation	Advisory, Production, Project, Action Team	D. McIntos-Fletcher
	Working, Team Efficiency, Integrating	Joseph G. Boyette
	Manager, Production Prepared Recommendations	J. Katzenbach and D. Smith
Types of formation	Intra-functional (Intact), Cross-functional	D. McIntosh-Fletcher
	Homogeneous, Heterogeneous	P. L. Hasina

Category	Team Type	Researchers
	Monocultural, Global	A. L. Svetsitsky
	Mixed, Extraverted Team, Leader Team, Apollonian Team	R. M. Belbin
	Operative, Entrepreneurial, Executive, Coordination, Self-governing, Self-managed, Virtual	A. M. Karjakin
Membership, management	Working Group, Pseudo Team, Potential Team, Real Team, Highly Effective Team	T. P. Galkina
Group activity	Team of Specialists, Managerial Interfunctional, Reform, Problem Solving, Self-managed	Yu. M. Zhukov, A. B. Zhuravlev, E. H. Pavlova
Functional range	Self-managed, Self-Projected, Self-Organizing, Managed	J. Hackman
Form of the management	Vertical-functional, Horizontal-operating, Specialized	T. P. Galkina

Separately selected types of working teams in psychology are practically not represented. Therefore, the author's classification was developed:

Table 2 – Classification of types of working teams [4]

Criteria	Type of Working Team	Example
Occupation type (organizational affiliation)	Executive (ISC)	Teams of services (units), Brigades
	Project (CIP)	Project teams, R & D, Laboratories
	Operational (OTP)	Councils, Commissions, Committees of Experts
	Coordination (CoC)	Commands for Products, Directions
Sphere of activity (industry affiliation)	Product (PC)	Production Teams
	Service (SC)	Commands serving customers
	Intellectual (IR)	Teams of IT, PR, Marketing, Design and Services
	Trade marketing	Sales Team, Logistics

Criteria	Type of Working Team	Example
	Socio-Cultural	Teams of Training, culture, Social benefits
Types of formation	Intra-functional	Sales Team, Workshop Team
	Cross-functional	Marketing Council, Creative project

Social networks became essential part of modern communication. From the beginning of the century many types of social networks were formed, which are used in all types of teams all over the world.

Nowadays, the most popular networks in Russia are VK and Одноклассники (Odnoklassniki). According to the research results, following number of surveyed use social networks: VK – 52%, Одноклассники (Odnoklassniki) – 42%, Facebook – 13%, Instagram – 12 % and Twitter – 7% [8].

Mostly, these networks are used for informal communication. Communication inside business industry develops other way. Making a decision on which digital software to use can play a great role. This social platform can either increase or slow down the speed of communications among team members. These platforms differ on the level of access of open interactions between employees.

On the one hand, for corporate communications were developed special Intranet portals. Intranet is a static website made for use of exact organization. It allows managing operational and transactional content. Intranet software is generated for company to deliver information to their employees (one way only). The problem of this platform it does not provide the access to social communication. Therefore, employees can only complete their work issues. However, it will not help to strengthen teamwork and team spirit.

One the other hand, there are Enterprise social networks (ESN), which are like a usual relationship network (Facebook, VK, etc.). These networks form platform for a free-flowing newsfeed. Clear interface allows every member of the company to post, comment, like and share content. These platforms, otherwise, can negatively influence on efficiency of the teamwork, because it is just an open source for chattering about anything besides the working issues.

The golden mean of organizational collaboration is social intranet software. They combine the best of both previous types of networks software. Social intranet software is a single platform for social collaboration and managing of documents, knowledge. Majority of companies already have a corporate portal or intranet. Nowadays, Russian market is represented by large world software as well as by domestic ones. Bitrix24, DaOffice, Jive, Yammer, Pryniki, IBM Connections, Facebook Workplace and some other are the most popular corporative networks [6].

Just few platforms among them are enterprise social networks. Mostly, companies began to integrate social intranet as the most effective platform.

By the way, digital media channels are often used for external corporate communications (CRM). According to the survey 97% of interweaved companies create own digital platforms for customer relationship management, mostly websites or usual social networks [7]. Company's current or potential customers can monitor the corporative culture through this CRM channels.

Unfortunately, according to the research of Harvard Business Review, only 12% of surveyed companies (out of 2100) are effective social users, despite two-third of them are currently using some social media channels for internal communications between co-workers [15].

McConnel writes that one of the main reasons is an organization's operating culture. A culture of trust influence positively on employees' aspiration to express their thoughts through digital workplace [10].

Some might like or dislike social media, but there is need to realize that technology and more specifically social media are here, and both of them are here to stay for a long time. Companies need to accept the fact that importance of social media is very high nowadays. Most companies just fail at using social networks because they do not see all the benefits of it. Some are:

1. *Social media allows to work from any location*

There is no need in eye-to-eye communication with team colleague to discuss business issues company faces. Social media can bring flexibility into working hours and freedom to work from any location. It is important for 55% of millennials, according to a study by RingCentral [13].

Skype might do communication, for example, just from home. Hence, the following benefit comes out.



27 февраля 2018 г.



Picture 1 – Skype business chat example

2. Social media helps to share content faster and a lot easier

To share documents without making copies of it, sending papers immediately and deliver memorandums became faster than never before. If the team lead needs to share the latest news, he or she will be able to write down them in team’s Facebook chat. It is unnecessary to talk in person with everyone.

3. Social media means equality

It is important to remember that the team members are different; some might be shy, others – confident. In this case, social media gives all the members equal opportunity to speak up.

4. Social media provides friendly atmosphere between team lead and team members

Informal or friendly communication increases the chance of better results. According to Globoforce, 89% of workers say work relationships matter to quality of life. Informal communication on social media leads to better understanding of your team members and team leader [12].

5. Social media can form companies’ reputation

Last, but not least, social media is very good at giving feedback. If a team uses Facebook comment section as a feedback zone, customers or users will be able to feel closer to this particular team.

It is obvious that social media may not be suited to every company. Some of the disadvantages companies are afraid of are:

- 1) social media is immediate. Social networks need to be monitored always. It is hard to be up-to-date and not to miss important information;
- 2) social media reduces employees' productivity;
- 3) according to a study by Nucleus Research; a company which allows its employees to use Facebook in the workplace loses 1,5% of its productivity [11];
- 4) social media is not immune to technical problems.

Blackouts, technical issues, software update and not only listed problems can destroy whole working day.

As the popularity of social media rises, increasing numbers of companies are incorporating social media inside their organizations. The majorities of team leaders turn to social media, such as Facebook, Skype and LinkedIn, because they fundamentally altered the business landscape which makes social media powerful tools that enhance and empower teamwork. There is a big future in using social media for teamwork, as it is people's life nowadays.

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Аннотация. Статья посвящена актуальной на сегодняшний день проблеме применения социальных сетей в бизнес-индустрии. Значительное внимание уделяется положительным и отрицательным сторонам использования социальных сетей на рабочем месте в целях сближения коллектива и становления лидера. Также в работе рассматриваются практические примеры их применения.

Ключевые слова: социальные сети, коллектив, бизнес-индустрия.

ROLE OF THE LEADER IN INTERNAL PR

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Abstract. It is very essential question for leaders about using or not using PR within their companies to achieve success. In this article, several objectives will be highlighted, such as opinions of business people about internal PR, the main PR functions and methods within a company, role of the leader in company, in internal PR and two different examples of famous leaders and their relation to internal PR.

Keywords: leader, company staff, internal PR.

Brief introduction

Nowadays, more and more attention is paid to the internal PR of the company as an important aspect of its work. According to the dictionary of business terms, an internal PR is a creation of favorable and trusting relations between the company's management and personnel at all levels of management [13].

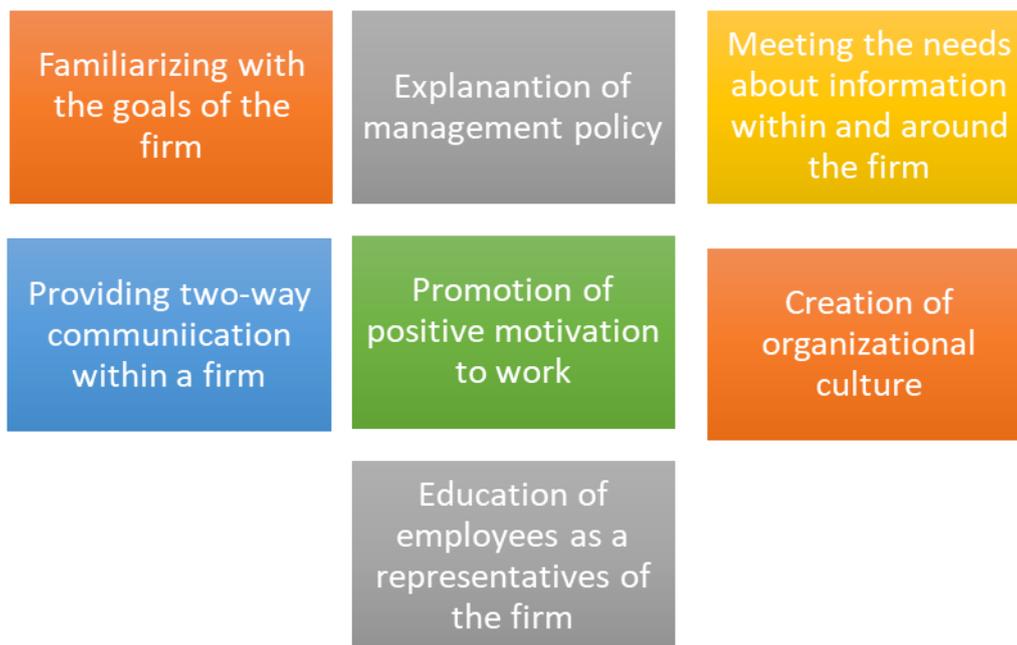
It is proved that the loss of companies from disloyal attitude of staff on average three times higher than from the activities of competitors or hostile media. However, in modern Russian practice, only a few companies are working consciously to establish favorable communications with their staff.

“According to modern statistics, no more than 15% of Russian companies are consistently and successfully engaged in internal PR – building communications between employees, promotion of the company's values,” – Sergey Gurov, the manager of PR-Agency “Feedback” says. In his opinion, in most medium and large companies, the internal PR is reduced to holding festive parties. Susan Walker, Head of the Department of research in the field of communications in British marketing company MORI, agrees with him. “The main top managers' mistake is an unwillingness to maintain feedback with employees, inability to use the benefits from establishing contacts with them”, – she claims [11].

At the same time, Victoria Chuprovsckaya, the Director of “Capital PR Agency”, says: “Managers of companies resort to external PR Agency with the offer of development of PR strategy and internal communications with great reluctance. This happens only in case of serious problems (lack of motivation of staff, feeling of not belonging to team and, as a result, – decrease of efficiency in the company)” [12].

Importance of internal PR for the company

Inside the company, PR performs a number of vital functions for employees; they are shown in the picture 1 [3].



Picture 1 – Functions of internal PR

The internal PR is often compared with the heart, which ensures the life of the entire system. Indeed, it is followed by personnel policy, staff motivation, and the foundation for a stable reputation. However, the difficulty is in the fact that the internal PR is effective only when it is supported by real management decisions, and vice versa [1].

Like the introduction of any management solution, effective internal communication is built “from top to bottom” from the first person down vertically.

The object of the internal PR is the staff of the company, and the solution of all issues related to it, becomes one of the tasks of the HR

Department. Successful implementation of internal PR-events gives meaning to all other HR-tasks [14].

Methods of internal PR

Here are the main methods of internal PR presented:

1. Internal media is the most common tool for internal PR. Specifics of the audience and the technical capabilities of the company, determine circulation of media.

Corporate culture Guide should address the aspects of behavior inside the company and outside it. When writing, it is better to avoid dogmas and approach to this process creatively.

Corporate identity is a very powerful tool of visual communication. Knowledge of the logo, signs, etc. contributes to the unification of the team because of belonging to something specific.

As for mass events (sports, art, tourism, etc.), it is better to choose activities that as many people as possible can participate.

Bulletin Board is an open source of information that encourages discussion and, therefore, promotes communication between people in the team. Even if Bulletin Board is an electronic one, it may be also the traditional Board in the place of the largest flow of people (dining room, smoking room, entrance).

Concerning Board of honor, the company, which is proud of its employees, deserves to be proud of employees. For many teams, especially the young one, fame was very strong motivation.

Trainings of interpersonal communication, works in groups, etc. help to maintain a positive climate in the team in a difficult situation.

According to the specifics of your team, meetings can be hold as quarterly meetings in assembly halls with reports of the work done or a weekly five-minute meetings in which the head sets the task, divides work and sums up the previous week.

When creating your own internal PR strategy, it is important to use only those tools that are acceptable to specific organization [10].

Role of the leadership in company and in internal PR

The role of leadership in an organization cannot be overestimated. Without a person leading the team behind them, organizations will not be

able to work effectively, even with a full staff of highly qualified personnel inside it. Leader creates a cohesive team of followers, unites the efforts of specialists for effective work and monitors their activities.

In the process of personnel management, the role of the leader is determined by his efforts to choose qualified candidates for the team. The informal leader can tell exactly whether candidate will join the team and how quickly he will be able to adapt to corporate values [2].

A great role of the leader is in creation and management of corporate culture and values of the enterprise.

This importance in the work of employees will appear when senior management and top managers will treat them as individuals, understand and respect their needs for information about what is happening in the organization, positive feedback.

Therefore, the successful development and implementation of internal PR begins with the creation of a positive image of managers as leaders for a sense of faith and pride of employees in their company [1].

Internal PR for two different leaders

Here are the two examples of famous men presented, each of them has already achieved success with his team, but their attitude to corporate culture is different.

First of them, Ma Yun, professionally known as Jack Ma, Chinese business magnate, co-founder and executive chairman of Alibaba Group. For March 2018, he is one of China's richest men with a net worth of US \$42.4 billion, as well as one of the wealthiest people in the world [7].

When Alibaba website only began to turn out to be a successful Internet project and two large companies began to invest money in it, the team of company only consisted of non-professionals who were just followed the idea, enthusiasts who never gave up.

In the office of the company, there is always an atmosphere of fun, joint participation in the common ground and openness.

A sense of humor never left Jack MA. On the day when the company stopped to be unprofitable and brought the first profit, MA gave to the employees bottles of multi-colored aerosol-serpentine and held a party in the office. In the early 2000s, when Taobao (Chinese equivalent of eBay) was

found, during breaks he taught employees to stand on hand to support the efficiency [6].

“I made a mistake in 2001. I explained to my employees with whom I founded the company that the career limit in the company for them is the level of managers. In order to hire top managers at the Vice President level and above, I thought I needed to find professionals outside the company. Years later, none of these hired professionals does not work in the company any more, but those whom I doubted in, perfectly carry out roles of Vice-presidents and even above”.

He has a principle that guides him: your attitude to work and the decisions you make are more important than your abilities. You cannot make everyone think the same way, but you can make everyone believe in one common goal.

“Do not try to make your employees think in the same way, it is impossible. Do not let them work “on the person”. Instead, gather them around one common goal. It is easier to unite people around a common idea, than around a single leader, no matter how incredible he or she may be”.

He claims that the head of the company should never compare his technical skills with the skills of employees. Technical skills of employees should always be better than his. Otherwise, he hired the wrong people [16].

In Jack MA’s tips to future businesspersons, we may also see his approach to internal PR.

According to MA, manager should lower the dependence of his team on him – share the skills that he has, teach them what he knows. With time, he will be able to shift a significant portion of his duties for the team, and later fully trust them to guide and to pursue other projects.

Whether it is a difficult or a favorable time – the leader should always stay calm, confident and ambitious. Being at the foot of the mountain and not seeing its top, it is easy to start panicking and turn back. However, he can look at the top with the height that he wants; achieving the goal depends on his own point of view.

When hiring an employee, manager needs to pay attention not only to qualifications. Professionalism and excellent characteristics of a specialist does not mean that they both will get along fine. For example, after a while of taking a job to a fine qualified member, you will realize that you simply do

not trust him and therefore cannot build an effective labor relationship. In addition, a thick and solid resume will not tell you whether its owner is ready to continue professional growth and develop with your company [4].

The second one, Elon Reeve Musk, South African-born Canadian and American business magnate, investor, and engineer. He is the founder, CEO, and lead designer of SpaceX, co-founder, CEO, and product architect of Tesla, Inc.; and co-founder and CEO of Neuralink [8].

His position about this theme is shown under.

Staff of his first startup Zip 2 often discovered that the boss had changed things without consulting with them. Years later, thinking about it, Musk admitted that he could treat his colleagues more gently: “You need to try to look at the case through the eyes of those with whom you speak”.

Even knowing that he has good team members, Musk up to the end did not trust them. For example, Zip 2 had excellent computer scientists, but Elon believed that he was able to write code better, and made changes to the product, which caused many complaints.

To work in X.com (original name PayPal) Elon Musk picked up a star team – the best engineers, financiers. Talented specialists were inspired by the new idea of banking and the promise of the Musk that together they will make a revolution in the market.

Soon conflicts in the team started to appear. Musk did not give employees the right to vote, sharply criticized all the initiatives. In the end, the Deputy Director Harris Fricker has put the ultimatum: or Musk transfers him control of the company or Fricker goes and takes people with him. The scandal ended up with mass layoffs. Musk created a new team, lost his time and money, but still created new team, which were executed only by his will.

From his point of view, at the first stages of creation of the company, as well as throughout its development, it is necessary to involve in a staff outstanding experts. The overall success of the company depends on how high-class employees are, how well established communication within the team is, how much the whole team follow a single idea.

He personally conducts the interview, controls each step and ruthlessly dismisses employees. All this Musk considers as important principles of a successful leader. Perhaps, thanks to this approach, SpaceX employees cope with the tasks in a week that take years to perform in other companies [9].

Conclusion

To sum up, after familiarizing with a lot of information about other famous managers' experience and this theme in general, I have come to conclusion: personally, if you want to be a leader in the company, you should use experience of different approaches with their strong and weak sides. Difficulty of being a leader is to find out appropriate actions to combine in a right ratio.

The proof of the relevance of this problem is that it has begun to rise at the nationwide level. Recently, the results of the all-Russian contest of managers "Leaders of Russia" were summed up, in which were evaluated such competencies as leadership, focusing on results, strategic thinking, ability to work in a team, communication and influence, and others. This is promising and thus proves the idea of the demand for leaders with good communication skills and the ability to create a favorable environment within the team.

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LEADER OF A SPORT TEAM “PITTSBURGH PENGUINS”

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Abstract. This work is based on the analysis of the theoretical material about the leadership qualities that the leader / captain of the team should have for achieving success and their application in real life. In the course of our work we have used the example of the hockey team “Pittsburgh Penguins”. Key features of Mario Lemieux have been analyzed.

Keywords: leader, leadership, sporting character, coach, player, structure, team.

Sport has always played an important role in our life. However, while some people prefer individual kinds of sports, others choose team sports saying that they are not only more exciting but also develop team skills. Team sports are definitely more beneficial to people than individual sports. Firstly, they encourage the players to interact with each other which is a skill we need in our everyday life. In contrast, individual players are used to relying only on themselves, which is not always the best strategy. Secondly, playing sport becomes a much more exciting activity when people take part in it with their team members. Every year interest in these activities grows; many people begin to do sports.

The study of the phenomenon of leadership began in the early 20th century. Famous scientists and psychologists made a huge contribution to the study of this phenomenon. The concepts of the origin of leadership began to

be formed: the “theory of traits” – a significant contribution to the development of this theory was made by American scientists K. Baird and R. Stogdill, who tried to determine the set of qualities necessary for the leader.

A leader is a member of a group who has necessary organizational skills and occupies a central position in the structure of interpersonal relations of group members, setting an example of organizing and managing the group and achieving the goals in the best possible way. According to the generally accepted definition, leadership is the process of managing a group and organizing the behavior of people who are led by leaders.

It is obvious that in the role of the leader of a sports team people usually see the most authoritative and experienced athlete. But there were teams that did not have the most authoritative and experienced members of the team in the role of their leaders. In the sport of higher achievements, the leader is almost always one of the strongest team athletes. The opportunity to participate in the team for the leader is wide enough. Here, if the leader acts in accordance with the plan and tasks of the coach, then, as a rule, maximum positive effect is achieved in organizing and coordinating the overall efforts of team members. The class of captain is a hidden force that creates the world’s greatest teams. Sometimes between the official leader (coach) and the leader there is no complete agreement, no mutual understanding is established. This can lead to a certain disorganization, to the violation of the management processes in the team. In this situation the coach does not always manage to immediately find the most optimal way to manage the team.

Let us consider this theory using the example of the leader, the owner, the former player of “Pittsburgh Penguins” Mario Lemieux. Mario Lemieux is a legend of Pittsburgh and its current owner. He was the leader of the team from 1985 to 1992.

One of the most admired figures in professional sports, Mario Lemieux has enjoyed a lengthy career filled with dramatic moments. He possessed the basic leadership qualities: imagination, talent, determination, attraction. A member of two Stanley-Cup winning squads with “Pittsburgh Penguins”, Lemieux was sidelined after a diagnosis of Hodgkin's disease, a form of cancer, in 1993. After completing radiation therapy and missing the 1994–1995 season he returned to the Penguins the following year and scored

sixty-nine goals on his way to winning the Hart Trophy as the National Hockey League's (NHL) Most Valuable Player. Citing the indifferent refereeing that plagued the NHL in the mid-1990s, Lemieux went into retirement in 1997. When the Penguins franchise encountered financial difficulties, Lemieux stepped in to negotiate a part-ownership of the team that helped it recover from bankruptcy. Even more surprising, Lemieux came out of retirement to rejoin the Penguins as an active player in 2000, an event that immediately revived the team's fortunes.

After being cured from cancer, Mario Lemieux could have just given up but he continued to play and continued to be one of the league leaders. He also showed dedication when he bought "Pittsburgh Penguins" out of bankruptcy

Another key to success is an important role of coaching staff and their way of training and managing the team. In 1992 Scott Bowman became Head coach. He had always been able to manage people and due to his efforts, the team was able to show its best results.

The training process is quite essential as well. In the course of trainings experienced coaches will notice all weak and strong sides of players and finally create some new links between players according to their opportunities, powers and characters. All coaches, captains, leaders should be psychologists as well, because they can face any type of problem and knowledge in this sphere will help them and their team a lot.

The team as a system always acts in its environment. To achieve the desired goals in such conditions the team needs to manage the actions of all players in the course of the game. In a team as a closed system such management is possible only in the form of self-government, i.e. the system is self-governing. It is known that self-government in a small group is realized by leaders.

So, how did Lemieux take the lead of the hockey team? According to the theory, a leader is a member of a small group nominated to perform this role to increase interaction of its members in a particular situation, to facilitate the organization of the group and manage it to achieve its goal. The leader also acts as a psychologist with a high level of competence and status in the group.

The leadership process has a complex structure. In this process two components are identified:

- procedure, as a sequential implementation of control actions in the course of the game process; this component is called “playing roles”;
- carriers, as subjects of leadership roles in the management of the game process – these are “potential leaders”.

Thus, the leader in the group is the bearer of certain leadership roles. All these qualities are observed in Mario. In 1985 he became the team captain and spent one of the greatest seasons. The most important seasons were in 1991 and 1992 when the team from Pittsburgh had been taking the leading position in the NHL for two years. Everything changed with the advent of the coach Scott Bowman. He was able to find the chemistry between the players and the release of Mario Lemieux. He put Mario against weak defenders on the ice and Mario at the expense of his speed beat them and scored lots of goals.

Thus, in the course of the theoretical analysis, we have revealed that the leader has a huge role to play. In a sports team the leader can perform various functions. He can be a playing leader or a communicating leader. Another critical element is the analysis of the opponent. It is important to know what to expect from the enemy. Knowing their weaknesses can be extremely useful both for the game process and achieving desired goals.

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ЛИДЕР В СПОРТИВНОЙ КОМАНДЕ «ПИТТСБУРГ ПИНГВИНЗ»

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Аннотация. Данная работы основана на анализе теоретического материала о лидерских качествах, которые должны быть у лидера / капитана команды для достижения успеха, и на их применении в реальной жизни. В качестве примера используется хоккейная команда «Питтсбург Пингвинз». Проанализированы ключевые особенности Марио Лемье в спортивной сфере.

Ключевые слова: лидер, лидерство, спортивный характер, тренер, игрок, структура, команда.

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LEADER SELECTION ON THE IPA PROJECT BY IMPLEMENTING PROMETHEE-GAIA METHOD: THE CASE STUDY OF SERBIA

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Abstract. In this paper, the multi-criteria decision analysis was conducted for the purpose of ranking the various types of leaders of the candidates and finding the most suitable one for the team leader on the IPA project which was implemented by the NGO organizations. The process of prioritizing the alternatives by using the PROMETHEE-GAIA method was carried out according to the competences which were set as the important for the team leader on the IPA cross-border project between Serbia and Bulgaria. The project was realized on the side of Serbia by the “Resource Center Bor” (Lead Partner), and on the side of Bulgaria by the foundation “Phoenix – 21 Century” (Project Partner) and Association “European Prosperity” (Project Partner). In this paper, there were defined methodological aspects, where the alternatives were ranked by the mentioned multi-criteria decision making method, according to defined criteria.

Keywords: PROMETHEE-GAIA, multi-criteria decision making, IPA cross-border project, team leader.

1. Introduction

Leadership is mostly defined as an ability of inspiring and impressing followers by providing them the purposes to fight for the company or the project goals (Yıldız Sebahattin et al., 2014, page 786). An effective leader should know how to *motivate and direct his followers*, how to *solve the problems creatively*, to have *the ability to communicate and resolve conflicts* and to have *the multicultural approach in working with people* (Živković Živan et al., 2004, page 233). Considering that, the aim of this paper is the implementation of the MCDM methodology in selecting the best candidate

for the team leader within the international multicultural project, where the last mentioned feature of multiculturalism has the particular importance.

Leaders are very important for the project teams. The project (team) leader should bring the project to the successful completion (Jovanović Aca, 2005, page 129). That is why the selected candidate must be the best from all other candidates and to have the required references.

The subject of this paper is to prioritize the candidates who are recognized by the particular type of leadership according to their competencies and characteristics required in the selection for the project leader by using the PROMETHEE-GAIA method. The selection was performed of the criteria which were defined by the Resource Center Bor, the lead partner on the IPA cross-border project between Serbia and Bulgaria. The IPA project between Serbia and Bulgaria “Preserve for us, Youth teaches adults” has had the topic of preserving ecologically sound and clean environment, through the education of older people.

2. Methodology

In the process of making the list of alternatives in order to find the team leader on the IPA cross-border project “Preserve for us, Youth teaches adults”, the author has used the internal competition announced by the Resource Center Bor, which has involved the potential candidates exclusively from the partner organizations on the project (Serbian “Resource Center Bor” and Bulgarian “European Prosperity” and “Phoenix – 21 Century”). On the foundation of a list of seven applicants for the position of the team leader, through the interviews and CVs, their leadership skills were analyzed and candidates were classified according to the type of leader they belong to. So, *these types of leaders are the key alternatives according to which the selection of candidates was carried out.* Also, the list of criteria was defined on the basis of characteristics that each leader must have and specifically required characteristics that were defined as significant for this international project.

Then, the prioritization of these alternatives, obtained through the applications of candidates from partner organizations according to the type of leader to which the candidates belong to, was carried out by implementing the PROMETHEE-GAIA method (Bogdanović Dušan et al., 2017, page 37).

The *PROMETHEE-GAIA* method is a high-order method by which two or more alternatives can be compared at the same time for each criterion in order to identify the preference among the alternatives. It is based on positive (out -) and negative (in -) preference flows for each alternative in the valued outranking relation to rank the alternatives according to the selected preferences (weights). Positive flow expresses how much the specific alternative is dominating other alternatives, and negative flow expresses how much that alternative is dominated by the others (Vego Goran et al., 2008, page 2195).

The reason of using the *PROMETHEE-GAIA* method (*PROMETHEE II – GAIA* method, to be more precise) in this paper is in the advantage of structuring the problem, in the amount of data that can be processed, in the possibility of quantifying the qualitative variables and in a good software support and presentation of the results by the *GAIA* modeling (Živković Živan & Nikolić Đorđe, 2016, page 94).

The procedure of implementation the *PROMETHEE-GAIA* method was carried out through the following steps (Bogdanović Dušan et al., 2017, page 37):

- 1) *creating a matrix / table of decision-making;*
- 2) *allocating the preference functions $P(a, b)$ for each criterion;*
- 3) *calculating the Index of preferences $IP(a, b)$ which represents the intensity of preference A in relation to B :*

$$IP(a, b) = \sum_{j=1}^n w_j \cdot P_j(a, b); (\sum_{j=1}^n w_j = 1) \quad (1)$$

- 4) *calculating the “outranking” flows for each alternative (positive and negative):*

$$\Phi^-(a) = \frac{1}{m-1} \sum_{x \in A} IP(x, a) \quad \Phi^+(a) = \frac{1}{m-1} \sum_{x \in A} IP(a, x) \quad (2)$$

- 5) *NetFlow calculating and defining the *GAIA* model:*

$$\Phi(a) = \Phi^+(a) - \Phi^-(a) \quad (3)$$

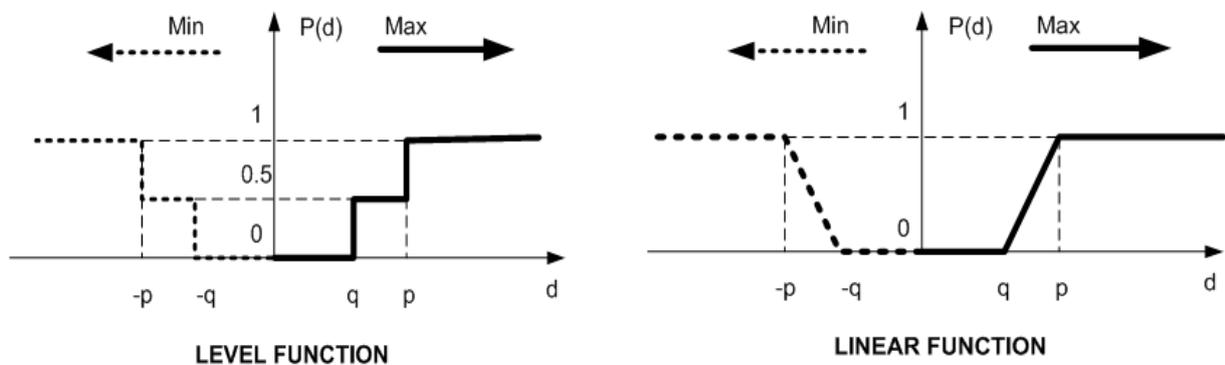
In the process of ranking alternatives, the *Visual PROMETHEE* software program was used for the analysis, and based on it, appropriate relevant results were obtained.

3. Results

The basic alternatives between which will be determined the priority ranking list of the best, are defined as follows: **A₁** – Charismatic leader (CAN₁ – Resouce Center Bor); **A₂** – Visionary leader (CAN₂ – Resource Center Bor); **A₃** – Bureaucratic leader (CAN₃ – Foundation “Phoenix – 21 Century”); **A₄** – Project oriented leader (CAN₄ – European Prosperity); **A₅** – Democratic leader (CAN₅ – European Prosperity); **A₆** – Functional leader (CAN₆ – Foundation “Phoenix – 21 Century”); **A₇** – Authoritative leader (CAN₇ – Resource Center Bor). The criteria by which will be carried out the comparisons, are defined as follows: **C₁** – Level of education; **C₂** – Level of English language proficiency; **C₃** – Number of realized EU projects at the position of the project leader; **C₄** – Knowledge of Project Management; **C₅** – Number of years working in the youth sector; **C₆** – Knowledge in the field of ecological management; **C₇** – The level of interpersonal and communication skills.

A *visionary leader* is effective in manifesting his or her vision because he or she creates specific goals, initiates actions and engages others with the implementation of the project approach. A *charismatic leader* is a leader whose influence and ability to lead are the results of his personality. He is distinguished by a strong personality characterized by the charisma that influences the other people. A *project-oriented leadership* explains the key leadership models of managerial, intellectual and emotional leadership and shows how they can be applied within projects to lead processes, functions and people, and ensure an ethical and inclusive approach within projects and programs (Müller Ralpf & Turner Rodney, 2010, page 4). A *democratic leader* is a leader who shares his or her own responsibility in making decisions with other team members and respects their opinions. A *bureaucratic leader* has the power based on his or her position in the team or organization and focuses all the attention on bureaucratic problems. A *functional leader* provides the leadership position through the his / her own work and he / she is forced to adapt to the needs of the situation in which he / she operates (Živković Živan et al., 2004, page 237). The *authoritative leader* is a leader which has total decision-making power and absolute control over his subordinates.

Based on previously defined alternatives and criteria, the decision-making table is determined with the values that will be used for the further multi-criteria decision analysis (Table 1). The relevant information in terms of the type of preferential function, the threshold values q and p and the weights, are defined for each criterion taking into account the characteristics of alternatives. In this case, the *Level and Linear types of the preferential function (types IV and V)* was selected for PROMETHEE/GAIA model with the threshold of indifference $q = 0,5$ and the threshold of preference $p = 1,5$ for the 5-point scales of qualitative criteria (Tavana Madjid, 2013, pages 718–721).



Picture 1 – Level and Linear functions of preference (types IV and V)
(Brans Jean-Pierre & Vincke Philippe, 1985, pages 650–652)

The weights of criteria were determined by using the AHP methodology, while the three-point and five-point scales were used for quantifying the qualitative criteria as it is shown in the Table 1. The Analytic Hierarchy Process (AHP) is an intuitive method for formulating and analyzing decisions, based on hierarchical problem structuring and making a pairwise comparison, based on the Saaty’s 1–9 comparison scale (Mimović Predrag & Krstić Ana, 2016, page 76). In this paper only a part of the AHP methodology was used in order to obtain the weight coefficients for each criterion, but the overall weight vector is based on the expert decision-making of two experts in front of the Resource Center Bor and it was determined by using the geometric mean of the comparisons of these two experts.

Table 1 – Decision-making table

Criterion	C1	C2	C3	C4	C5	C6	C7
Alternative							
Type of criterion (min/max)	Max	Max	Max	Max	Max	Max	Max
Function of preference	Level	Level	Linear	Level	Linear	Level	Level
Threshold Q	0.3	0.5	0.5	0.5	0.7	0.5	0.5
Threshold P	1	1.5	3	1.5	4.2	1.5	1.5
Unit	<i>Three-point scale</i>	<i>Five-point scale</i>	<i>Projects</i>	<i>Five-point scale</i>	<i>Years</i>	<i>Five-point scale</i>	<i>Five-point scale</i>
A1	BSc - 2	Excellent - 5	3	Average - 3	6	Average - 3	Very high - 5
A2	BSc - 2	Excellent - 5	13	Very high - 5	8	High - 4	Very high - 5
A3	MSc - 3	Excellent - 5	9	High - 4	3	Average - 3	Average - 3
A4	MSc - 3	Excellent - 5	10	Very high - 5	2	Average - 3	High - 4
A5	MSc - 3	Excellent - 5	5	Low - 2	17	High - 4	Average - 3
A6	MSc - 3	Basic - 1	7	Average - 3	3	Average - 3	Low - 2
A7	High School - 1	Excellent - 5	3	Very low - 1	4	Average - 3	Average - 3
Weights - w_j	0.03689	0.04507	0.18079	0.37602	0.06503	0.12681	0.16939

Table 2 – Comparing pairs of criteria by the Expert 1

EX ₁	C ₁	C ₂	C ₃	C ₄	C ₅	C ₆	C ₇
C ₁	1,0	0,333	0,167	0,125	0,5	0,25	0,25
C ₂	3,0	1,0	0,2	0,111	0,5	0,333	3
C ₃	6,0	5,0	1,0	0,25	3	3	6
C ₄	8,0	9,0	4,0	1,0	9	5	8
C ₅	2,0	2,0	0,333	0,111	1,0	0,25	0,5
C ₆	4,0	3,0	0,333	0,2	4,0	1,0	4
C ₇	4,0	0,333	0,167	0,125	2,0	0,25	1,0

Degree of consistency: CR = 0,09595

Table 3 – Comparing pairs of criteria by the Expert 2

EX ₂	C ₁	C ₂	C ₃	C ₄	C ₅	C ₆	C ₇
C ₁	1,0	4	0,25	0,25	0,333	0,2	0,111
C ₂	0,25	1,0	0,25	0,20	0,333	0,2	0,125
C ₃	4,0	4,0	1,0	0,5	4	2	0,143
C ₄	4,0	5,0	2,0	1,0	4	4	0,25
C ₅	3,0	3,0	0,25	0,25	1,0	0,5	0,25
C ₆	5,0	5,0	0,5	0,25	2,0	1,0	0,167
C ₇	9,0	8,0	7,0	4,0	4,0	6,0	1,0

Degree of consistency: CR = 0,09946

Table 4 – The overall weight vector (w_j)

Goal	C ₁	C ₂	C ₃	C ₄	C ₅	C ₆	C ₇	w_j
C ₁	1.0	1.15412304	0.20432817	0.1767767	0.40804412	0.2236068	0.16658331	0.03689
C ₂	0.86645874	1.0	0.2236068	0.14899664	0.40804412	0.25806976	0.61237244	0.04507
C ₃	4.89408784	4.47213595	1.0	0.25	3.46410162	2.44948974	0.92628289	0.18079
C ₄	5.65685425	6.71156055	4.0	1.0	6.0	4.47213595	1.41421356	0.37602
C ₅	2.45071541	2.45071541	0.28867513	0.16666667	1.0	0.35355339	0.35355339	0.06503
C ₆	4.47213595	3.87492129	0.40824829	0.2236068	2.82842712	1.0	0.81731267	0.12681
C ₇	6.00300225	1.63299316	1.07958379	0.70710678	2.82842712	1.22352196	1.0	0.16939

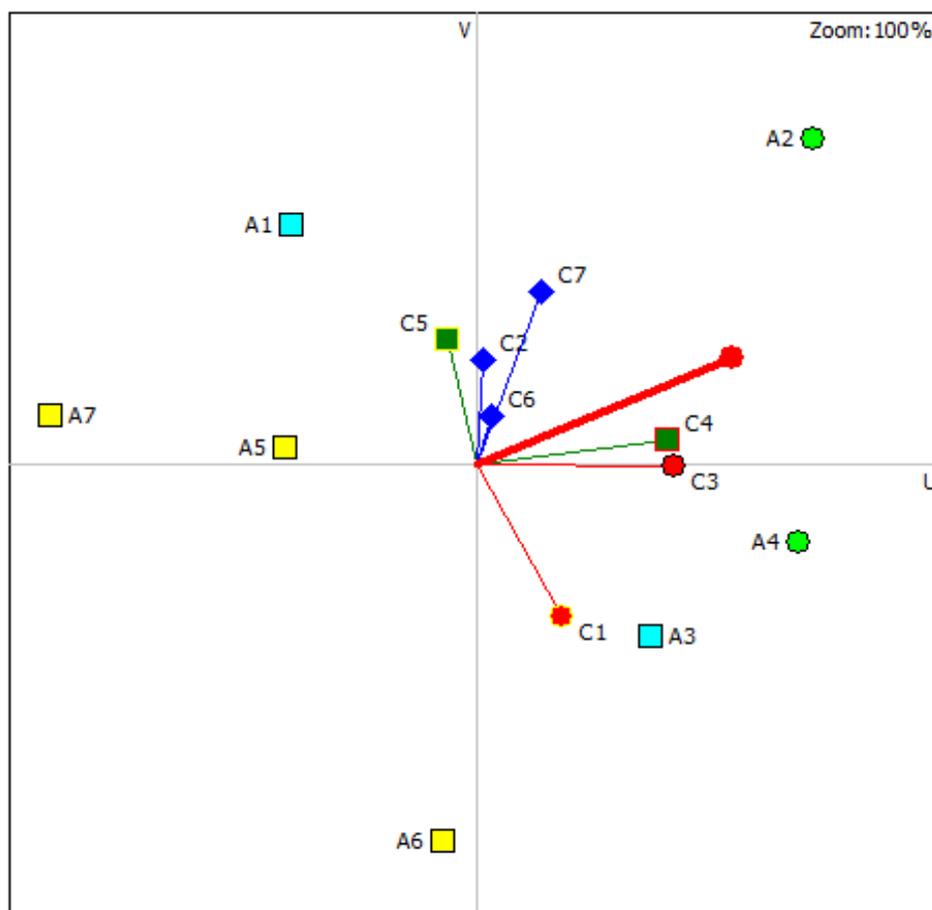
Degree of consistency: CR = 0.05748

The process of ranking the options was carried out by using the software package *Visual PROMETHEE*. On the basis of the input data, positive, negative and network flows of the alternatives, the results were obtained and presented in the Table 5.

Table 5 – Rank of the alternatives

Rank	Alternatives	Phi	Phi+	Phi-
1	A ₂	0,6677	0,7031	0,0354
2	A ₄	0,3878	0,5051	0,1173
3	A ₃	0,1172	0,3375	0,2203
4	A ₁	-0,0927	0,2632	0,3559
5	A ₅	-0,2043	0,2254	0,4297
6	A ₆	-0,2663	0,1917	0,4580
7	A ₇	-0,6095	0,0275	0,6370

Picture 2 shows the GAIA diagram, which is a projection of a set of alternatives and criteria. The diagram presents a decision-making stick (red stick) that shows the direction of the compromise solution.



Picture 2 – GAIA diagram

4. Discussion of results and conclusion

The obtained final results of the overall priorities of alternatives have enabled their prioritization in descending order: Visionary leader (CAN₂ –

Resource Center Bor) > Project oriented leader (CAN₄ – European Prosperity) > Bureaucratic leader (CAN₃ – Foundation “Phoenix – 21 Century”) > Charismatic leader (CAN₁ – Resource Center Bor) > Democratic leader (CAN₅ – European Prosperity) > Functional leader (CAN₆ – Foundation “Phoenix – 21 Century”) > Authoritative leader (CAN₇ – Resource Center Bor). It can be concluded that it was defined the various types of leaders of the candidates and found the most suitable one for the team leader on the IPA project which was implemented by the NGO organizations. So, the best type of leadership and the ones that may be considered as the most suitable type that one of the candidates belongs to is the *Visionary leader* – A₂ (Candidate from Resource Centre Bor).

The obtained results are expected, because the *visionary leaders* are social innovators and agents of change, seeing the broad picture and thinking strategically. There is a profound interconnectedness between the leader and the others, and true visionary leaders serve the good of the others. A visionary leader is effective in manifesting his or her vision because he or she creates specific goals, initiates actions and engages others. Also, this type of leader has a project-oriented approach to all tasks, which was crucial for selecting the best candidate in this case. (Group of authors, 2018, web page: <http://www.visionarylead.org/visionary-leadership-article.html>)

Taking into account the different preferences in terms of the compared pairs of decision-making elements conducted by the two Experts, applied methodology yielded the adequate results. So, the subjectivistic approach in the process of determining the weight coefficients of criteria was superseded by the objective estimates of two experts.

5. Acknowledgement

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THE ROLE OF PSYCHOLOGIST IN SPORT TEAM'S SUCCESS

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Abstract. This work is based on the analysis of theoretical material on the psychologist's role in the team's success. In the course of the work modern sources are used.

Keywords: sport team, sport psychologist, team's success keys.

This article points up the psychologist's role in team sports and relations among team members. The psychology of team sports is primarily different from individual ones that is why we should not confuse them. Furthermore, it is directly wrong to take groups of amateur sportsmen to sport teams. While the objective of the first groups is to keep fit and maintain activity, the second type of groups is targeted to achieve high results at competitions. We will concentrate on the second type of groups: sport teams.

In this work, we are going to find answers to three main questions:

1. Is it necessary for the team to consult the psychologist?
2. What are the techniques used by sport psychologists?
3. Are there any negative aspects of the psychologists' performance?

To begin with, it is vital to mention that not only sportsmen, but coaches, sport managers, doctors, psychologists, referees and reporters are involved in the teams' training and performing processes. That is the reason, why team training demands considerable amounts of financial costs and up-to-date achievements in the field of the theory and methodology of training, medicine, pharmacology, psychology and management. Undoubtedly, the central part of the performance is kept by the team, other agents are solely

looking for the new talents and create conditions for sportsmen. One of such agents is a sport psychologist.

Coming back to the first question about the psychologist's necessity for a team, let's point out the words of Vladimir Sopov, President of the Russian Association of sport psychologists, who's been requested: "Is it possible to dispense with psychologists' services in the modern sport?" The response was: "Of course, it is possible, but results will be worse". As we can see, Vladimir Sopov highlighted the influence of the psychologist role and its connection to the team's success. He also mentioned that the modern sport of highest achievements is a complicated system, where every opportunity must be used by the team to blossom, unless it wants to become an outsider.

Likewise, Anatoliy Hmelev, honored coach of the USSR, said that in the sport of highest achievements much attention was not paid to the psychological part of training. Frequently, vain coaches satisfied themselves with a belief that they were psychologists. Later, Anatoliy Hmelev said, he had understood, why so many young and talented sportsmen had not reached their goals. He believed, that with help and recommendation of psychologists he had not only kept sportsmen in the team, but also helped the team to progress.

A similar opinion is showed by Vladimir Alekno, the previous coach of the national men team of Russia in volleyball. He said, that the position of the team psychologist was occupied by him, as he had thought. The same had been supposed by his predecessor, Gayich. Time passed and came the understanding that there was a real need in gaining some experience in psychology and team-building. Admitted his weakness, Vladimir Alekno enrolled a team psychology program to orient in the team-building processes. Now he can easily define if the psychologist, training the team, doesn't work efficiently.

Onwards, since we have discovered an advantage in psychological services in team sports, the structure of this essay leads us to the next problem. It is connected to the set of particular methods, used by sport psychologists. In order to understand the meaning of the methods, we need first to understand conditions a team have to follow to be successful.

One of North America's leading mental coaches, working in the areas of enhancing performance and team building, Dr. Saul L. Miller defines these keys for a sport team to succeed:

- A Sense of Purpose: A Meaningful Goal;
- Talent;
- Leadership;
- Strategy / Plan;
- Commitment;
- Feedback;
- Confidence;
- Chemistry;
- Identity.

Importantly, that all the keys accumulatively lead to the team's success, though none of them is the single most influencing factor. The role of psychologist is to keep the balance among all the factors.

First of all, the process of setting specific goals at one competition, or for the whole season, is connected to such psychological phenomenon as the level of claims, writes Prof. Evgeny Ilyin. The level of aspiration is a measure of the difficulty of purpose that confronts a team. The case when the team sets goals that are clearly above capabilities of sportsmen is called "inadequate high level of aspiration". On the contrary, the case when the target is set below the capabilities of the athletes, is called "inappropriate low level of aspiration". "Adequate level of aspiration" occurs when the target is set within the capability of the team. The role of psychologist in this case is to regulate the goal-setting procedure and normalize the goals to the appropriate level.

Interesting, that the data obtained in the study conducted by M. Klein and G. Christiansen on the basketball teams (ss. 18 youth teams (ages 10–16) and 17 teams composed of college men (ages 19–22), confirms that those groups, whose members had the same level of aspiration, were not as successful, as the teams, where players had various levels of aspiration. A team must be psychologically ready even to fail in one particular game to achieve high results in the long perspective. No doubts, it is psychologist, who helps the team to manage with this.

The second team's key to succeed is identified as "talent". Rich Kromm, a hockey coach says, that teams win, because "Because they have talent, and the talent is focused, committed, and able to perform their

strategy”. And to integrate a “talent”, psychologist should carefully fill the newcomer in on the team training process. What’s more: “A highly skilled person with a poor attitude can be more destructive to team culture than a person with a great attitude and limited skills. People with a good attitude are coachable”, – claims Annemarie Chapman, a specialist in the field of talent sourcing. That is to say that psychologists have to remember this “golden rule” and help coaches to examine particular team members.

The third key, called “leadership” is very meaningful to the team and is build up by the means of individual characters and the team’s attitude towards them. Significantly, the psychologist has to keep the leadership and consult leaders.

Notably, that the plan or strategy is an outstanding key of the plan: often created by the coaches, mostly it does not affect team members. Nevertheless, if a serious decision is made, members should be prepared to in by the psychologist.

Talking about the commitment of the team, psychologist’s part 1^{stly} is to motivate teams to do as much as it can to achieve the best results and 2^{ndly} is to maintain the balance between the sportsmen “I” and group “we”.

The key #6 is called post-game feedback. Self-rating in the post-game period is very important, because psychologists can understand, why team members rated themselves in ways they did and what features belong to each player.

Next point is confidence and Dr. Saul L. Miller defines it as a combination of success and preparation. Again, the great role of the coach must be provided for this key. The more team trains, the better it pays and the more it succeeds. Though, moments could appear when the quality of playing is high, but the confidence is low. That can be linked to the level of the opposite team or others factors. And the psychologist has to work in this situation, using special techniques to the confidence of the team to be increased.

Another key is good team chemistry consists of: respect/ love, selfless action, and trust. Often it is connected to the team-building activities held by the team psychologist. They can be: recreational; problem-solving; developing awareness. That is the most complicated activity, because it is not often clear to the team members why they should participate, and

psychologist has to motivate the team. New strong connections can be established by the team-building process, so it is essential to use this technique.

On the next aspect there is a citation of Scotty Bowman, the winningest coach in NHL history: “A team’s identity is one of the most important ingredients in winning”. This key is closely connected with the very first one “goal-setting”. The picture of a team, which is in minds of members, should be positive and the task of the psychologist is to “draw” it.

Approaching the third of the main questions of this study, linked to the issue of possible harmfulness of sport psychologist for a team, let’s look at the list of specialized knowledge a qualified specialist must possess (defined by American Psychological Association):

- Theory and research in social, historical, cultural and developmental foundations of sport psychology;
- Issues and techniques of sport specific psychological assessment and mental skills training for performance enhancement and participation satisfaction;
- Clinical and counseling issues with athletes;
- Organizational and systemic aspects of sport consulting;
- Developmental and social issues related to sport participation;
- Biobehavioral bases of sport and exercise (e.g., exercise physiology, motor learning, sports medicine);
- Specific knowledge of training science and technical requirements of sport and competition, IOC, NCAA rules, etc.

Provided that all the aspects are familiar to the psychologist, we can say that the specialist is ready to work with a team as well as it could be harmful to take in a specialist without this knowledge.

All things considered, we would like to highlight the importance of well-qualified psychologist for sport team’s success. Only psychologist can use the set of special psychological methods correctly and use the mental and psychological power of the team and its members. Such a specialist is essential if we talk about the both long and short established planning. And, with no doubts, sport psychologist with a degree cannot be replaced with a coach or a leader, despite coaches’ or leaders’ experience.

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РОЛЬ ПСИХОЛОГА В УСПЕХЕ КОМАНДЫ

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Аннотация. Данная работа основана на анализе теоретического материала о роли психолога в успехе спортивных команд. В работе используются современные источники.

Ключевые слова: спортивная команда, спортивный психолог, ключи успеха команды.

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MOTIVATION AS A KEY FACTOR OF THE SUCCESSFUL LEADERSHIP

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Abstract. The role of the leader should be to support employees, rather than manage them as if they were machines. In order to realize business plans and business success, it is necessary to establish partnership relations, not the hierarchical ones, between the leader and the employees. Leaders should ask questions more often in order to find out how they can help their employees in realizing their goals. The task of the leader is to encourage capable and intelligent employees in the implementation of their visions and ideas. If they do not do so, it is obvious that there are problems in their relations. The goal is to create the best possible cooperation between leaders and employees. Given that people has different knowledge, skills, character, the leader would have to find suitable ways to motivate employees considering these differences. Motivation is what drives every person to action.

Keywords: leader, employees, motivation, vision, idea.

1. The importance of a leader in motivating employees

Leadership is the influence of an individual on members of the organization and teams. It can appear in formal or informal groups, various political movements, etc. A leader is essential for employees to effectively

carry out business activities. One of the best management experts, Peter Drucker states: “It is still necessary for knowledge workers to have their superiors, but knowledge based work does not know the hierarchy, because there is no higher and lower knowledge. There is only knowledge that is relevant for a particular job or knowledge that is not. The nature of the work determines its course, not the name, experience or hierarchical position of any individual”.

Leaders tend to motivate employees in the best way possible, because they have common business goals and results. Motivation represents the relationship between the individual and the situation. Depending on the source of motivation, individuals are different, but as we already mentioned, motivation differs from situation to situation. Motivation means the will of an individual to invest a lot of effort in order to realize business goals, conditioned by the ability to achieve individual needs. There are no universal guidelines on how to motivate employees; each leader, in accordance with the situation and psycho-social characteristics of employees, assesses the methods to apply, which can be¹:

- Observe individual differences;
- Job distribution;
- Use goals;
- Enable goals to be understood as achievable;
- Individualization of prizes;
- The reward ratio related to the achieved results;
- Establish a system of justice;
- Use recognition;
- Money can't be ignored.

These guidelines indicate that, according to the situation, the leader will evaluate what motivates employees best, so he can maximize the effort in order to better and more creatively perform business activities that lead to the company's market success.

2. Suggested techniques for motivating employees

Even though it is not easy to motivate employees to keep up with the company goals, it is necessary to be done, if company wants its employees to

¹ *Robbins S. P., Coulter M. Management // Data status. Beograd, 2005. P. 415–416.*

grow and be satisfied with their jobs. It is the key factor that makes people work harder, be more productive and give more contribution to the organization. If employees are motivated to do their best and increase the company's profit that means that they are satisfied with their jobs and their current position.

There is no successful strategy that will automatically motivate all the employees to work harder and stay motivated throughout their employment. The reason is that everyone is unique as an individual; all of us have unique values and ideas and different habits and views. So, if a company wants for all of its employees to be satisfied, it must find multiple strategies to reach each individual.

There are six motivation secrets that may help a company to make every employee happy and driven to succeed¹:

- **Attention should be paid to every employee.** Team spirit is very important aspect of a company success in order to make the work more effective and faster, but also for exchanging ideas, knowledge and experience. Teamwork reduces costs, shortens deadlines and brings pleasure to learning. But nothing beats individual attention when it comes to individual motivation. This is particularly true for multinational companies because people can feel alone and isolated among a large number of employees. Therefore, it is considered that human resource management needs to take care of its employees, talk to them and help them if any problem arises. For example, if someone is underperforming or feels overwhelmed by a specific obligation, it is proposed to take a person aside for some personal coaching or one-on-one talks that can help the employee work through problems. This type of individual approach shows that company cares about the individuals and their comfort.

- **The possibility of professional progress influences the motivation of employees.** After a while, employees become poorly motivated to work the same job and they easily get into routine. Being very long time in the same position, with no change or even hope for any change, will probably demotivate even the most ambitious employees. Therefore, every company has to give an opportunity to all the employees to improve

¹ <https://www.inc.com/jayson-demers/6-motivation-secrets-to-inspire-your-employees.html>

and to keep up in the career. If an employee knows that there is a large possibility to make a progress in a career, he or she will be motivated to work harder. The best way to motivate an employee is to offer him a higher salary. Offering new trainings or education opportunities may be also motivating, because employees are aware that the company wants to invest in their professional development. That is why employees will be far more excited about work.

- **Leaders are the right example.** The leader's influence on the motivation of employees is very important given that the leader is a person who leads his team, tasks, and controls and rewards those who have the best performance. Very often the leader is an example to his team members, if he is able to adequately lead his team and delegate individual tasks to everyone. Regarding this, if a team leader works hard and stays optimistic, despite many challenges, then team members will be likely to do the same. For example, if the leader spreads positive energy and understanding for the team members, coworkers will mirror him, and the entire culture of the work environment will become more motivating. In multinational companies, it's important to communicate this idea to all the leaders who work individually with others, especially bosses and supervisors. Having good examples across the company can dramatically change the landscape of any workplace.

- **Business environment affects the motivation of employees.** The environment of the office space can affect how employees feel at work. For this reason, it is often suggested for offices to be warm and comfortable. Clean white marble and cold tones can make an employee feel uncomfortable and alienated. For example, companies can cancel cubicle walls in order to make space more open and comfortable – team-based workspace. If this is too complicated and expensive for a company, implementing something simple like a separated break room could also be effective. Motivational posters will not make one team become motivated every day, but some pictures, quotes and artwork on the walls of the office may inspire creativity and make the office much more human, comfortable place to work. It's much easier to become and stay motivated this way, with only a little effort and creativity. In order to make sure that employees are satisfied with the business environment, it is recommended to ask them if they would change something in the workspace and what would it be.

- **Socialization affects the employee's commitment to the company.** Although it is advised that business and private life should be separated, it is not negative to have a few friends at work to spend time during the breaks. They do not need to convey secrets or personal problems, but being friend with colleagues can positively affect the sense of belonging to the organization. Being friendly with colleagues also builds new connections and a collective sense of teamwork, and makes it seem less like a mechanical work. Large companies have the habit of gathering their employees by organizing various events and activities known as a “team building”. Events can have thematic character, such as conferences, parties, lunches or sports events. The main goal of these gatherings is to encourage employees to talk to each other, exchange experience and knowledge.

- **Open door policy is the key to successful communication.** It is very important to create a transparent environment where employees can come to their managers and talk openly about any problem or a business idea. If employees know that they have support they can rely on, they will feel free to express their creativity and to do their best. When employees know that their manager is not hiding anything from them, they will far more respect and appreciate him. Something simple, like an “open door policy”, can make people feel more appreciated and more valued. It also opens a new ways of communication, and it can strengthen team spirit. In order for the company to be successful in motivating its employees, it has to find a strategy that will adapt to the needs of employees, taking into account that each employee differs according to its personal wishes and values. Successful implementation of the strategy ensures that every employee is satisfied with its work.

3. The leadership influence on the motivation of employees on the case of faculty activities

In order for employees to be motivated to work diligently and achieve the expected results, it is very important for the superiors to build a relationship based on trust and respect. Like any other company, a faculty is an academic institution that takes care of its employees and ensures their satisfaction and fulfillment at the workplace, which drives them to effectively carry out their tasks and constantly to develop. The leader plays a major role

in motivating members of his team. He is the person who represents the role model for employees, ready to help and to listen. Being a leader is something that is being learned over time because leaders gain their skills through experience. In addition to their professional skills, leaders must be able to invest in employees by organizing various courses and trainings. During these events employees can acquire new knowledge and friendships. It is therefore important to gather employees out of the office, at lunches and celebrations, in order to relax and feel the affinity of one community through mutual communication.

Considering the importance of employees' motivation for effective performance, the Faculty of Management, Economics and Finance works daily on employees' development, organizing various types of events. These events can be work related; employees are sent to trainings that will help them perform their tasks more easily. Also, they can be social event, so called team building. Considering that the faculty is an academic institution, emphasis is placed on sending employees to conferences, both in the country and abroad. Participation on the conferences requires employees to write scientific papers. The idea is for employees to write together and interlink ideas and knowledge. In this way, employees are encouraged to work in the team and to prosper together. Presentation of the paper at the conference comes after the writing and it enables the employees to demonstrate the presentation skills, as well as to establish partnerships with other scientists. Writing papers enables to the employee to collect a certain number of points thanks to which they make a career move from an assistant to a professor.

The average working hours of each employee are eight hours, which means that they spend a lot of time in the workplace, so the Faculty strives to make working pleasant in order for the employees to feel relaxed and comfortable. The whole space is branded and painted in warm colors, where prevail pink, purple and white. Also, there is the Club, where employees can drink tea or coffee, have breakfast and relax with their colleagues. As lessons are held at the Faculty, a large number of students are present on a daily basis, and they are provided with additional benefits that they can use during breaks, such as video games, table football, coffee and juice.

If any company wants to run its business successfully, it must have a successful team, and in order for the team to be such, it must be willing to

work successfully. That is why it is very important to work on the professional development of employees and build a pleasant business environment because the employees will thus feel unique and worthwhile.

4. Conclusion

It can be concluded that there is no successful company on the market without the right vision of leaders and competent employees, whose goal is business success. For everything to function properly, it is necessary to have good communication between leaders, which creates a working atmosphere where everyone can express their opinions and ideas, where each one gives its best, as it contributes to valorization of the company in the market.

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BE THE FIRST: HOW NATIONAL CONTEST OF ACCOUNTING KNOWLEDGE SHOULD BE ORGANISED?

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Abstract. Students association “Audytor” organized first contest at Kozminski University. The competition had two part: first was online test, second was exam at Kozminski University. 192 competitors tried solved the first step. Students learned about Polish Accounting Act and IFRS. Final part was placed in Kozminski University with the best competitors.

The aim of this study is presenting organized national contest and strength and weakness of organization. Authors will present posed challenges which realized. This article analyses contest based on Porter's Five Forces.

Keywords: Contest, Porter’s Five Forces, University.

Introduction

Students association “Audytor” in Kozminski University organized, first in the association history, competition for the student from polish universities. 192 students were signed to the first stage of the competition. The aim of the contest was a promotion of accounting faculty and association “Audytor”. This article shows strength and weakness of preparing contest. To analyse the process of organization of this contest authors use Porter’s Five Forces.

As is known, Porter’s Five Forces is a management tool to analyse the profitability and attractiveness of the current industry. Nowadays the globalization, government influence and digitalization impact on a schema of five star's porter. Each company needs to consult these trends in the analyse of the Porter if it may be properly applied [Dalken, 2014].

We decided to use this technique of analysing in the universities' student associations as an "industry". The properly applied model always generates very important insights. Due to new management trends this technique could become forgotten [Grundy, 2006].

Porter's Five Forces is used to analyse for example universities. Pringle and Huisman [2011] writing about understanding universities in Ontario. Several other authors have highlighted the competitive nature of higher education; therefore, we can think of higher education as an industry. This article helps to understand how the economic value can be created by industry – project.

The next example of using the Porter's Five Forces which has been adaptable by university analyse is Batangas State University College of University [Ronquillo, 2012]. They decided to check their engineering faculty attractiveness on the education market. The result of the analyse highlighted high competitiveness of Batangas State University College and the others attributes which are important for the students. After this analyse the border of directors at the Universities has the knowledge about things which they may improve to be much more competitiveness in the education market [Ronquillo, 2012].

The analyse of Porter's Five Forces could be also a way to find weaknesses of the project. In this case public Universities of Kenya use this analyse to find the strategy to improve the level of higher education. In the result of analyse they needs to be open for entering in the new market of education for example: new faculties, e-learning programmes, connect new technologies in teaching. This is the key to success in Kenya education market [Mathooko, Ogutu, 2015].

These projects show that contest should add value, be innovation and use new technologies like the Internet. From a lot of event this contest has to distinguish in the market.

Project title

1st. National Accounting Competition organized by student scientific association "Audytor".

Project Description

The project was made as a part of scientific association "Audytor" activity. We co-operate in this project with Kozminski University and also

companies such as Vistra Corporate Services Sp. z. o. o and organization Association of Chartered Certified Accountants (ACCA). Organizations of the National Contest of the knowledge from accounting for universities is the subject of our project which we decided to analyse and describe.

The idea of the competition was to make student interest in accounting, especially in Polish Accounting Act of Law and International Financial Reporting Standards (IFRS). Our goal was to have registration from many universities from Poland.

Time and Place of the project

Strategy renders choices about what not to do as important as choices about what to do [Porter, 1996]. Project had many tasks and organizers should choose which was more important than another.

The organization process has taken six months (started in September 2017), during that we: Created an official website of the contest; Found the company partners; Advertised our project; Planned a budget of the competition. The 20th of March and the 24th of April were the dates of the contest.

The contest was consist of two parts. To take part in the contest each person needed to meets follows requirements: to had a student status and also the student's study needs to be connected with the contest topic.

In the first part all registered students had to participate. The people who signed correctly to the contest, received from organization the twenty questions – one choice test. Only the best 50 scores qualify for the Second part of the contest. The whole processed was made by the Internet.

The second part of the contest was held at Kozminski University place. This day was parted on four main points: Time of writing a test (type open questions); The ACCA lecture as a time of relaxing for the competitors and also to get some valuable knowledge; Lunch time; The Results.

Target and Audience of the project

Our project was targeted to students of Finance and Accounting, which interested in the Accounting Act and IFRS.

Details of project

The synergy that is clearly defined often fails to materialize a company that can define the synergies it is pursuing still faces significant organizational impediments in achieving them [Porter, 1987].

The idea of the project made by Management board of student association “Audytor”. They had contact with the company, which helped organise the competition. Team of the project consisted of representative scientific association, company “Vistra” and employee of ACCA Poland.

As the competition had been organized in first time of the university and company history, organisers had to share their knowledge with each other.

Companies must be flexible to respond rapidly to competitive and market changes [Porter, 1996]. So, team created by friendship and professional to could respond quickly to opportunities. Relationship in team was unformal and directed to the goal. Team had not formal team leader. Memberships had designated tasks. Communication in a team was made by email, meeting, phoning and discussing in a smaller group. The decision had been taken by all team.

The Gantt Diagram is the graphically way to present planning and controlling in the current project. In the main concept you are taking duties to do on board and putting them into the time [Harvard Business School, 2006].

We decided to use this technique to portray the challenges which we have met putting them into the time during this project.

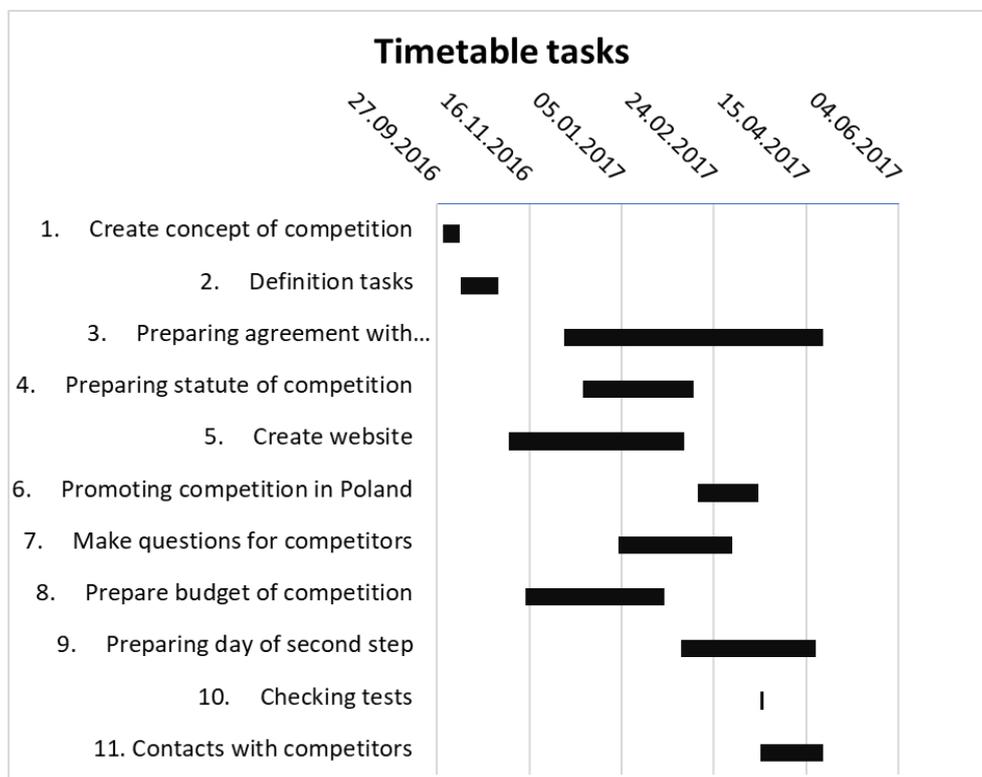


Figure 1 – Gantt Diagram

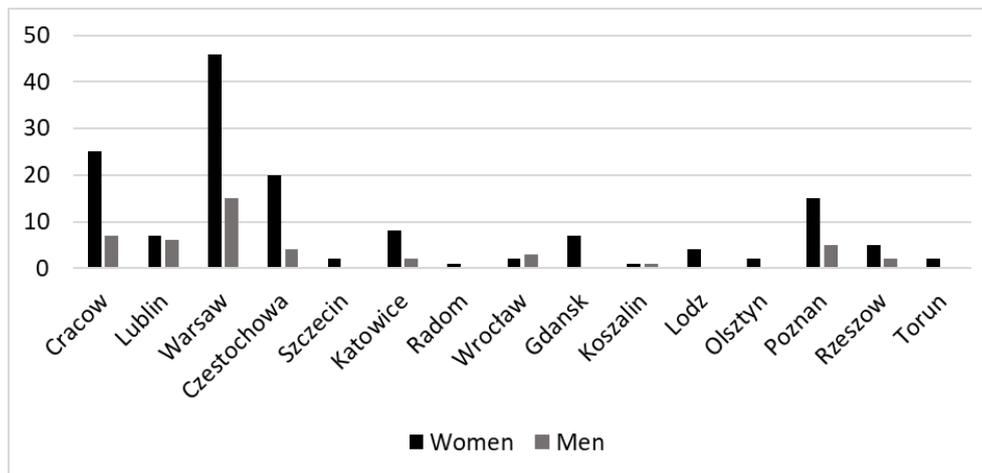


Figure 2 – The amount of competitors divided in City and Gender

The results

We received about 192 reports of the competitors to this contest.

As we see from the graph the majority of the competitors was from the following cities: Warsaw; Cracow; Czestochowa; Poznan; Lublin; Katowice.

The structure of all participants by gender was 77% women and 23% men. Competitors could fill the questionnaire after the first step of the competition. The survey had 4 questions about difficult of questions, valuable awards and good and bad side of substantive question or organisation first step of competition. 33 people answer this question. They measure question like hard (73%) and very hard (18%). Valuable awards were mark like good (39%) and very good (33%). Substantive questions were interesting, difficult and hard to check in Polish Accounting Act and IFRS. Time to answer questions, online form were the good side of organisation. The bad side of the questions competitors suggest too much text in one task, grammar. Technical online answers, no results and no correct answers were the bad side of the competition.

Conclusion

Connecting to the Porter's Five Forces scheme we analyse our project.

Threat of new entrants

Partners of the competition – the partners always add to the project value. Next step is the knowledge about managing – it was the big project, so we have to precisely make a plan of organizations. Moreover is the fact that it was the first in history organized National Contest form knowledge of

accounting in the history of Kozminski University. We needed to create an official website of competition, find a place to examine competitors etc.

The threat of substitutes

In this point as a substitutes we treat the others contest organized by the students organizations or the university. The topic of this competition is connected with the faculty of Finance and Accounting.

Bargaining power of customers

In this case the customers were Students. They are usually looking for the contest with the valuable prize.

Bargaining power of suppliers

In this point we apart two suppliers/supporters of the contest. The first one was Kozminski University, it supply facilities such as: Created official website, helped with the promotion, organized a place for the second part of the contest. The second supplier was the partners of the competition. Their duties were to prepare the examination question for each part of the contest and to buy the prize for the best three participants.

Industry rivalry

As a rival, we treated the others Students Associations which organized the contest in the same area of the faculty. The example of the most recognisable competitors are: PAC Contests (organized by Student Associations form Lodz University) and the contest form knowledge of accounting (organized by Student Associations form Torun University).

From the organizations side in our project the hardest point was “Bargaining power of customers”. In this area we spend a lot of time to analyse how to encourage to take part students in our contest. We focus on the prize (it must be attractive for the students age and also valuable), the form of the contest (the first part must be flexible such as: the sending answer from the test by the Internet). Moreover, at this point we were also considering the way of the promotion. The best opportunity to advertise this type of the contest is using the Universities channel as a promotion. Definitely we need to avoid Social media (such as Facebook or Instagram).

The results of structure of the competition show us low diversification of the gender on this faculty at universities in Poland. In the next few years the effect of that it will be seen at employers.

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HOW TO START A PROJECT WITH 6 TEAM MEMBERS AND END UP WITH 4. LEADERSHIP AND TEAMWORK DURING “I AM WITH #MYRANEPА” PROJECT

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Abstract. The article is dedicated to the performance of the “I am with #myranepа” project and its results. The authors raise the issue of working as a team of friends and describe problems that may arise during that work.

Keywords: Project management, teamwork, communication projects, project leadership, planning.

Student years are the perfect time to realize ideas and to try yourself in scientific community. As nowadays there are lots of contests aimed at revealing talents and skills of the young, ambitious and creative generation. Participating in such events develops analytical and communication skills.

The Russian Presidential Academy of National Economy and Public Administration gives numerous opportunities to take part in different contests and to gain valuable experience. We would like to describe how we have grabbed this opportunity and enhanced our abilities.

Our main objective was to create a single community that consists of diverse target audiences. So, we set up an Instagram account and introduced #myranepа hashtag.

Among the tasks of the project there were:

1. Setting up and distributing the #myranepa.
2. Routine posting on Instagram page @myranepa, including reposting other user's content at #myranepa.
3. Announcement of the virus video “Я с #myranepa” on social networks.
4. Giveaway of the project's merchandise.
5. Encouraging branches of RANEPa for the purpose of participating in the project “Я с #myranepa”.

Duration of the project: October 13, 2016 – April, 2017 and our target audience included following groups: applicants (age 17–20), students (age 18–25), parents, scientific conferences attendants and speakers, Academic community.

The project team included 6 members. Alyona Chelnokova was our project manager and the informal leader. Tatiana Zhukova and Ksenia Yakushkina were responsible for shooting and editing videos. Elizaveta Urazova and Albina Fadeeva took care of our Instagram account maintenance and the promotion. Last but by no means least, Arina Shuraeva was our designer.

At the beginning of the first course every team member attended extracurricular training on developing and running projects provided by the Institute of Industry Management. During this course we got on well, decided to work as a team, we found out that as a team we would be able to implement an original idea: we had to cover all the necessary team roles and make use of a range of acquired skills such as communication, analytical and cooperation skills. Speaking of team roles, as has been said above we had our informal leader, Alyona Chelnokova, who was chosen due to her leadership skills and initiative. There are some of her characteristics we need to emphasize: responsible, imperious, ambitious, cooperative, determined, but what is crucial for proper teamwork – easy-going.

And it is thanks to her leadership skills, that we had good morale, got on well, managed to work as a cohesive unit, and were able to produce astonishing results. Alyona helped us to stick to the schedule and monitored our progress. She helped us to establish a method of working, delegated responsibilities and of course inspired us to work better.

As has already been mentioned, each team member had a skill in something special, for example, videography, social media marketing, photography, design, etc. Therefore, it was obvious for us how to delegate responsibilities and distribute tasks. Each member understood their role. Undoubtedly, some bureaucratic issues emerged from time to time (e.g. the need to get permission to create an official social media account), and our leader managed to cope with them.

In addition, each team member took part in running @myranepa, the project's Instagram page. This included a selection of photos and videos about the life of the Academy and its branches which were later published on this page, the promotion of the hashtag by monitoring and analyzing posts of RANEPА's students and increasing the number of account's subscriptions.

Now we would like to describe the stages of team development

Stage	Stage duration	Example of cooperation	Result
1. Forming	One week	As part of our training we had to build teams and think up of ideas connected to RANEPА's promotion among other universities. We shared ideas and found out that we could cooperate and integrate our ideas in order to create something unique, outstanding, but at the same time suitable for image of the Academy	We created an organized, friendly and enthusiastic team with common goals and sense of direction
2. Adaptation, first conflicts	2 days	First conflicts occurred when we were discussing the name of the project. We had to choose between 3 alternatives: "#myranepa", "Я с #myranepa" and «Я с #мояранхигс»	We managed to reach a compromise which everyone found suitable
3. Normalization, establishing	8 days	When we started the work on our project our system of values included: friendship, equality,	We created an atmosphere of politeness and

Stage	Stage duration	Example of cooperation	Result
methods of working, integration of team members into the project		independence and free choice, self-esteem. The method of the work was based on respect and support of other team members. We clarified the task, established timeframes and then stood back. The members of the team perform their duties according to their ideas on how it has to be done. After that all team members discussed the performance and introduced adjustments	respect, where every team member was able to unleash their creative potential. Also, all members were integrated in the project's stages
4. Achieving project's objective	17–24 Oct., 2017	The first achievement was posts from Tula Branch of RANEPА, North-West Institute of Management, Saint Petersburg Branch of RANEPА, and South-Russian Institute of Management, Rostov branch of RANEPА. In November the hashtag appeared among posts from branches and the main RANEPА's media (POSTED, ISM Media, Senator)	The goal was achieved quickly, and later we supported the project by introducing new promotional activities such as videos, giveaways etc.
5. Summarizing and efficiency evaluation	20 Jan. – 5 Feb., 2017	As we decided to take part in Crystal Orange Awards, some members of the team fell apart and we lost interest in the further development of the project, and made a decision to end it. We had to summarize and analyze our performance, develop skills, apply knowledge from different subjects	When we worked at the project, it was effective, useful, we enjoyed our results

Matrix of tasks/responsibility

	Tasks	Implementer					
		Alyona Chelnokova	Albina Fadeeva	Arina Shuraeva	Elizaveta Urazova	Ksenia Yakushkina	Tatiana Zhukova
1	Instagram account maintenance (development)						
2	Photos selection for account						
3	Creating posts for account						
4	Shooting and editing videos						
5	Collaboration with other projects and media						
6	Design						
7	Giveaway organization						
8	Coordination of the work of team members						
9	Bureaucracy						
10	The analysis of involvement						
11	Offline promotion						

Gantt chart

	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.
Developing the brief of the project							
Presentation of the brief							
Discussion of realization and details with the team							
Obtaining permission from Anastasiya Kozlova, the Chairman of the ISM Student Council, to create an account							
Shooting the launch video							
Increasing the number of subscriptions on Instagram							
Producing valuable content for the Instagram account							
Posting students' photos with hashtag #myranepa							
Cooperating with new clothes brand "Casual RANEPА" (t-shirt with #myranepa hashtag)							
Picking content for the final video, "Я с #myranepa"							
Filming and editing the final video							
Creating a design for branded t-shirts, notebooks (the idea hasn't been realized because one member left the project)							
Holding a giveaway linked to the International Women Day							
Uploading and promotion of the final video							
Cooperating with RANEPА's branches							

Efficiency evaluation

During the work on the project we would evaluate the whole project performance rather than assess the contributions towards the project of each team member. But now we can use the system of parameters of evaluating teamwork, provided by Rise Company, business consulting company, that specialises in the area of HR.

The Rise Company have designed 5 metrics, which helps to measure teamwork performance: attendance, helpfulness, efficiency, initiative, and quality. Here are the results of our measurement.

1. Attendance. Not all the team members devoted much time to the project. Some of us did not take part in discussions and did not appear in the meetings.

2. Helpfulness. All of the team members were helpful and everybody had a role and was aware of their responsibilities. Due to all this, we managed to create a harmonious working environment.

3. Efficiency. At the time we were not experienced enough to be able to evaluate team performance.

4. Initiative. At the beginning of the project every team member had lots of creative ideas on how to develop the project, and we were full of willingness to realise it. But later on, some of us have lost interest in realising those ideas, so they were only capable of creating more new ones and were not able to develop what we had already built.

5. Quality. Our opportunities and purposes were not quite clear for us. We did not set up global goals, as we knew we did not have enough resources to implement all our ideas, including the needed experience for running such projects.

Among the positive results of the project's performance there are regular publications from different RANEPА's branches including Ivanovo, Kurgan and Tula. So, our goal of spreading the hashtag among the branches and creating a single community has been achieved.

The task to attract attendants has also been achieved: a participant of an IIM event "Test IIM" uploaded the photo on her Instagram account with hashtag #myranepa.

Teamwork analysis

Some team members were impressed with the idea of developing the project and its further perspectives, so they set up unrealistic goals, which were not achieved due to the loss of their interest in the project. One of them, our designer was willing to produce limited edition of branded merchandise, but her striving to do that has faded away before she got to do that. Shortly she left the team, and we had to continue with only 5 members.

We could not pick only one member whose work was to search for ways of development of the project, as every team member had their own techniques on attracting external information resources. A good example is Ksenia's assistance to get the support of Tula local government member Yaroslav Rakov for the project. Despite her impact towards the project, her intentions to develop the project has disappeared, she started to implement her duties unwillingly, and eventually she decided to leave the team.

As a result, the project was completed by other 4 members. We started losing our interest in the project as we have been losing team members. As our team was based on friendship, we did not want to invite other people into the project. Besides, the project did not become very popular and widespread, so it did not attract other potential team members either. We felt burnt out; we ran out of ideas for further development of the project without needed resources and skills of our ex-members, so we decided to close the project.

Criticism from all 6 members started shortly after the beginning of the project. We felt frustrated as we did not see how to raise the project to the level of the main RANEPА's official media. Unsurprisingly, we realized that we wanted to complete the project a bit earlier than we did. Our motivator and completer-finisher Alyona pursued her goals and kept fighting for the project, so she decided to support the life of the project. It is impossible to perform duties against the will, as it is also impossible to take responsibility for everything for a long period of time, so the project had to end.

There was no appraisal system or clearly defined criteria for teamwork and individual contributions, and now we realize that it was an omission. We evaluated the work of each other by chatting and imposing our own opinions directly, and giving feedback. Thus, small conflicts appeared, and we compromised.

Despite the emerging conflicts we still managed to achieve our goal. Sometimes we performed our duties against the will, but we wanted to remain friends and we felt responsible to help our friends and to pull together to achieve their goals and satisfy their ambitions in return for their effort to do the same for us.

We gained valuable real-world experience as we started the project from scratch, and we feel we are able to give some valuable advice based on our practical experience and knowledge of principles and roles of management for those who have been thinking about starting a project with friends:

1. Strict delegation of responsibilities.
2. Every team member needs to specify their own benefits which they will achieve when they accomplish something during the project, so they will be motivated to complete it.
3. Establishing time frames, planning; dividing the main goal into many small ones with strict deadlines (for example, you decide that if you do not get the exact amount of subscriptions by the exact date, then you will either end the project or change the method of people's involvement).
4. Clarifying the policy of the project with collective (such as developing internal rules, brand book).

Now the project "I'm with my RANEPa" is finished due to loss of interest in continuing developing the project. Nowadays we use the project to analyse our work and the mistakes to prevent them in future projects.

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BIMM AND ITS POTENTIAL TO CHANGE THE WORK PROCESSES IN THE CONSTRUCTION SECTOR

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Abstract. Within the construction sector there is still a clear border between different project members. There is no clear management structure for the project as a whole and parties are joining the project team all along the process. Because of this information is losing its value and parties are not willing to take responsibility. This results in each project having very high failure costs. To improve cooperation teams should be assembled early in the process and should work on the basis of long term agreements. By using BIMM as a central work method a management structure can be created to implement in each project regardless of who are involved.

Keywords: BIMM, work process, contracting forms, information transfer.

Currently the construction sector is one with very high failure costs. One of the reasons for this is the bad cooperation between parties. Looking at the manufacturing sector there is a team where designer and builder are part of the same company. This results in a team that works together towards on end result with the same interests. In the construction sector there is a clear boundary between the different companies which results in parties that only work towards there on share within the project.

On behalf of the Royal BAM group, a Dutch contractor with approximately 19,500 employees, this research was carried out with the main goal of improving the cooperation between them and other parties. The Royal BAM group is the biggest construction company in the Netherlands with an revenue of €6.976 million. It has offices in The Netherlands, Belgium, Germany, Ireland and the United Kingdom. The Royal BAM group works on

construction, real estate and infrastructure projects. Most of the time they work in teams consisting of an architect, several advisers and sub-contractors. In a lot of cases the Royal BAM group is directly contacted by the client and is responsible for assembling the team. They will also lead the team having project directors who lead the projects from start to end and who are the main representatives towards the client. Depending on the size of the project the Royal BAM group will have one or more project supervisors. Their main task is the communication and controlling of the project members. During the design and planning phase the Royal BAM group will also have several planners and draftsmen. They will set up the project as a 3D model and make sure it has the correct information. During the execution phase there will be one or more overseers from the Royal BAM group that oversee the work of their own construction workers and the sub-contractors on the building site.

The creation of a project team mostly follows the same steps regardless of project size. The client contacts an architectural firm or a contractor for a possible assignment. Depending on which party the client contacted first this party will have the choice of picking an architect or contractor. It is possible that the client hires a third party that will manage and supervise the project on behalf of the client. From here on the contractor will search and contact most parties (sub-contractors) that are needed for the project. According to when information is needed parties are contacted to join the project team. Most sub-contractors have a similar management structure as described for the Royal BAM group. In a lot of projects the sub-contractors are chosen on the basis of the lowest price. Most of the time this is due to a strict budget. But more often additional criteria is given sometimes even weighing heavier than the price tag. This could be for example experience with reference projects, sustainability, technology etcetera.

If the current working process is displayed from a literary point of view the process can be divided in the following phases: design, planning, execution and management. Each phase consists of actions that result in information and documents needed to proceed in the process. To complete all these actions different parties are involved in the process. The party that is usually contacted first by a client for a possible project is the architect. This is also the party mostly responsible for the design phase of the process. The party that usually follows next is the contractor, responsible for most of the

planning and execution phase. Also the party that contacts other parties that are necessary for the project. The relationship between these two parties, the architect and contractor, is one with a lot of problems. The information that is transferred during each action and phase can be seen as value. Because the process is fragmented by this poor relationship and lack of cooperation the value of the information is decreasing each time it is transferred. To counter this problem BIMM was invented. BIMM (building information model management) is a work method where all necessary information is stored in one place. This is usually a 3D model of the project. All involved parties will have access to this model so they can store all useful information in it and obtain all information necessary for their own tasks. The concept of BIMM is already known to most people in the construction sector and also used by most bigger contractors, architects and other construction companies in Europe and northern America. The current working process with BIMM mostly solves the problem of information losing its value. But the underlying problems of cooperation between different parties still occurs (Beelen, 2012).

For monitoring the progress of the research there was made use of the DMAIC-model. DMAIC stands for define, measure, analyse, improve and control. This model was chosen because this research looks at ways to improve the current working process. Important in this is that the input for the process is provided by companies in the construction sector. The model is often used in Six Sigma (6σ) improvement projects. The focus in these projects is on the quality standard of Six Sigma. This means that the starting point for these projects is DfSS (Design for Six Sigma). The DMAIC-model is used to divide this research in the above mentioned phases. In the define phase the scope of the research is determined. And in this phase the needs of the interested parties are defined. This is known as the Voice of the Customer. In the measure phase the CTQ's (Critical to Quality) are determined. In the third phase, analyse, the collected information is analysed and the problems in the process are specified. Also, in this phase an attempt is made to recognize cause-effect relationships. The most important part is the improve phase. When the root causes are determined plans are made to improve the process. During brainstorm sessions with employees of the participating company there is thought about possible solutions. These eventually lead to a

plan that can be used as a pilot. The main goal of the last phase, control, is to prevent relapse to the old working process. Because of the timeframe for this research the end product that is delivered is an advice for a new process. And therefore, the control phase has not been included In this study (Theisens, 2016).

They main problem in the current projects lead by the Royal BAM group is money and time loss due to bad communication and cooperation. Project members are collecting information that is already known by other members. Eventually not only the contractor but all involved parties are suffering from these problems. They mostly occur during the design and planning phase. The planning phase is a critical phase in the process. The further along the project comes in this phase the harder it will be to make changes and adjustments. The goal of the Royal BAM group is to have a dynamic project team in which each party has the same interests in the project and end result. It is also important for them that all involved parties feel free to share all information with each other and don't see one another as competitors. The reason for the bad cooperation between the projects members is the lack of responsibility. Project members are very eager to shed the work and placing the responsibility with someone else. The underlying reason for this comes probably from the fact that not all involved parties see themselves as full-fledged project member. This is because they usually only join the project during the planning phase and there contact is mostly limited to only the contractor. To improve the current cooperation between the project members the current contracting form needs to change. The contractor will need to take less of a managing and leading role in the process. The contractor will need to assemble the project team as early in the process as possible. This way the sub-contractors will have a better overview of the project and all involved parties. And because they are not joining the project somewhere during the process, they have enough time to prepare. Using BIMM all information will be open for all project members. So even when a party joins the project later in the process, they will have a better understanding of the tasks at hand.

The intention of BIMM is to have one central place for all information necessary for the project. But most companies using BIMM still work according to traditional work methods and the same management systems.

The two main solutions to improve the cooperation between parties and use BIMM to its fullest potential is to either change the organisation structure or the management system used for the projects. Organisations in the construction sector are usually focussed on one or a few aspects of the construction projects. Looking at the manufacturing sector, as mentioned before, most project members are part of the same organisation and thus also all working in the same management structure. This creates one organisation with all necessary knowledge needed for the entire project. This means that the management structure of the organisation can be implemented for each project. It would take a big change in the current construction sector to carry through this shift in organisations.

The second solution, one that does not require a change in organisation structures, is creating one management system that can be implemented for each project regardless of individually management systems. This means that before the project is actually started the project team is created. To assemble the project team early in the process it will be important for the contractor to, in cooperation with the architect, decide which parties will be necessary to complete the project. These parties will need to be chosen not on basis of cost but on experience with working with BIMM and previous collaborations. The contracts that are signed between the parties should not be project or task based but should extend a certain amount of time. This way parties can build an dynamic relationship instead of a distant one. Working with the same team on several projects also means that the process can be optimized (something that is hard in the current form of working). This can in turn mean that project members can think of one managing structure for the entire team instead of individually per company. It will be important for a good working dynamic that the managing roles will not all be filled by members of the same company. This will prevent one party from taking the overhand in the project. This is especially important for the relationship between the contractor and architect (Ukessays, 2017).

The key to accomplishing this is BIMM. BIMM is already used to change the communication between different parties in the process but it has a much bigger potential. Since BIMM is already used by most larger construction companies it will not be hard convincing more parties to use it. The current working method using BIMM has to extend from just

information management to a full management structure. Preferably one that can be implemented for a large range of projects. The main advice that was brought out to the Royal BAM group was to change the way of approaching potential project members and to take less of an overhand in the managing of the project. Instead of approaching companies as sub-contractors for a specific project they should be approached for a long term agreement as equal partners. This way there will be less competition in dividing work because the work agreement continues longer than the project. To continue creating a more equal and open working process the Royal BAM group must not be the only party in the project that has an management role. This can be done by creating a management team of members of different companies or have a third party oversee the project management. This way the Royal BAM group will be seen more as an equal partner in the project.

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HIERARCHY, METHOD OF THE ORGANIZATION AND COMMUNICATION IN MODERN MEDIA STARTUPS

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Abstract. As the title implies the article describes the modern business model – media startup. It is spoken in detail about a developing process of media startups and people who are interested in it. On the basis of data of interviews suitable management models, the value of a leader role, control methods, hierarchy and style of communication were analyzed. The subject is relevant for modern society because of changing the technological flow. Media startups contribute to technological and informative development.

Keywords: media startup, information technology, management model, leader, communication.

“The young specialist doesn't want to work for the rich man. The young specialist wants to become him” – this is the philosophy which the modern generation follow. With development of technologies realization of one’s own idea doesn't seem impossible any more. Instagram, Facebook, Twitter have become potential platforms for distribution of advertising and searching for investors. Nowadays, information is more available and boundless, and it takes less time to find it. According to such conditions the new form of business development was created. It is called a media startup.

The startup means “to start”. But to start what? Considering different meanings of the concept “startup”, key features¹ can be marked out:

- This is a new business project with the unique idea;
- The project is created with a profit purpose;
- The project develops quickly;
- The project is in condition of high uncertainty.

¹ Ries E. (2011). The Lean Startup, Crown Publishing Group (accessed 20.03.2018).

There are two categories of startup founders – those, who aim to maximize profit, and those, for whom the realization of the idea is a main objective. Nevertheless, both profit and the idea are important for each startup. A project cannot be called a startup, provided there is no unique idea, it is impossible to find an investor without an accurate calculation of a business plan, including all costs and an expected profit, and without an investor it is difficult to develop quickly. Since social networks boomed, IT sector attracted the attention of startups most. It can be explained due to lower risks comparing to traditional projects. There are also such advantages as no need for huge capital investments and limited responsibilities at the first stage of a project's lifecycle. The need is to create a unique product in the information sphere.

Such a project in the IT sector is called a media startup. Why media, but not IT? Media is a wide field which includes not only specific methods of information transfer, but also media space where the most of different objects can be media products and can be a part of media.

Taking all important components of the media startup concept into consideration, an exact definition can be revealed. A media startup is a new fast-growing business project, based on the unique idea aiming to expand the informational space and develop methods of transferring information, with the main purposes of realizing key ideas and making profit according to desire of the founder, but how to determine whether a project is a media startup? The best way is to look through examples.

To start with, let us take a closer look at a fine representor of media products. Facetune is an app based on altering images. This app is a media product due to its function of transforming incoming information and images in particular.

Moving to another example, we try to identify whether an online store is a media product. This type of business uses a huge variety of technologies and communications in order to interact with customers. Although goods sold in an online store cannot be described as a media product, the web-site or an app is definitely a media product as they deliver information via notifications and interactive ads as well as provide customers with a wide range of actions on their pages.

Any regular product may become a media one by adding digital technologies, making it interactive and multimedia.

By now, the concept of media startup was described, the main purpose of startup was determined as well as the most common sector for them, lastly, a definition of a media product was formulated. Nevertheless, the key purpose of the research is to describe management and organization of functions in a media startup.

Usually media startup's founder is a person who is a representative of generation Y or Z. Representatives of these generations have distinctions, but they also have a uniting feature, in particular, using digital technologies from early age. In the article "Digital Natives, Digital Immigrants"¹ the author Marc Prensky names such person as digital native and marks differences of thinking between the person who learns to use digital technologies at mature age and digital native. The point is that digital native understands digital technologies, knows how they are created and assumes their future development. For him using digital technologies is comparable to ability to go or speak, they do not need to make efforts. While the senior generation perceives emergence of digital technologies as a miracle, they should study from the start, they have no interaction reflex with these technologies. In this regularity is the answer to a question about founders of media startups. They are digital natives – young people and students, who interact with digital technologies since their childhood. This moment distinguishes founders of media startups from other founders. In media sphere young specialists are the most popular employees because technologies are in their blood.

When a new media startup appears it always has an inspirer – the person who owns the idea. However, is he the main organizer, the leader of work of media startup? The founder of venture fund "500 Startups", Dave Makklyur, has his own concept of the organization of media startups. Makklyurer's opinion is based on a long experience of interaction with different startups. He claims that in a good startup there will be three roles: The hacker – the author of a product, the Hipster – the producer of business who is responsible for resources, sales and communications, Hassler who is

¹ Prensky M. (2001). Digital Natives, Digital Immigrants. URL: <https://www.marcprensky.com/writing/Prensky%20-%20Digital%20Natives,%20Digital%20Immigrants%20-%20Part1.pdf> (accessed 25.03.2018).

responsible for sales and investment attraction, inspires people to use a product. Each of three representatives of startup is a Leader. According to statistic, startups which are created by several founders are considered as more successful and reliable¹. Although, the fact that in this concept the leader role is divided into three, it does not stop being less important. On the contrary, the Leaders who will perform such functions are simply necessary.

Apart from Dave Makklyur's concept there are also several main management models for startups. Generally, media startups usually approach only two of them as the others are aimed at production of goods. Kanban and SCRUM – these models are universal for maintaining such projects because they easily adapt to flexible structure of media startup.

The SCRUM² model is ideal for media startups. The main benefit of SCRUM is a fast reaction to changes. All work is directed to achievement of the most convenient, useful and corresponding to customer's requirements. In this model there is a regular communication with potential users of the product, because of that it is necessary to make regular changes and to adapt to the situation. The majority of media startups regular update (enhancement of the software, additions of new functions, etc.) Such model allows to enhance media product quickly.

The next model – Kanban³ is also suitable for media startups. Especially if the startup has no precise plan. With the aid of the Kanban it is possible to manage several priority tasks. This model allows to reveal necessary priorities and to concentrate attention on them. However, there are also minuses. In this model there are no established deadlines that can reduce productivity of work.

Management model of media startup is only a part of research. To understand, how exactly communication exists in modern media startups, it is necessary to consider such facts as hierarchy, control methods, a corporate

¹ *Timokhina E., Aleksandrova L.* (2014). Foreign investments into a startup: advantages and disadvantages. URL: https://www.cfin.ru/investor/venture/foreign.shtml?ck_url=1 (accessed 25.03.2018).

² *Sutherland J.* (2014). Scrum: The Art of Doing Twice the Work in Half the Time (accessed 25.03.2018).

³ *Petrenko V. A., Demyanenko N. G., Kryukova A. A.* (2017). Methodology of management of startup projects. Vol. 1. № 65. URL: <https://cyberleninka.ru/article/v/metodologii-upravleniya-startap-proektami> (accessed 25.03.2018).

culture, the style of communication in team and a leader role in a startup. In order to observe this information, three representatives of modern media startups industry were interviewed. This research method was chosen with the emphasis on receiving the information directly from the specialists involved in media startups. As a result, I revealed an attitude of specialists to the sphere of media startups. The following questions were asked:

1. How many people take part in developing and promoting your media project?
2. Do employees of your media project telecommute or work in the office? Do you have an office or venue where staff work regularly? How many people telecommute?
3. What are the vital personal characteristics to become a member of your team? What professional qualities are you looking for in the employees?
4. Please, specify the main values of your corporate culture?
5. Describe your organizational structure in a few words, for example whether it is line, network, hierarchical, adhocratic etc.
6. Do you have a Leader in the project who controls all process of development and promotion?
7. What communication channels between employees are used in your project? Is the informal communication channel used?
8. Does a certain model of management dominate in your project? Which one? Why did you choose this management model?
9. Is the Leader of great importance in your media project?
10. Which position in the project is held by the creator of the main idea or the concept of startup?

Each question is turned on specific department of work in media startup. All questions are accurate, clear and directed to reveal necessary information for a research. Thanks to interviews, relevant and exact information about the organization of work in media startups was revealed.

My respondents were:

- Andrey Kuznetsov, CEO of media startup “Dialog”. Dialog is the unique messenger for corporate communications equipped with all necessary functions.
- Olga Pertseva, PR-director of media startup “Vikium”. Vikium is the app with the function of exercise machine for intelligence developing based on techniques of the Russian and foreign neuropsychologists.

- Ivan Drobyshev, founder of the communication agency “Grechka Media”. Ivan closely works with media startups, performs and acts in this article as the specialist of media startups.

Thanks to an interview the following regularities concerning the organization, communications and leader roles in modern media startups were defined:

1. In the majority of media startups employees work in offices, with approved working hours. There is the fact that many issues need to be discussed with other employees, but presence at office during working hours is not strictly controlled, it is possible to bring work home, to come and leave sooner or later. A small number of employees are freelancers. The number of people in a team differs from 3 to 34.

2. In a team there are both creative and rational employees which helps to keep balance. Good sense, creativity, capability to conduct communication with other people, readiness to develop themselves as professionals and desire to realize personal potential are appreciated.

3. The hierarchy exists, but without a bureaucratic device. All coordination and decisions take place quickly. Generally, there are three levels of positions: the first – directors of departments, the second – heads and managers, the third – developers, programmers and designers.

4. In each media startup there is a Leader who is an ideological inspirer and a driving force of the project. He or she sets the strategy and main objectives for development of a product. Then managers control the realization of the process where the purpose is set by the Leader who is usually the CEO.

5. In the Dialog project employees adhere to informal style of communication both at offices and in personal communication. The corporate clothes style is informal. In the Vikium project the informal style of communication exists at office and in the certain channel of the corporate Slack messenger. Other communications have official style and happen in the corporate Slack messenger and corporate mail.

6. The majority of startups choose management model of SCRUM or Kanban. They choose them because these models are convenient for IT projects and allow to structure work of development department and to integrate product decisions.

7. Control of work is made due to holding Daily meetings in the form of chats or at office which allow to reveal and to resolve problems of both employees and all team. Usually punishments do not exist. In the project leaders try to motivate employees financially or morally.

8. The leader is always important in a startup. The main objective of the Leader in media startup is the representation and motivation.

As a result of the interview and the conducted research it is possible to form the following conclusions about the framework of media startups.

Media startups deal with changing information flow, therefore, startups should use flexible management models such as SCRUM and Kanban in order to achieve highly effective results.

- Founders of media startups have a wide field for action because media is everything what has deal with digital technologies and multimedia. Such projects often are created by young people who interact with such technologies since the childhood – generation Y and Z.

- According to the research a leader's role in media startup has a huge value for a project's success. The leader creates a basis of further development, creates a unique idea and provides an efficient performance. He or she creates a necessary team directing and motivating people.

- In media startups a strict control does not exist. Founders use positive motivation and daily meetings to improve work of each employee. Also, style of communication in media startups is mainly informal.

- Media startups are an extremely perspective sector of business as information technology development accelerates every day. In Russia every year more and more investors invest in media startups, understanding the importance and perspectives of this sphere. There is a set of grants provided by the government and the large companies to support young specialists. Today is a favorable time for development of media startups in Russia. Such projects are vital for the country to accelerate technical development.

- Media startups are unique. Their basis is the idea. They seek to find new technological solutions, improving life of all mankind. Businesses should replicate several qualities of media startups, namely a fast response to changes and gain a success.

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APPROACHES OF AN AUTOMOBILE INDUSTRY LEADER TO LEAN MANUFACTURING

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Abstract. Nowadays many companies all over the world face the problem of ineffective manufacturing. In order to eliminate faults, reduce the amount of work and time needed to do it and to improve the efficiency of production, some of them adopt lean production strategies. We would like to present the analysis of these strategies on the example of one of the most successful and innovative companies – Tesla. Some attention will also be paid to its leader – Elon Musk.

Keywords: lean manufacturing, Tesla, Elon Musk.

The issue of leadership unites many people of different nationalities, age, and gender. The goal is to clarify the role of a leader in any kind of a company. The greatest leader is believed not necessarily to be the one who does the greatest things, he is the one that gets the people to do the greatest things. Nowadays, there is a huge variety of spheres, which we can analyze in terms of leadership. Each leader follows a goal of taking his business through to success. Lean manufacturing is a trendy tool of many companies' leaders used in order to reach successful production. Wikipedia describes the term "lean manufacturing" (or "lean production") as a systematic method for waste minimization within a manufacturing system without sacrificing productivity. Obviously, lean manufacturing is more than that. Lean production does not only consider the value the end consumer gets (what the end user of the product will be willing to pay) but also the elimination of waste in line of production. The main aim of lean manufacturing is to achieve the desired value with less work and waste. This may include the waste of

time or materials. Besides eliminating waste, in lean manufacturing the quality of each item produced is examined soon after its production. This way, in case of any defect it can be fixed as soon as possible in order to avoid waste of more time tracing the error after the production of the whole system is completed. The lean production strategy has the same characteristics with the Total Quality Management (TQM) strategy. Both strategies work to ensure that those in production line have the highest knowledge on how the system should work. Though lean manufacturing has been adopted by many companies, it was initially used by Toyota (Toyota production System). Waste elimination and continuous improvement are the basis of lean manufacturing. Toyota has put 5 key principles at its core.

1. Specify Value

What do your customers value? Value goes hand-in-hand with what customers are willing to pay for a product. When thinking lean, identify what drives value to your specific customers. Questions to assess value include: What problems does my product offering solve? What specific product features are my customers looking to pay for?

Always be sure to determine value from the perspective of a customer (not yours!) and of a product family. Lean Manufacturing Tools state that a product or service is only valued for just 5% of time. The rest of the time is spent in wasteful pursuits; waiting, reworking, transporting, moving and host other wasteful things that the customer does not consider to be something that they should pay for.

2. Identify the Value Stream

Once the value (end goal) has been determined, the next step is mapping the “value stream,” or all the steps and processes involved in taking a specific product from raw materials and delivering the final product to the customer. Value-stream mapping is a simple but eye-opening experience that identifies all the actions that take a product or service through any process. That process can be in design, production, procurement, HR, administration, delivery, or customer service. The idea is to draw, on one page, a “map” of the flow of material/product through the process. The goal is to identify every step that does not create value and then find ways to eliminate those wasteful

steps. Value-stream mapping is sometimes referred to as process re-engineering. Ultimately this exercise also results in a better understanding of the entire business operation.

3. Establish Flow

Once value-creating steps have been identified, they should occur in sequence. Flow ensures smooth progression from the production's start to the finished product delivered to the customer. This lean manufacturing principle ensures the product goes smoothly (with no interruptions, delays, or bottlenecks) to your customers. The goal of creating a value stream flow is having continuous, synchronized production.

4. Pull Value

Lean manufacturing principles are core to eliminating excess waste. Establishing pull is no different. Once flow is introduced, customers will begin to pull value from the next upstream activity. Pull creates a just-in-time or on-demand model. Ideally, production does not begin until customer orders are received. Pull eliminates work-in-progress inventory and waste from incorrect production forecasts.

5. Strive for Perfection

The final lean manufacturing principle is seeking perfection. Lean thinkers look for opportunities of improvement in each part of the value stream. Identifying and removing root causes of issues from your production processes to target perfection. This principle is a group effort and requires everyone to drive it – from the production floor to the C-suite [1].

Nowadays, lean manufacturing is widely used by many companies all over the world. We would like to analyze leadership and lean manufacturing strategies of a trendy large car production company, Tesla. We have decided to take exactly this manufacturer for a number of reasons. Tesla is a new player in the car industry world and this company has contributed a lot to the idea of lean manufacturing. What is more, Tesla constantly develops its approach to lean manufacturing strategy introducing it to every single stage of its production. We are going to analyze Tesla's lean manufacturing approaches mainly focusing on its ability to save resources and time by

making the company to be an independent holistic organism. We would also like to highlight you about the main points of this company, its management structure, leadership style and ways to achieve its desired goals.

Talking about Tesla we cannot not but mention its genius founder. We all know Elon Musk as one of the world's most ambitious and successful leader. He runs some of the most profitable and innovative companies in the world. Musk is CEO of the groundbreaking rocket manufacturer SpaceX, an American neurotechnology company Neuralink and Tesla – an American company that specializes in electric vehicles, energy storage and solar panel manufacturing. He is also Chairman of SolarCity Corporation that specializes in solar energy services and aims to accelerate the mass adoption of clean energy. All of these companies are one-of-a-kind ones. And actually, that is Elon Musk himself as a leader who makes them be like that. We can just look at the recent launch of SpaceX's most powerful rocket in use – Falcon Heavy – with Musk's personal cherry Tesla Roadster on board as a payload which destination is the orbit of Mars. "A Red Car for a Red Planet," as Elon wrote in his Instagram account.

Musk's companies are some of the most successful and best-known in the world and his passion and enthusiastic attitude towards all the projects are the key to this success. We would like to take a closer look at Tesla as an adopter of lean manufacturing ideas as this corporation with its unordinary approaches in every phase of production is worth studying.

Every successful company has an efficient and properly-working management structure. Tesla's management structure consists of 10 decision-making areas which are [2]:

1. Design of Goods and Services (focuses on how the organization's products influence costs, quality objectives and resources).
2. Quality Management (focuses on satisfying customers' quality expectations).
3. Process and Capacity Design (focuses on business processes, along with related investments, standards, and resources).
4. Location Strategy (focuses on logistics and proximity to markets, resources and suppliers).
5. Layout Design and Strategy (focuses on achieving an optimal flow of resources and information).

6. Job Design and Human Resources (focuses on the adequacy of effective human resources).

7. Supply Chain Management (focuses on the adequate supply and an effective and efficient supply chain).

8. Inventory Management (focuses on inventory decisions, costs and support for production).

9. Scheduling (focuses on short-term and intermediate schedules for resource utilization).

a. Maintenance (focuses on the adequacy of resources and production capacity).

As we can see, the company has a wide and ramified management system with the separation of powers every team of which focuses on different aspects of producing a great product.

Tesla is a start-up company as well as a business phenomenon that is important for the Lean Community to understand. With its direct sales model (without third-party vendors) and planned lights-out factories (factories that run lights-out are fully automated and require no human presence on-site), it purports to be the next new thing in industrial thinking after Ford (mass production with modern management) and Toyota (lean production with lean management). Tesla's approach to the customer is broadly consistent with lean thinking. By selling vehicles directly to customers and keeping in continuous touch with every customer through the Internet, Tesla proposed to create more value with less resources, the essence of lean manufacturing. An additional breakthrough was to continuously update each vehicle's software to allow new features and to correct problems reported by vehicles in use. In addition, Tesla offers not just a physical product but low-carbon, autonomous, hyper-connected, shared mobility for the greater benefit of humankind. Moreover, Elon Musk will use the profits to finance a personal trip to Mars [3].

Tesla's mission is to accelerate the advent of sustainable transport by bringing compelling mass market electric cars to market as soon as possible [4]. To achieve its planned production rate of 500,000 cars per year by 2018, Tesla alone will require today's entire worldwide supply of lithium-ion batteries. The Tesla Gigafactory was born out of necessity and will supply enough batteries to support Tesla's projected vehicle demand. The

Gigafactory is Tesla's energy division, which, once operational, will produce more lithium-ion batteries than all other factories of this kind in the world combined, at significantly lower cost and greater efficiency. Not only will these batteries power all of their electric vehicles, but they will also revolutionize the energy industry with storage solutions that allow energy production to be truly level-loaded [5]. In this incredible energy factory, we can see Tesla's lean approach to making cars: if all the energy is produced in huge amounts in a single factory owned by the company it helps save time, money and efforts needed to cooperate with other suppliers.

By simplifying car design to make them easier to manufacture, installing more robots and packing cars more densely on the assembly line, Musk is convinced Tesla can build as many as one million vehicles a year in a single factory – four times the output of a typical auto plant and greater than even the world's busiest factory, Volkswagen's flagship plant in Wolfsburg, Germany. And that is probably one of the main parts of Tesla's lean approach – time-saving. Tesla produces more vehicles in shorter amount of time than any other manufacturer. Musk believes that other car producers do not realize just how much potential there is for improvement. In his Twitter account Elon shared his thoughts on sales perspectives of Tesla's first mass-market car Model 3. The sales volumes planned by Musk were 150 units in August 2017, when the first car was launched, and 1500 cars in September which outgrew into 20 000 ones per month in December. In one of the interviews Musk said, “These things get increasingly difficult, but they're all doable. But I can see a path where we get to, say, 600,000 Model 3 production and 100,000 S and X, so maybe 700,000, which should be like almost 50% more than General Motors or Toyota got out of the plant. I mean that seems achievable.” Production of the first affordable mass-market electric car grows exponentially following the company leader's ambitions. “I'm hopeful that people think that if we can send a Roadster to the asteroid belt, we could probably solve Model 3 production,” said Elon Musk [6].

One more thing worth mentioning is Tesla's plans on having an underground, freight-shipping system which Musk calls the hyperloop [7]. He goes on to explain that if Tesla factories were linked together by a system of tunnels, production of vehicles would be greatly improved. This sophisticated automated parts-conveyance system at Tesla's Fremont, Calif is

a showcase for lean manufacturing techniques in its heyday. Musk calls the conveyor system “probably the most sophisticated in the world,” adding that it “appears to be on track.” The system, built a level below the assembly line, carries parts from a warehouse to the point of assembly and is likely to be aimed at eliminating the mounds of half-filled cardboard boxes crowding the aisles alongside the assembly line. What’s more interesting is that this subterranean conveyance system will be dug by The Boring Company, Musk's latest company.

Summarizing mentioned Tesla’s lean ways, we can say that it is undoubtedly the most innovative corporation and the future of the automobile industry. Tesla does not only produce the most modern, technological and comfortable cars, but it pays a lot of attention to making its vehicles environmentally friendly and reducing the ecological footprint. That is lean manufacturing that saves the most valuable resource for all of us – our planet. We believe that all modern manufacturers should take a closer look at Tesla as this is an ambitious and thriving company which sets the direction for the future of the automobile industry.

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THE ROLE OF FEMALE TEAM LEADERS

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Abstract. The issue of women's empowerment and gender equality is a global issue and this issue is in dire need of attention all over the world. For this reason, the aim of the article is to present an overview of female team leaders, to consider their unique qualities and prove that women can be leaders on equal footing with men or even more effective.

In a marketplace defined by complexity, disruption and change, today's most successful enterprises are those that bring diverse perspectives and experiences to each new challenge. Along with being the right thing to do, diversity and inclusion offer a strategic advantage – especially at the leadership level.

That is why it is critically important for businesses to look at the challenges women often face, and clear the path for talented and dynamic leaders to rise to the top.

This understanding highlighted the need to commission this study on women and leadership. During the study the qualities and experiences that contribute to women's leadership and advancement in the workplace were examined. In addition to outlining challenges and opportunities shared with us, the study also offers concrete steps that can be taken to move more women into leadership positions.

The aim of this study is to inform and encourage leaders to take clear and decisive steps to develop the leadership potential of their female employees – and that we will all be stronger for it.

Keywords: gender inequality, women power, leadership, career development, change.

The topic of female leadership has been a great interest of researchers in the fields of psychology, management and sociology especially in recent years, as women have begun to assume more leadership positions. McKinsey's study "Women Matter" reveals the role of female leadership, by establishing a correlation between how well a company performs and the proportion of women it has in its management team. The company has found that one element of the answer lies in the way they exercise leadership. Indeed, some types of the leadership behavior, observed more frequently among women than among men, have a positive impact on a company's organizational performance. In this way women complement and enhance the range of leadership behaviors that are critical to corporate performance. Therefore, the role of female leader is worth being analyzed. It is extremely important to prove that female leadership encourage teamwork and collaboration and emphasize the ability to empower, support, and engage employees.

McKinsey & Company, with over 18,000 employees is the globe's largest strategy & operations consulting firm, that helps leading corporations and organizations to make distinctive, lasting and substantial improvements in their performance. Moreover, the company also has a number of initiatives in place to improve the outcome of women seeking their way to the top of business. The firm regularly publishes papers and researches into diversity issues – such as a recently featured gender parity study – and highlights for years the importance of women in top position.

McKinsey passionately believes in developing outstanding female leaders, and that is why McKinsey & Company has launched a scholarship program for talented women. McKinsey invites female students and experienced professionals from Europe, the Middle East and Africa wishing to apply for the scholarship. Female talents that win the scholarship will, in addition to the financial prize, receive coaching from McKinsey consultants and will be granted with the access to select events held by the world's leading strategy consulting firm. As a firm, the company invests a lot of resources in this event, and it believes this is one of their best initiatives in Europe.

To conduct the event the company set a project team of 17 people led by Anna Sanfilippo. All the team members have different responsibilities. The project team was based on a voluntary basis and it consists of people from different departments who are willing to contribute to the female leadership. The team leader is responsible for the basic day-to-day work of the team and the overall performance of the project. Additionally, an important part of her role is to make sure all the people in the team are fulfilling their professional goals. This role has allowed to be a part of the development of journeys of her teammates. Among other things, some team members are working on a promotion of the event in the social media and they have to figure out new ways to reach potential candidates both students and working professionals. Others are responsible for technological equipment, financial issues and advertising. The team leader is also accountable for optimizing decision-making process and supervisory. All the team members share a passion for women's recruiting and gender equality. Therefore, the main goal of the company case is to consider specific features of a women leader and analyze what distinguish women leader from men candidates and to show that prejudices against women leaders are not popular anymore.

The increase in the number of female leaders has been accompanied by changes in theories and practices of leadership. Whereas in the past, leaders based their authority mainly on their access to political, economic or military power, nevertheless, in postindustrial societies leaders might share power far more and establish many collaborative relationships. Therefore, contemporary views on a significant leadership encourage teamwork and collaboration and emphasize the ability to empower, support, and engage workers. In other words, leadership has been predominantly a male prerogative in corporate, political, military, and other sectors of society. Although, women have gained an increased access to supervisory and middle management positions, they remain quite rare as elite leaders and top executives. To explain this phenomenon public and scientific discussions have centered the idea of a 'glass ceiling' – a barrier of prejudice and discrimination that excludes women from the higher level of leadership positions.

Prejudice against women as leaders is partly responsible for the lack of women in leadership positions. Women have traditionally been stereotyped as

more socially sensitive and interpersonally competent than men. The traditional stereotype of women included attributes such as being less competent and less effective in tasks that are required for work outside of home nurturing. Stereotypes linked with men, on the other hand, typically included such traits as dominant, aggressive, independent, objective, and competitive.

In order to back up the theoretical frame of the female leadership research, it is necessary to conduct qualitative research, which will help to get insights into female leadership. This type of research helps an investigator to understand and explain the meaning of female leadership and reveal relevant qualities of women leaders. In the project in-depth interview was conducted with the team leader to find out the insights of the project team leader, what drives her, what qualities she possesses and what helped her to take this position. In the course of the interview the questions were asked from the general to the frequent (funnel method) to determine the inner motives of the women leader and beliefs about leadership. McKinsey also decided to run the focus group with potential applicants for its new project, in order to identify the business qualities of the women leader and to erase stereotypes about women's leadership.

According to the research findings, it was revealed that the team leader is an extremely passionate person and is driven by the interest to contribute to female leadership and help young women to build a successful career as leaders. On the ground of the research, the leader should be educated, focused and be ready make important decisions. A good leader needs to not only be an expert, but to see the bigger picture and have unconditional belief in his abilities.

The focus group has shown that women leaders are more assertive and persuasive, have a stronger need to get things done and are more willing to take risks than male leaders. Women leaders were also found to be more empathetic and flexible, as well as stronger in interpersonal skills than their male counterparts. Women leaders are able to bring others around to their point of view as they genuinely understand and care about where others are coming from, therefore the people they are leading feel more understood, supported and valued.

In other words, the qualities that make a good leader do not vary between men and women. After all, it is the person, not the gender, that

determines a leader. Although, women are just catching up to men in terms of leadership roles, their unique experiences and supportive natures make them more than capable of leading the future.

The McKinsey study findings are summarized into four specific statements about women's leadership qualities:

1. Women leaders are more persuasive than their male counterparts.
2. Women leaders demonstrate an inclusive, team-building leadership style of problem solving and decision making.
3. Female leaders tend to be extremely focused on completing a task assigned.
4. Women tend to prefer leading and creating flat organizational structures that allow for a more collegial atmosphere.
5. Female leaders typically promote cooperation and collaboration amongst team members.
6. Women are better at networking than men.

According to the research there are certain clear benefits of a women leader, what a male leader needs to learn. Through deliberate efforts comes naturally to woman leaders like emotional intelligence, coaching and mentoring instincts, collaboration and participation. Since women leaders can collaborate effectively, they face relatively lesser challenges in managing teams separated by function and location. With women's high emotional intelligence, they also understand the motivational factors of subordination better and can also manage appropriately people with diverse cultures and backgrounds.

Since the last third of the XX century women were more actively involved in the social, economic and political life. However, women are less than men presented on the top levels of management and authority. Women-leaders face interrole conflict between the leadership and gender roles. Women can overcome this conflict, if they reach real success and choose the sphere of activity in which they can apply relatively feminine leadership style. According to the case study, there are clear benefits associated with the presence of women at the top levels of management. There are more and more women who govern socially important projects and show their expertise and ability to lead others.

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THE INFLUENCE OF LEADERS ON TEAM EFFICIENCY IN BUSINESS SYSTEMS

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Abstract. In the last few years big attention has been given to leadership as phenomenon, because it is an unavoidable factor of all successful business systems. New generation of leaders needs to face many challenges; they have to create functional business systems considering each individual. Only that way they can develop employees' full potentials and improve skills, create sense of belonging to the business system, and feel important for a company. In order to manage that successfully, first and foremost it is necessary to have the vision. The leader creates the vision, which will be jointly brought and accepted by each individual within the team, and then with full commitment it will be accessed to its realization. Big challenge for modern managers is to learn skills necessary to become

efficient team leaders. Most business systems have realized that creating efficient team increases profitability, where leader's role is extremely important.

Keywords: leaders, leadership, business system, team efficiency, profitability.

1. The role of a leader in the team and its significance

Often, we think and ask how some managers achieve successful results in their business activities and others do not? How is it possible that skilled managers do not achieve the expected results in the new circumstances? Experts believe that the answer is not in the intellectual capacity or knowledge of managers, but in the characteristics of the leader.

In order to become a leader, it was necessary to meet the following conditions and to know the following facts:

- To become a leader, you should have your followers. Leaders carefully follow their people.
- A leader is not successful if people like him or looks at him with admiration. The characteristic of successful leaders is the fact that his followers do the right things (efficiency). Leadership is results, not popularity.
- Every business move of the leaders is being carefully monitored, as they are an example to the employees.
- Leadership is the responsibility, not just the position, title, privilege or money.

Being an effective leader is a challenging and uncertain business venture for many managers. The emphasis should be on mastering skills such as the patience to transfer information, mutual trust, ability to neglect the role of the authorities, ability to intervene at the right moment. The role of team leader is to focus attention on two priorities: managing external restrictions that affect the team and facilitate the team process¹. These priorities imply four specific roles of the leaders, which we can see in Figure 1².

¹ *Steckler N. & Fondas N.* Building Team Leader Effectiveness: A Diagnostic Toll. Organizational Dynamics, 1995.

² *Robbins S. & Coulter M.* (2005). Management. Pearson Education, Inc. Upper Saddle River. New Jersey.

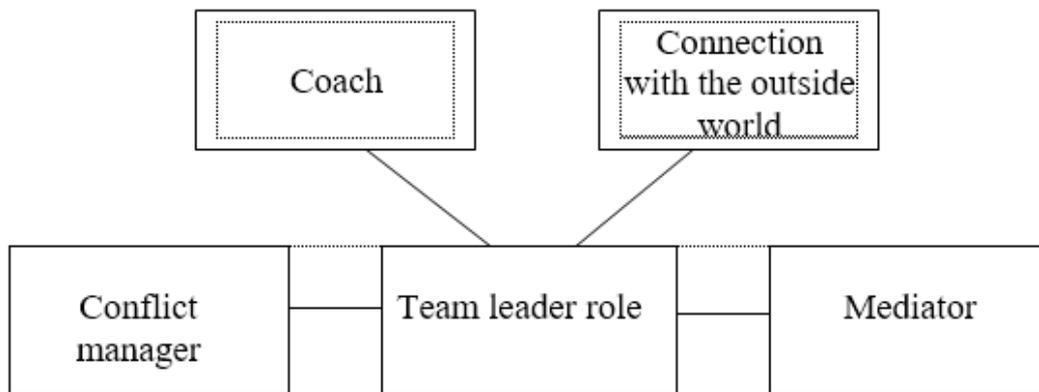


Figure 1 – Team leader role

Source: Robbins S. & Coulter M. (2005). Management

Firstly, team leaders are a link to the outside world. The essence is to gather information from the environment and exchange information with the team members.

Secondly, team leaders are mediators. This means that when it comes to some problems, the team asks leader for help. In this case, the leader helps the team by asking direct and essential questions, based on which he discusses the problems and provides the necessary resources to solve the problems.

Thirdly, team leaders are conflict managers. When the conflict arises, leaders are helping to determine the cause of the conflict, what are the solutions to resolve the conflict, and reduce the conflict within the team to the lowest possible extent.

Fourthly, team leaders are teachers. In order for team members to maintain their high-level performance, the leaders are those who teach them and do everything they can to help them.

2. Team characteristics in the business system

A man is a social being; he lives and works in a group, often in a team. There are various definitions of the team phenomenon, but we can say that it is a group of people who has been appointed or chosen to solve a certain and usually complex problem, consider an issue and suggest a way for its most optimal solution, or to solve the problem on the basis of their own estimates.

The team has to be organized and must be maintained during its existence. Higher hierarchical level of the goal is, people in the team are

more creative and persistent. Also, they will encourage more intensely each other to achieve the goal faster and more efficiently. When they accomplish one goal, it not the end, but there are new goals appearing. All of them have a specific purpose, because the boundaries of human achievement are constantly changing.

Regardless of the fact that success is a subjective phenomenon, we can conclude that there are several characteristics for highly successful and motivated teams:

- a clear and high goals;
- trust and support of the environment;building a team;
- fast decision making process;
- high standards and shared responsibility.

It is particularly important for the leaders who are individuals in the team, what are their competencies and skills. In the era of change, it is necessary for the leaders to successfully manage the team in order to achieve a good market position of the business system. A CEO survey is conducted every year, so in 2017 it included 1400 leaders from 80 countries around the world who expressed their opinion about the employees’ skills (Figure 2)¹.

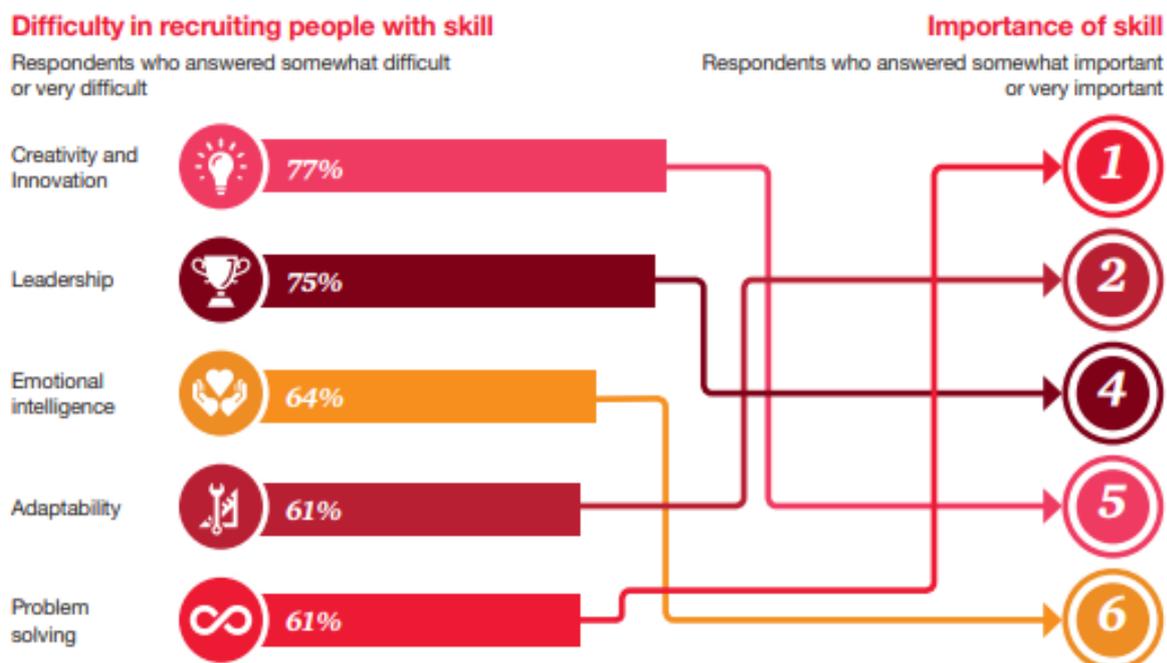


Figure 2 – The hardest skills to find are those that can’t be performed by machines

¹<https://www.pwc.com/gx/en/ceo-survey/2017/pwc-ceo-20th-survey-report-2017.pdf>

Q: How difficult, if at all, is it for your organization to recruit people with these skills or characteristics?

Q: In addition to technical business expertise, how important are the following skills to your organization?

Source: <https://www.pwc.com/gx/en/ceo-survey/2017/pwc-ceo-20th-survey-report-2017.pdf>

3. Creation of an effective team

Business systems tend to base their activities on team work. The problems that arise in such attempts compel them to think why some teams are successful and others are not. It is necessary that business systems recognize the essence of team efficiency.

The efficiency of the team can be explained through the realization of the following performances¹:

1. Innovation / adaptation – the key is that the team adequately responds to the changes in the environment.

2. Efficiency of the team – refers to the successful realization of the defined goals using the resources available in the best way possible.

3. Quality – reflects the team's ability to deliver excellent results using available resources while successfully satisfying the needs of consumers.

4. Employees' satisfaction – implies the team's ability to initiate voluntary commitment of employees and to encourage their enthusiasm by meeting the needs of team members.

Creating a team is a very complex task that lies before the leader, so we will point out the skills needed to build an effective team. At the beginning of the 1990s, the team from the Creative Center of San Francisco created the TELM model – Team Effectiveness Leadership Model. The TELM model should help leaders to identify the needs of the team, and then point out the paths that a leader should follow in order to build and run highly effective teams. The TELM model has three basic functions that are critical to effective team leadership²:

¹ *Dunphy Dexter & Bryent Ben*: Teams: Panaceas or Prerscriptions for Improved Performance. Human Relations, 1996.

² *Ginnett R.C.* Team Effectiveness Leadership Model: Identifying Leverage Points for Change; *Hughes R.L., Ginnett R.C. and Curphy G.J.* Leadership-Enhancing the Lessons of Experience. 3rd edition. Irwin-McGraw-Hill, Boston, 1999.

- Direction;
- Design;
- Team development.

Inputs represent everything that is available to the teams to perform the defined goals. The next area that a leader should take into account is the quality of the team process. It is the leader who monitors how specific tasks are performed and it is up to him to prevent the problems at the end of the process. Considering the great importance of assessing the process in developing leadership skills, it is necessary to know at least four effectiveness measures, based on which it can be predicted the way the teams will work. If the team works effectively, it has to¹:

1. Work hard enough.
2. Has the knowledge and skills necessary to complete the task.
3. Use the appropriate strategy.
4. Has a constructive and positive group dynamics.

Outputs or results of the team are the reasons for its creation, but also the actions of the team leader.

As we have already said, one of the most important functions of team leaders is determining the direction. A leader must have a vision in which direction he will lead the team. He needs to design a certain type of team, the skills they need to do the job, and also select the individuals who would make the team.

Another important function of the team leader is to design a team. This is very complex and demanding action for the leader. It is necessary to determine the type of team, its size, the distribution of the roles, but also the necessary knowledge and skills of potential members.

Development of the team is the third function of the team leader. The task of the leader is to find a new way to advance a team that is already well-designed.

In the end, we can conclude that the TELM model represents a good basis for the leaders to build effective teams.

¹ *Hackman R.J. Groups that Work (and Those that Don't). Jossey – Bass, San Francisco, 1990.*

4. Leadership influence on the team effectiveness on the example of the faculty organization

As well as on the example of the company, the activities of each faculty are organized in a way that all employees are divided into sectors, depending on the work they perform and the responsibilities they have. Each sector is made up of a team of people led by their leader, manager or supervisor. The head of one sector, or department, is responsible for the work and results of his team. In order for the results of any team to be successful, the leader should adequately set the tasks and responsibilities of each employee. Also, he has to motivate his employees through appropriate communication, and all for the purpose of effective functioning of his team. In order to explain more closely how the team works in practice, we will offer a concrete example of the organization of a private faculty in Belgrade.

The Faculty of Applied Management, Economics and Finance is organized according to the principle of functional organizational structure. According to this structure, the functions are distinguished into: marketing, student service, legal service, finance and the Center for Career Guidance. Each sector performs one function. Each sector is led by a manager who is responsible for the successful functioning of his team.

Since the goal of each faculty is to enroll as many students as possible in the current year, the Faculty formed the Marketing sector, which is comprised of young people who like to work with high school students trying to attract them to enroll in the faculty. Their tasks are delegated by the General Manager of the Faculty, who monitors whether the tasks are successfully implemented and what are the results of the work of each employee. In order to engage young people to enroll in studies, it is very important to define the way in which the faculty will be promoted. As technology development is constantly growing, the easiest way to communicate with prospective students is via the internet: a significant part of the promotion is achieved through social networks.

Nowadays, young people are much more advanced in the use of modern technologies, and as a target group, they are enabled to find all information about school fees, activities and events related to the Faculty through the website, Facebook and Instagram profile. The task of the marketing team is to promote Faculty in an adequate way and to provide all

information relevant to the potential students. The members of the marketing team organize workshops and trainings on various topics, so the manager has to motivate his team to be creative in order to differentiate the offer of the Faculty from the offer of the competition. In order for employees to be effective in achieving goals, the manager must provide support to employees through an adequate training and understanding of the problems encountered.

Sectors that work together with the Marketing team are the Center for Career Guidance and the Student Service sector. The Center for Career Guidance performs the function of cooperating with companies, concluding business and technical cooperation agreements, in order to provide its students with internship while studying. This type of partnership also provides the Faculty with the opportunity to promote itself in the media and among companies, and to indirectly attract new students. Contracts of this kind are made in cooperation with the Student Service sector. The task of the Student Service sector is to take care of existing students in order to maintain their satisfaction and the reputation of the Faculty itself.

None of the above mentioned teams can function without financial and legal service that fund the project and legally empower it. For example, the task of a marketing team cannot be finalized without financial and legal support. As all sectors have the same goal – the growth and development of the Faculty – they all work together and they are mutually conditioned.

5. Conclusion

It is a great responsibility to be a leader. The leader is the bearer of the consequences that can be positive or negative. A leader must have a clear goal and vision of how to manage his team. Also, the leader must know what skills an individual must have in order to be part of his team. In order to achieve successful results, it is necessary to create an efficient team, to have a team spirit and unity as this leads to an increase in productivity that is a successful business position of the business system in the market.

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THE ROLE OF LEADER IN MANAGING THE ORGANIZATION

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Abstract. In this study the role of the leader in the organization has been analyzed. Leadership has been reviewed as an important component of effective management. The skills that a leader must have for effective organization management and operating have been defined. The case of Red Keds company have been investigated as a process of forming an organization.

Keywords: leader; the effectiveness of the Organization; leadership qualities; an effective leader.

What is leadership? Everyone has his own definition of this concept. For years, people considered leadership as the process of influencing one person on a group of people when one directs and motivates others to achieve stated goal. Nowadays leadership is defined as the ability to lead people by revealing their specific abilities to achieve common good. After all, if the goal is only to achieve personal gain, success will be short-term. Leadership is a managerial relationship that arises in the process of activity between a leader and subordinates, based on a rational combination of methods of power and influence. The society often asks how people become leaders? Is it an inborn gift or some kind of art that has been mastered for years? There are a lot of theories about this. Now 7 basic theories about leadership will be considered.

1) *The theory of the “great man”*. The first theory of leadership is the theory of the “great man”, which over time evolved into a theory of leadership features.

The meaning of this theory is that history develops only through individuals. According to this theory, leaders can be in power or they may be scientists who invent and thereby change people’s lives.

It was also revealed that the main feature, according to this theory, is intelligence. At the same time, if the leader has special abilities that are inherited, then one must always remember about them.

So, the following theory has occurred.

2) *The theory of “characteristic features”*. This is a theory that suggests that the leadership skills of a person are innate, that great leaders are born but not become. The data of the theory describes great leaders as something mythical and heroic, whose mission in life is to become leaders.

This theory distinguishes four types of leader:

- “Technical”: solves short-term tasks. The main feature is intelligence;
- “Outstanding” – affects the group;
- “Sociometric”: beloved leader;
- “Selective”: it is revealed after performing various tasks. The most stress-resistant of the group.

3) *The theory of “circumstances”*. According to this theory, the leader has no specific leadership characteristics and innate ability to lead and everything depends on the specific situation and circumstances. Success depends on a number of factors and also different aspects of situations. The theory of circumstances also suggests that as a result of a crisis or an important event, a person can be at the height that reveals the exceptional leadership skills of an ordinary person, and thus he will become a leader.

4) *Behavioral theory*. This theory is based on the belief that leadership skills are acquired through training and observation. This theory pays more attention to the actions of leaders than their mentality.

In this theory there are 2 main characteristics:

- behavior oriented to create satisfaction with work of subordinates and their development;
- behavior oriented to the fulfillment of production tasks at all costs.

I would like to note that according to this theory, a leader can choose a certain leadership style and thereby become a leader.

5) *The theory of "power and influence"*. As a basis for this theory, a certain power and influence are exerted by the leader.

The main attention, by this theory, is given to the power networks and the influence that the leader creates with their help. Speaking clearly, behind every work or project there is a leader.

6) *Transactional Theory "Management Theory"*. Transactional theory is based on the relationship between the leader and the subordinates. It analyzes the mutual benefit and overall goals of the team through exchange. At present, this is one of the trendiest theories about leadership.

7) *Transformational theory*. This theory is based on the adherence of followers to the ideas of the leader. The theory says that the leader can change the thoughts and behavior of his followers, but for this, the leader must go beyond the situation, and see it from a different angle.

Many people are eager to become leaders, but only few achieve this goal. The leader is the boss, the head of a certain organization, which influences other members of the group and enjoys authority among them. Any person actually can become a leader, as they usually say: no one is born a leader, you should become one. It is eagerly necessary to make efforts and for years passionately to develop and train this ability, while acquiring the personal skills required for effective leadership.

What is the portrait of an ideal leader? What character traits should he possess? Responsibility is the first quality of a true leader. Not every person can take responsibility for the whole organization. The second quality of the ideal leader is self-discipline. After all, if someone is not able to control himself and his emotions, this person cannot be set as a model to others. And of course, it is difficult to imagine an ideal leader with no activity and initiative. Actually, just such people want and will follow. In addition, a real leader should not only be intellectually developed, but also should have a high level of emotional intelligence. Emotional intelligence is the ability of a person to recognize own emotions, understand other people, their motivation, desires, and the ability to establish contacts with them. Emotional intelligence affects the way a person manages his own behavior, makes decisions and achieves goals. With a low level of emotional intelligence, it is impossible to become an ideal leader.

Who is the leader after all? How to understand if a person is a leader? First of all, it is a person capable of enthralling more and more followers.

People are able to feel the depth and strength of a person's character, therefore, instinctively, they want to follow him.

In addition, the real leader always has powerful connections in the society.

Therefore, in order to become a real leader in the organization, you must immediately establish relations with the proper people. Also, the leader must have the necessary knowledge. Knowledge does not make some person a leader, but without knowledge a person cannot become a leader. It is necessary to comprehend concrete facts, perceive numerous sets of interacting factors and have a perspective vision of the future in order to gain the desired position in the organization. Leadership requires much more than collecting and analyzing data. It also requires the ability to deal with various intangible factors. After all, the person who leads the group, simply must know where to go. The vision of the prospect of their work is one of the most important organizational skills of the leader. In addition to what had been said, the most important thing for followers and adherents is what they call general capacity and efficiency. Ultimately, this is the very reason why people will consider him their leader, will listen to what he says and will act in the way he makes them. As soon as they stop believing that a person is really capable of accomplishing much, they will immediately stop listening to him.

What are the functions of the leader in the group? Before analyzing and defining these functions, I would like to note that the chief or superior (head) manager is not always the leader. So, they have different functions. C. Cooley said that the main function of the leader is to be a symbol. That symbol has to act like an example for imitation following by the leader. R. Beyls and F. Slater pointed the instrumental function including analytical, structural, coordinative and controlling functions. Also, one of the main ones is the emotional function of the leader.

The meaning of this function is to support, inspire and create friendly atmosphere in the team.

If all this is taken into account, then we can say that the leader keeps everything, as the leader can solve any problem and help in any matter.

He takes the leading role in the group. Control, structuring, inspiration – it's all done by the leader.

Every organization always needs leaders. The role of the leader is very clearly reflected in extreme situations. After all, when the situation is going to be unpredictable, the role of the leader becomes decisive.

Accuracy, prudence and proficiency depends not only on the success of organization he leads, but also the very fact of existence of the organization and the team.

The role of the leader and his formation can be considered using the example of students' case-championship.

Case-championship is a kind of business problem solution, finding a way out in a difficult situation. It means the division of participants into teams.

At present, there are more and more such championships for students, as it seems to be the best way to apply theoretical knowledge in practice.

Although these championships presuppose solving problems by common efforts, a leader and his followers will always appear in the team. How does this happen? That member of the team, who shows great activity, offers more solutions and seeks to take responsibility for decisions, and thus definitely becomes a leader.

It is this person to be followed by the rest of the team. They will definitely listen to his opinion and do what he offers.

As a case, the creative agency Red Keds was chosen. Today, due to the increased demand for advertising, more and more advertising agencies are appearing on the market. But not every agency succeeds. The company Red Keds is the sample and confirmation that success can be achieved due to the literacy of the leader and the proper formation of teams. The agency has already worked for several years with such successful companies as Mail.ru, Sberbank, L'OREAL and others. The creative agency started its work in 2005. The company develops advertising, design, any interactive communications. The main idea of the company is creative service to the humanistic ideals of humanity.

The company employs a CEO. Two of the co-owners of the company assist him. The first client of the company was the American advertising agency Leo Burnett in conjunction with which, Red Keds designed the web-site.

Since 2006, the company has ceased to work in partnership with other advertising agencies and is starting to promote its brand independently, operating directly with customers. The agency successfully cooperates with international mega-companies and well-known Russian firms.

Team building is a natural process in the development of any team and project. According to the theory of Bruce Tuckman, the process of teams' formation is divided into 4 stages:

1. *Team building* – when team members meet, study opportunities and requirements, agree with common goals and begin to achieve them. At this stage, the head managers should be guiding other team members to the common interests of the team.

2. *Conflict stage* – when participants come to a new level and begin to argue, brainstorm different ideas. At this stage, the team leaders should help participants to resolve disputes and disagreements.

3. *Normalizing stage* – at this level the team comes to the conclusion that a common goal is chosen and a general plan is established for the team. Some will have to abandon their own ideas and agree with other participants to act in the team.

4. *Executive stage* – at this level, teams can function as a single unit, as they find methods to do work smoothly and efficiently without inappropriate confrontations and without external control.

When forming a team, it is important that team goals unite people, and do not lead to employee competition. In case of the Red Keds agency, this theory is clearly applied, so the team has been divided into leaders or otherwise “groupheads”, each of them manages a separate department.

For instance, one grouphead manages the department of SMM-promotion, the other manages the department of strategy. Each department is a team, united by one project and one goal. Also, the company has a creative director who organizes and coordinates the activities of the advertising agency and the executive director responsible for planning, developing and implementing strategic plans for the company.

Thus, it can be argued that to achieve the success of the company, it is important not only to have a successful leader, but also the competent formation of teams. If the team successfully passes all the stages of formation, the overall goal of the company will be successfully achieved. The agency Red Keds is a vivid example of the competent team formation.

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РОЛЬ ЛИДЕРА В УПРАВЛЕНИИ ОРГАНИЗАЦИЕЙ

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Аннотация. В работе была проанализирована роль лидера в организации. Рассмотрено лидерство как важнейший компонент эффективного руководства. Выделены качества, которыми должен обладать лидер для эффективного управления организацией. На примере компании Red Keds был рассмотрен процесс формирования организации.

Ключевые слова: лидер, эффективность деятельности организации. лидерские качества, эффективный руководитель.

MANAGEMENT OF VARIOUS RISKS IN HOTEL BUSINESS

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Abstract. During the risks period, the advertising budgets in the hotel's domain are considerable reducing. If, in the beginning, the hotels offer important sums to promote the brand's image, with the aim of going public, during the risks period they focus on tactical and advertising campaigns. Realizing the place and the role of the hotels' s Business like a part of the tourist activity, this article wants to tap the responsible management problem of the financial-economical risks which affects the demand's size for the tourist services, generally, and for the hotel's ones, specially.

Keywords: hotel business, conditions of instability, risks, financial, economic.

The tourism is confronting with major challenges which represent, in the same time, chances that mustn't be missed. On one hand, the Hotel Business must adapt to the society evolutions, which will influence the tourism's sector demand, and, on the other hand, it must face the constraints imposed by the actual sector's structure, of his specific context and his social and economic condition. The financial and economic Risks, that began in 2008 affects all the economies, had significant effects on tourist service's demand, generally, and on the hotel's one, specially. Even if they continued to travel, the tourists adapted their behaviors to the circumstances, specially choosing some hotels with a lower comfort grade, reducing the period of the

holiday or the expenses during the holiday. The hotel management in conditions of instability can be considered as an exam for the manager to lead a successful business or to keep at a normal level his position in business, when the business's environment is not favorable.

During the economic difficulties, people keep their money for life's necessities: food, house, family's necessities. However, this doesn't mean that tourism is slowing. The tendencies that is observed in the last crises, even if we talk about the global economic crises or the crises from the tourism, for example the one resulted by the events of 11 September, is that people continue to travel, but they travel different in comparison with the periods of economic abundance.

The Hotel Management in Conditions of Instability

The hotel business that will know how to adapt next month's will survive because from every economic crisis it will always result winners and losers. The management in Conditions of Instability is defined like an organization's systematic try to control or prevent the risks that appear, so that the interested parts (the clients and the organization) to have more than sufficient results. The global economic risks have a powerful effect over the hotel's industry. The hotel's managers will need to adapt the business plans for letting the biggest possible efficiency, and for convincing the worried and skeptical costumers to travel and, implicitly, to consume hotel's services. The financial risks strike very much in the hotel managers who bet on big profits without offering packages of competitive services. When the global risks effects become more visible, the tourist begin to manage very carefully the allocated budget for satisfying this type of needs. Those who will offer quality at a reasonable price and will try to come with attractive offers for clients will have to win, and, in the end, this thing will be beneficial for the quality of the tourism in that destination.

Current State of The Hotel Industry and Efforts to Mitigate the Risks

According to the international report of market research company Euro monitor International, World Travel Market Global Trends 2012, global trends in tourism varies depending on geographic areas, or economic and political changes. Given the new psychology of the buyer and the cut of

travel budget, some international hotel chains have made some changes in marketing strategy (Table 1).

Table 1 – Adaptation strategies of the hotel sector in buyer behavior during the risks

The change in buyer psychology	Hotel’s sector reaction
Values its work and defend their interests	Changed the scoring system of Loyalty Card and now offers these points both to the person and the company works. The company may convert points into accommodations nights.
It is extremely cautious in spending money (personal and the company)	Before, the price was set by contract at the beginning of the year. Now, the price will vary depending on supply and demand, the client receiving a daily quotation of price and special offers.
Searches as many information as possible	From scratch custom communication in the past to monthly Newsletter, a daily quotation of price and offers, plus advice for management of holiday costs.
He has a low degree of confidence and a great aversion to risk	In the past, the canceling of the reservation with five days before substituted the client financial penalty with the equivalent of an accommodation night. The new politic of canceling the reservation doesn’t provide penalties if the canceling is made 24 hours before.
Avoids exposure to aggressive messages, preferring to be he seeking the information	Changing a portion of the advertising budget in the budget for market studies and the publication of scientific articles intended for clients.

Source: proper estimations 2013.

Improving Personal Relationships with Consumers

Improving personal relationships with consumers could be done in several ways:

- Provide a level of customer expectations of service quality across various forms such as: transparency using the services, trained personnel available, consulting services, etc.;

- Contacts with clients – such as frequent communication with users via email or telephone, effective communication with clients, meeting with customers, effective feedback of information;

- Development of business relationship with the customer base, such that seminars for clients and banc marketing support network, organizing study visits;

- Development of social relationships through special invitations, birthday gifts, anniversary greeting cards etc.

Table 2 which explains the Benefits generated by the permanent development of the relationships with consumers.

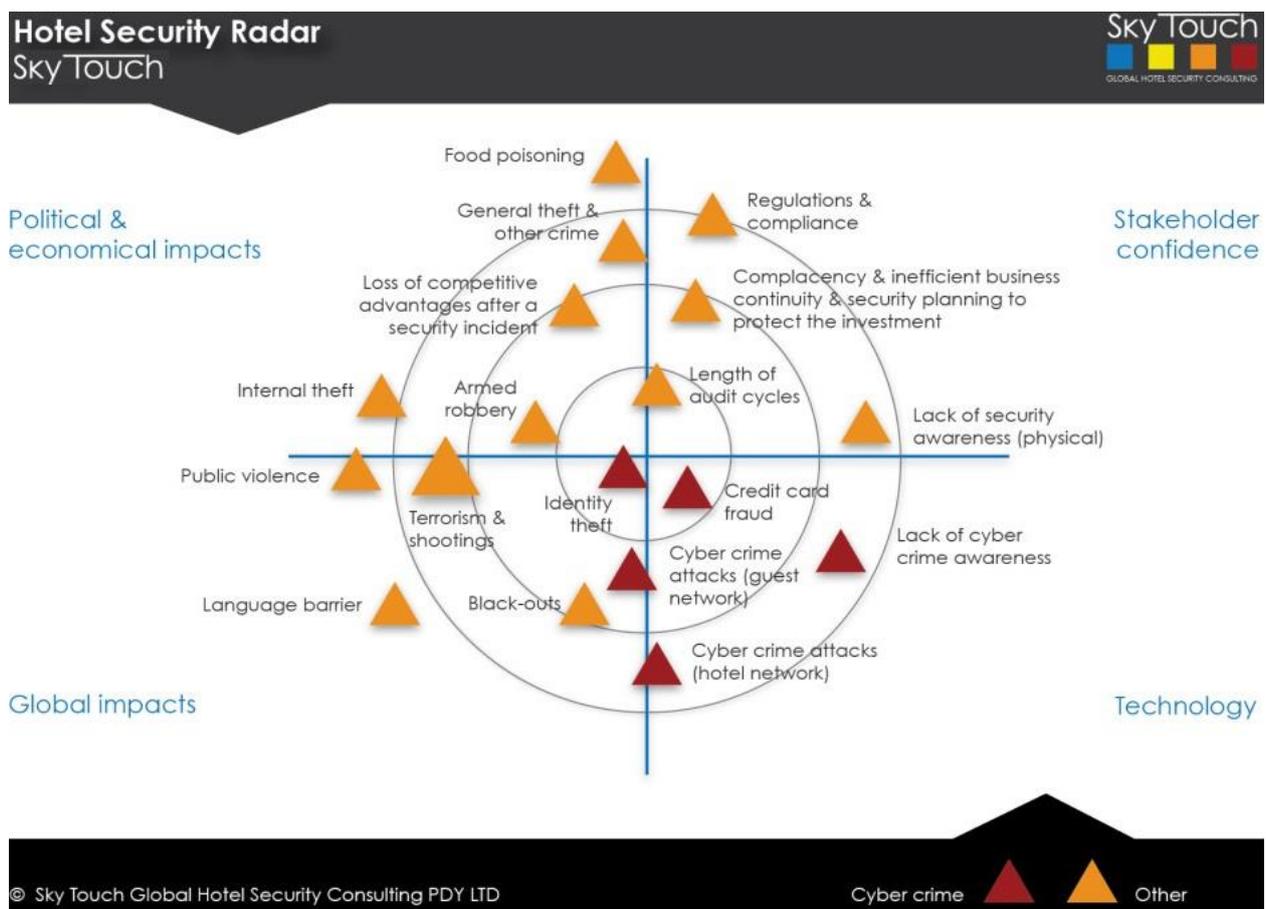
Table 2 – Benefits generated by the permanent development of the relationships with consumers

Benefits For The Costumers	Benefits For The Hotels Managers
Bigger added value	Sales increase
The value is for the customer the result of what he gives and what it receives back from the hotel keeper (cost versus quality, satisfaction, specific benefits).	Sales analysis shows that, over the years, loyal customers tend to buy more and more services offered by hoteliers who are in a durable relationship
Benefits of trust	Costs decrease
These benefits accrue, in addition of trust company, reduced feelings of anxiety and high comfort in knowing what to expect from the hotel manager	There are many costs associated with attracting new customers (advertising and other promotional costs, operating costs and achieving customer account, and so on). Instead, existing customers over time learn to use the service, which will lead to lower customer service costs
Social benefits	Free advertising
As time passed, between the client and hotel keeper develops a familiarity and stable social relationships	Satisfied customers, loyal probably will promote the hotel which they also called

Source: Iordache C. 2013.

The Hotel Security Radar

Are you aware of the security risks hotels will face in 2020? Forecasting the future is risky, but hotels that fail to look forward will almost certainly be left behind in an increasingly competitive, globalized world. To help hotels prepare to meet current and future risks, Sky Touch has developed a Hotel Security Radar that monitors global hotel security issues and tracks changes of critical points the industry is facing worldwide. The radar shows the latest threats hotels are currently experiencing and their intensity based on incident reports from the last years and the analysis of up-to-date data from trustworthy sources. The radar is updated periodically as trends and crime patterns are analyzed. It is a helpful Resource for hotel management when developing or reviewing security plans and providing security training for staff.



Picture 1 – Hotel security radar.

Source: skytouchconsulting.com.au

The Hotel Security Radar is divided into four main categories that constantly influence the risk profile: 1) political & economic impacts; 2) stakeholder confidence; 3) technology; 4) global impacts.

The Hotel Security Radar identifies a number of real risks for hotels in 2020. Here are the top five:

1. Identity theft leading to credit card fraud, Protecting our own identity is more at risk this year than ever before. Credit card fraud is the biggest threat we are currently facing.

2. Silent invasions – Cyber-crime attacks are powerful tactics from next generation criminals, a survey released mid 2015 by McAfee found 45% of the surveyed small to medium size business had been the target of an electronic attack. This is now potentially one of the biggest threat your hotel faces.

3. Longer or no security audit cycles, the hotel industry is growing very fast and every day a new hotel opens somewhere in the world. Nearly 1.26 million hotels worldwide are dealing with all sorts of safety & security issues.

4. Physical crime will remain an issue for hotels in 2020, Of course crime differs from country to country. However, on a global scale a general increase has been recognized by the authorities and security experts.

5. Loss of competitive advantage after a major security incident, It is understandable that when there are no incidents over a period of time a certain degree of complacency sets in. Complacency itself is an actual risk for the business, for guests and staff. The recovery costs after a security incident, including the attention of the media, are often much higher than the investment in security and risk management.

Conclusion

Hotel management in Conditions of Instability in tourism and hospitality is complex, involving aspects of adhering to statutory requirements, taking steps to ensure occupational health and safety requirements are met, and undertaking an analytical approach to mitigating potential liabilities. Most of the actions required need to be proactive by the operators; failing to do so may result in negative impacts to reputation, damage to property, fines, lawsuits, or in the most tragic result – injury to

guests or employees. Companies not only have a moral and ethical responsibility to practice effective risk management, failing to do so can result in financial ruin and the cessation of operations.

During the risks, the economy hotel industry takes an unexpected turn, trying to keep afloat, hotels must consider all operational and marketing techniques. In particular the importance of focusing on the means of electronic marketing ability to significantly reduce the time to reach as many as possible of the segments targeted marketing.

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**SPORT TEAM AND ITS LEADER:
ANALYSIS OF SUCCESS
(The analysis of the theory and the result of the study
on the example)**

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Abstract. This work is based on the analysis of theoretical material on leadership qualities, who should be the leader/captain of the team for success and their application in real life. In the course of the work used modern sources.

Keywords: sports industry, leadership qualities and abilities, team management, leadership in sport and business, sports psychology, football club “Spartak”.

In our modern world we cannot imagine our routine life without sport. If you are not doing that, it does not mean that you are not involved in it. Every year interest in the sport grows, many people begin to do sports for their health, to maintain a good shape and tone, and probably, because of this activity, your life will bring in new colors.

But if we are talking about professional team sports, what is the key point of a successful sport team? May be its only about money and top-level players with high quality of coaching staff? Of course not. Spending millions of dollars compiling a team of the best players for each position isn't effective if they can't work together well, as Real Madrid realized it in the early 2000s. After a few years of boosting its team's success through this expensive strategy, management saw the accumulation of raw talent wasn't enough, and abandoned the approach in 2007. This is one of the most striking examples

that money do not ‘talks’. Any success is a result of many processes that were correctly planned and successfully implemented. So, we could notice that team success also not only depended on players physical appearance and talent. It is also about communications in the club, personal traits, minds and features. Yes, exactly, mentality “games” is a big part of leadership. So, on the basis of “Sport psychology tutorial” of V. Radionov, A. Radionov and V. Sivitskiy, the most important things in the team are¹:

- a. Leader/captain, who will inspire whole team, no matter what happened, and he will sacrifice himself for a success.
- b. Team spirit (atmosphere). When your team face some troubles, and everything is not going well you can feel that all your teammates are ready to fight, and they will stand for each other for last minute.
- c. Approach of coaching staff to the team management.
- d. Team building program for the members of a club.
- e. The financing of the club (yes, we couldn’t get a success without money, but we should manage it more smartly, without huge investments).

When captain a selfless team leader and a person, who can combine motivation/inspiration and team atmosphere (team spirit) together, can find right words to share own views with a coach/CEO, is a key to victory. Moreover, you need a well – created financial plan. The class of captain is a hidden force that creates the world’s greatest teams. And we can meet this not only in sport, it is in business as well.

The leader always influences and inspires his mates to reach any specific goal. It is natural that people prefer to have appreciation from the higher authority which helps them get inspirations. The leader usually inspires them in every situation, either good or bad. He is with his team, due to a poor performance, the employees or team members may require some motivation which is provided by the leader. Consequently, good team spirit will give you a good boost for hardworking. Wall Street Journal editor Sam Walker found that the most successful teams that he analyzed (*analyzed more than 1,200 teams dating back to the 1880s.*) had a common thread: a great captain².

¹ Спортивная психология: Учеб. для академического бакалавриата / Под ред. В. А. Родионова, А. В. Родионова, В. Г. Сивицкого. М.: Юрайт, 2014. С. 164–176.

² <https://sports.yahoo.com/analysis-16-best-sports-teams-181400301.html>

There are several traits for elite leader/captain according Sam Walker¹:

- You should be extremely resilient.
- Play to the limits of the rules.
- Do some thankless job.
- Communicate clearly with all members of the team.
- Motivate through nonverbal ways.
- You should have strong convictions and aren't afraid to be different.
- Control all your emotions.

If you have all these traits, you should try to become a leader in your team. It is possible to start from small collectives like an academy football/hockey team etc. Walker's thesis may surprise dedicated and casual sports fans alike, it's a notion closely related to similar theories in the military and world of corporate management.

Another important role of a success goes to the coaching staff and their way of training or managing team. In business and in sport leaders and coaches to clearly define its leading position have to take care of their members. The leader always interested in the thoughts and feelings of the employees regarding their work-life balance. Also, the training process is quite important as well. During these trainings coaches will notice all weak and strong sides of players and finally create some new links between players according to their opportunities, powers and characters. All coaches, captains, leaders should be psychologists as well, because they can meet any type of problem, and knowledge in this sphere will help them and their team a lot. As for me, another key factor for a good team atmosphere. This is very difficult and exhausting job, but when you get a victory against your direct opponent you can feel something incredible that you cannot describe in a few words.

One of the best examples of great leadership and good communication between team and coach is a football club “Spartak Moscow”. The Golden era of unstoppable “Spartak” ended in 2003 when new owner of the club was announced – Leonid Fedun. First years of the 21st century for “Spartak” was very heavy. Permanent silver or bronze didn't give peace to anyone: neither fans nor the players nor the Head Directors. For 16 years “Spartak” have been failing to reach a cherished goal, title of national championship.

¹ Walker S. The captain class. Random house, 2017.

Season	Capitan	Head Coach	Place
2005	Dmitriy Alenichev	Alexander Starkov	2 nd
2006	Dmitriy Alenichev / Egor Titov	Alexander Starkov / Vladimir Fedotov	2 nd
2007	Egor Titov	Vladimir Fedotov / Stanislav Cherchesov	2 nd
2008	Egor Titov	Stanislav Cherchesov / Igor Ledyakhov / Michael Laudrup	8 th
2009	Martin Yarnek / Alex	Michael Laudrup / Sergey Rodionov / Valeriy Karpin	2 nd
2010	Alex	Valeriy Karpin	4 th
2011/2012	Andrey Dikan	Valeriy Karpin	2 nd

As we can see, the club had no stability. Constant changes of head coach were beaten by the results of the club, and as a result, club couldn't reach 1st place. But by the end of the first decade, "Spartak" found a coach that suited him. Good performance on the European stage was like a breath of fresh air for the whole club. But after 2012-year, club has met new troubles again.

Season	Capitan	Head Coach	Place
2012/2013	Andrey Dikan	Valeriy Karpin / Unai Emery	4 th
2013/2014	Dmitriy Kombarov	Valeriy Karpin / Dmitriy Gunko	6 th
2014/2015	Artem Rebrov	Murat Yakin	6 th
2015/2016	Artem Rebrov / Denis Glushakov	Dmitriy Alenichev	5 th

After resignation of Valeriy Karpin, club couldn't reach top-3. Terrible communication between players and head coach has led to disappointing results. And exactly everything has been changed since new appointment for the new head coach in the face of Massimo Carrera. He was a defensive coordinator and one of the assistants of D. Alenichev. When club lost any

opportunities for qualification to Europe League, Leonid Fedun (President of “Spartak”) fired D. Alenichev¹.

Awful start of the season covered with dismissal of head coach didn't break a team. After that, there were a lot of team-building events for the players and fans, and that probably played a huge role in a season. Massimo Carrara became a new head coach and from this moment everything has been changed. As the start of a new head coach career, Massimo Carrara immediately finds the necessary approach to the team management. Also, there was very good transfer policy from “Spartak”. Here we can see an example of a well-built plan by the head coach and owner of the club, in which “Spartak” signed 2 Midfielders, who played one of the key roles through whole season. Spartak spent 3 times more than the average amount of transfers in the Russian Premier League (Club spent €15 million; €13 million for Fernando; €2 million for Roman Zobnin; average amount of the €5,07 million)², but it was still less than the amounts of the grands (grands – other top clubs in the league: Zenit – €20,5 million; Rubin – €39 million)³. These situations can be noticed in the book “Sport psychology tutorial” of V. Radionov; A. Radionov; V. Sivitskiy, where the authors note the following features as the most important things in a team:

- Approach of coaching staff to the team management.
- Team building program for the members of a club.
- Smart and not huge financing of the club.

So, another key factor of the great season of “Spartak” was that management of the club made all most important things at the beginning of the season.

Moreover, Denis Glushkov was a perfect leader and captain for the whole time, but in this year, he showed even more of his leadership abilities. He sacrificed larger salaries, flashy stats, and media fanfare for the good of his team, and, he was controlling all his and teammates emotions for the better ending. Strength, confidence, decisiveness, and at the same time modesty was burning in the eyes of Denis. Before every match he was charging his teammates only for a win, and when the match has been ending,

¹ Официальный сайт: <https://news.sportbox.ru>

² Официальный сайт: <https://www.championat.com>

³ Официальный сайт: <https://www.sports.ru>

the whole team was going to the fans' sector, to thank for the beautiful support from their side. I think that Sam Walker would put the example of Denis, as he fully possesses the necessary traits of a leader, which allocates Walker: motivation through different ways, stability, thankless job and attention to all partners. It was really sensitive for fans as well. They were supporting "Spartak", they were feeling that it could be time-changing season, when "Spartak" will become a champion again. Denis Glushakov was scoring goals in the most important moments, when everybody was thinking that there is no chance to get 3 points (victory). As a result, "Spartak" became a champion again.

This season (2016/2017) will go down in deep history not only for "Spartak" but for all Russian football as well, because this was the first championship in the history, which was followed by the resignation of head coach in the start of the season. Denis Glushakov became an undisputed "Spartak" leader.

Finally, to conclude the essay, it should be agreed that the importance of leaders in achieving any specific goals cannot be ignored. It is also evident that the success is always depending on the leader. Without a leadership, it is impossible to move on the right track and there are several chances to lose ways or get defeated. Leaders have developed their senses of performing the right thing at the right time and they are skilled at manipulating the team mates or associates. Their sense of instinct, communication, judgment etc. all are improved and help doing the right thing both in sports and business.

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**СПОРТИВНАЯ КОМАНДА И ЕЕ ЛИДЕР:
АНАЛИЗ УСПЕХА**
(Анализ теории и результат исследования **на примере**)

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Аннотация. Данная работа основана на анализе теоретического материала о лидерских качествах, которые должны быть у лидера/капитана команды для достижения успеха, и на их применении в реальной жизни. В ходе данной работы используются современные источники.

Ключевые слова: спортивная индустрия, лидерские качества и способности, управление командой, лидерство в спорте и бизнесе, психология спорта, футбольный клуб «Спартак».

MODERN LEADERSHIP STYLES IN GLOBAL COMPANIES

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Abstract. Today many Asian companies are prosperous on the global market. Thus, Western companies are becoming curious about what their key to success is. In this paper, I present an analysis of Asian leadership styles in the context of a Chinese company “Huawei” in order to identify pivotal principles of the successful leadership. The findings revealed that seven main rules are necessary for a company to become a global player. Adopted methodology comprise the search and analysis of appropriate articles.

Keywords: leadership style, Asia, China, Huawei.

Asia is one of the most dynamic regions in the world and its economic progress is driven by China’s tremendous growth. The great number of Chinese companies is among the top multinational organizations across the globe. What is the main reason for their success?

It is safe to say that leadership, which is “the art or process of influencing people to perform assigned tasks willingly, efficiently and effectively” [1], presents a competitive edge and plays a significant role in the development of a company. Therefore, a strong leader is essential for the company advancement.

Choosing the appropriate leadership style can make a difference between failure and success. Asian leadership styles tend to be paternalistic and are based on the idea of respect towards the older ones, sacrifice of oneself to the team and collectivism. Many Asian leaders prefer to apply the paternalistic approach owing to the incomparable meaning of family in their

culture. “For instance, Chinese companies often attempt to act as the “work family” and since China is a patriarchal society, the leader prototypes of Chinese firms tend to be males – essentially father taking care of their family” [2].

The adherence to strict rules, procedures and hierarchy are main attributes of Asian leadership styles. Furthermore, in Asian countries a long distance between the manager and his subordinates is widely recognized. Directive leadership style, where leaders give instructions to their subordinates, is also common among Asian organizations and leaders are used to having the right for the final say.

In recent times, it has become popular to practice an empowering approach like in a Western business environment. Transformational leaders “stimulate and inspire followers to both achieve extraordinary outcomes and, in the process, develop their own leadership capacity” [3]. The cornerstone of this style is not the completion of tasks but the ability to bring profound changes to the company. Employees genuinely believe in the leader’s ideology and vision. Hence, they are continuously willing to transform themselves for the better. Such leaders are charismatic and direct when Asian leaders are generally modest and undervaluing themselves.

All the leadership styles mentioned above have their strong and weak points. Therefore, it is critical to acknowledge the advantages of particular types of conducting business and combine them in order to become a globally recognized company.

According to the survey conducted by the Hay Group in 2010, Asian companies have a tendency to focus on the implementation of breakthrough ideas and the modification of the way businesses operate, as they are willing to present new types of products and services for a more demanding customer. The need for an innovative, open-minded and adaptive leader arises. This type of leader is not likely to give commands all the time but to engage every employee in the operation process.

Ren Zhengfei is seen as the representative of a new generation of Asian leaders. He established Huawei, the second-largest provider of telecommunications equipment in the world, in 1987 in Shenzhen, China. Nowadays this organization serves more than one-third of the globe’s population and leads the world in patent applications. In addition, Huawei is

the only Chinese mainland company that gets more revenue abroad than in China, operates in more than 130 countries and has more than 150 000 employees worldwide.

The word “Huawei” can be translated as both “China can” and “splendid act”. Huawei’s basic mission is “to connect people via communication”. Today, in the context of globalization, the need for fast and comfortable devices is increasing dramatically. In addition, Huawei is a customer-centric company, which aims at creating an individual approach towards their customers and offer tailor-made solutions.

The organization is based on three main operational groups: Enterprise Service Group, Operation Group and Consumer Group, which as a whole contribute to the achievement of Huawei’s core goals. Among their aims are the following:

- setting up communication and electronic systems for enterprises;
- providing establishment customers with the required equipment;
- producing telecommunication devices;
- supplying the network infrastructure for telecommunication firms.

Although the core philosophy of Huawei may seem transparent, it was truly innovative in China. Employees had to get rid of the traditional Chinese fear of losing face and display their mistakes in front of subordinates. Besides, the company regularly held ceremonies where employees who had made positive contributions to the company competitive level were presented as corporate heroes. The described rituals gave employees the necessary incentive to conform to the company values.

Ren Zhengfei has had a great influence on modern leadership strategies as the company he set up, made its way from being a local company to becoming a global leading company. He distinguished seven essential leadership lessons that made an impact on Huawei’s advancement:

1. Purpose-driven ambition

The basis of Huawei’s leadership style is a clear understanding of the company’s goal. Huawei’s employees give everything in the service of the purpose in order to reach customers’ hearts. In other words, a Huawei officer “truly lives this purpose and pursues it with unlimited energy, making Huawei his natural born mission” [4]. Consequently, the company’s leader comprehends that he needs to pull together with employees as a team and

make an effort towards their dreams. He convinces them that they all should be committed to the company and follow its mission: “To connect people via communication”.

Thus, Huawei’s team pays a lot of attention to the service they provide their customers with. The development of Huawei’s service sector has been an investment in gaining the reputation of a company that puts customers at the first place and cares deeply about their wishes. For example, in rural districts of China, rats were a disaster for the telecom connections to people. Huawei, unlike many other companies, considered this issue to be the organization’s problem, not the customer’s one.

2. Adaptive vision

Huawei’s leader is genuinely passionate about the idea of transforming the company’s goal into the vision intended to reach the status of the world leading company. He constantly develops strategies that allow him to adapt his vision to the challenges met by the company on its way to success. What is worth considering is that adaptive vision never disrupts main values and culture of the organization. The reason for that lies in the concept of being concentrated on the future, not the past. Furthermore, Huawei prepares a plan of the company improvement for a decade forward, whereas most of other companies such as Ericsson develop a course of action for the financial quarter or year.

It is safe to say that Huawei’s rotating CEO system, where three deputy chairpersons take turns to accomplish CEO duties every six months and comprise the board of seven people with standing committee members, is potentially the most incredible leadership strategy. The executive who acts as a CEO is the highest-ranking employee of the company along with Ren Zhengfei, the founder of the company, who always remains a CEO position to perform as a mentor for a new rotating CEO. This way of running a company appears to be more effective because leaders have definite gaps between periods of handling company issues and it means that they are able to prepare themselves for their next term as the current CEO. Therefore, leaders provide a company with essential amount of diverse expertise, which will ultimately allow the company to have a more open culture. Besides, owing to several people who are present in a standing committee, the company can rely on the knowledge of not only an individual, but also seven

executives. This management model comes from an idea presented in the book “Flight of the Buffalo”. It is generally known that in herds, buffalos follow their leader, a chief buffalo. However, if it is killed, the herd will not know how to act and will finish dying. This is the embodiment of a traditional leadership style when one person gives directions and others are not capable of leading a team.

3. Inspiration

If you want to merge employees into a force that manages to produce incredible results, then you need to keep them motivated. Huawei’s leader adheres to this principle and uses the technique of storytelling, which helps him to convey ideas to employees, charging them up with emotions and strength to move forward. Ren Zhengfei plays a role of not only a leader who sets long-term goals but also of a mentor who gives people a sense of direction. For example, in the first years of Huawei’s operation, he used to tell employees that twenty years later the company would be a top three player in the global market of telecommunication although at that time Huawei had only 200 employees. Besides, Huawei highlighted the importance of regular upgrades of the knowledge and skills by getting employees to reapply for their jobs.

4. Humble Dedication

It is crucial for leaders to be aware of their own drawbacks and not to characterize themselves as individuals who know everything. Apart from being ambitious and action-driven, being humble is also critical. For instance, Huawei’s leader does not have deep knowledge of the technology field but he is sure that it is not the point he needs to overcome. Rather, he asserts that the mix of his organizational skills and employees’ IT qualifications can generate the marvel: “I do not know anything about technology, but I can bring people together to work for the collective” [5]. He is eager to find people that would perfectly match his vision of Huawei and would be pieces of puzzle that are supposed to build a united system meant to enhance the quality of products and services. Furthermore, Huawei’s incentive performance system is singular as employees hold most of the company’s shares. That way they are greatly encouraged to work their fingers to the bones towards reaching collective goals.

5. Directive Style

In China, leadership has traditionally been formed in a hierarchical management system, which goes from top down to bottom. The leadership style applied in Huawei differs from the traditional way of leading the company and at the same time has some similarities with the controlling style. In fact, Huawei's leader has characteristics that are shared by controlling leaders who are used to coming to decisions on their own. In the early years of Huawei the process of fighting was an actual priority for its employees. At that time, Huawei's slogan was "We shall drink to our heart's content to celebrate our success, but if we should fail let's fight to our utmost until we all die" [6].

However, employees in Huawei are also given enough freedom regarding the way decisions are made. For example, during the first years the leader of Huawei was to make major decisions connected with development strategies and corporate culture but he gave a word to employees in such areas as R&D, manager appointment, compensation & benefit allocation and that contributed to their active work and creativity. Collective decision-making system guaranteed that there were fewer mistakes because the company relied on the expertise of all the employees.

6. Winning by Cooperating

One of the defining characteristics of Huawei is that its executives manage to combine two opposite processes – cooperation and competition. Consequently, in the first years of the company existence, Huawei preferred to adhere to the attacking strategy to survive and therefore improve the quality of their service systematically. It is fundamental that the so-called rival must perform with respect for other companies. Employees believe that it is possible to take the first place on the market without putting others at risk. Thus, Huawei has a cooperative strategy in a competitive market where it establishes relationships with competitors. As a result, when Huawei had problems with EU officials regarding the anti-dumping act, it gained a lot of support from Ericsson and Nokia who in turn asserted that Huawei did not dump their products. In other words, Huawei competed with opponents in a cooperative way.

7. The Power of Learning

As a leader, Ren Zhengfei is sure that the most significant people's element is the capability of thinking. He does not perceive this power as

something individual; instead, he sees it as a crucial component of the Huawei work culture. Consequently, Huawei focuses on being a company where the major asset they count on is a person's competence and wisdom. According to Huawei, thinking is significant because it provides skills necessary for working with an agile strategy and creating a learning driven culture. The leader's attention is drawn to making sure that an intellectual exchange takes place in the company. In fact, an internal online forum, Xincheng Community, was designed for the usage by employees all over the world. Thus, they can share ideas and raise issues regularly as well as give feedback on the work done. Besides, employees are encouraged to read books on issues that are not part of their professional area. "Huawei does not have natural resources that it can rely on, so it can only depend on the enormous "oil fields," "forests" and "mines" that are found inside peoples' minds" [7].

All things considered, it is regarded as certain that Huawei's leadership style is universal and other companies can easily adopt its way of getting a team through to success. For example, Haier, a Chinese home appliance manufacturer, which has been showing a spectacular result on the global market during the past two decades, creates corporate stories or "myths" in order to motivate its subordinates and organizes meetings where the most successful employees are given merit, whereas those who fail are openly criticized. To be precise, Haier made subordinates destroy poorly constructed refrigerators with the purpose for them to understand that the company does not encourage them to work at such level. This story has been spread through all the departments and forced the unceasing progress. Furthermore, Haier makes customers their priority and, therefore, follows the rule "customer is always right" and tries to keep a "zero distance" between the company and its clients. Besides, Haier strives for constant innovation as Huawei does and, thereby, the basis of the company culture is an employee's creativity. It is worth mentioning that Haier and Huawei appreciate the internal communication and encourage feedback: these companies publish magazines, which reflect employees' opinions on core values and current processes within the company. In general, both companies share similar values and present unique ways of their implementation aimed at improving employees' performance.

In conclusion, I would like to emphasize that today Huawei's leadership principles are of practical value and are definitely worth applying by other companies. It is truly innovative in Asia because all the virtues of Eastern and Western leadership styles have been combined to gain the best of the best and stack up to the constantly changing global market.

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PORSCHE AG: LEADERSHIP AND EFFECTIVE TEAMWORK IN LEAN MANAGEMENT APPLICATION

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Abstract. This case is about how Porsche AG providing help of the consultants from its departments and from Japan made itself prestigious again. Reading the article, you will understand the Porsche's traditions of manufacturing and meet the main methods of organising lean production in the company. The results were extremely great and ambitious. It has lead to working out Strategy 2025 which is about Porsche's future development.

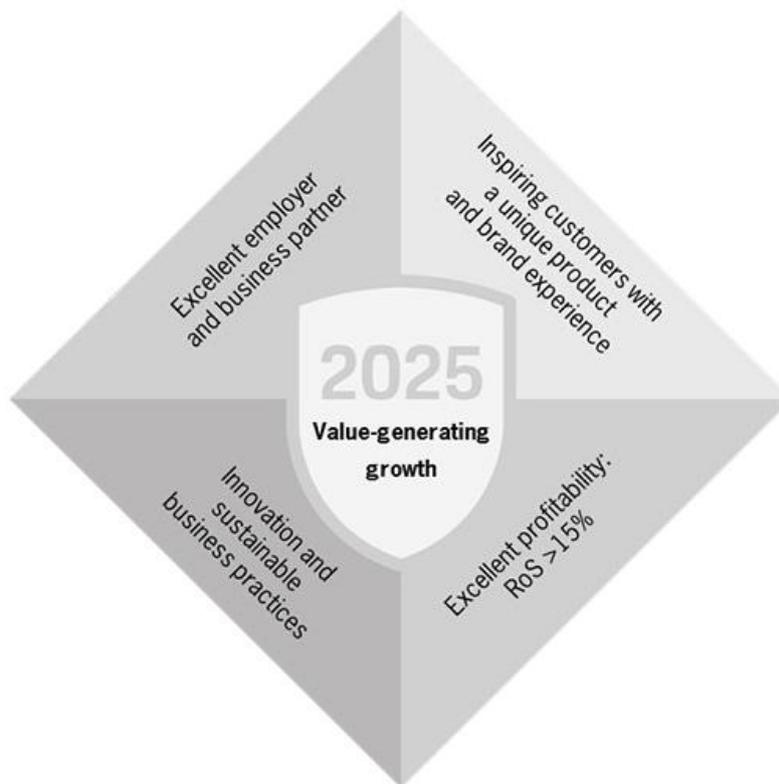
Keywords: sportscar, Porsche, lean, production, manufacturing, methods.

This case is actual nowadays because the production systems of the current economic cycle have to reduce not only harmful emissions, but also its costs in different ways without losing quality. Applying lean methods is the best way to solve two problems. Firstly, the company will have the possibility to organize production by performing actions in exact order and in comfortable conditions. When all the things are put in place, there is no confusion, which sometimes leads to mistakes and failures. Secondly, managers will see weak points in the production and understand what to do in order to increase the productivity.

In the 1990s Porsche was fighting for its survival because of decreased number of orders. Then the company was teetering on the verge of bankruptcy, and there were whispers about a possible takeover. Recession had crippled sales, and costs were out of control. Today Porsche is the most successful manufacturer of exclusive sports cars and has an outstanding reputation. This success is based on the desirability of the vehicles, but equally importantly, due to its unique corporate culture that is shaped by

integrity and compliance. And it should stay that way. All board members, members of the management bodies, managers and employees make their own contributions every day according to the motto: Sporty and fair – that's typical Porsche.

Shaping the future of the sportscar – this is the theme of Strategy 2025. At the heart of the strategy is the future product portfolio. The sportscar of the future will blend the history and values of the Porsche brand with innovative technologies, while at the same time ensuring sustainability. In achieving this, topics such as electromobility, digitalisation and connectivity will play an important role. Embracing these topics will allow the company to shape the exclusive and sporty mobility of tomorrow. Nevertheless, with all the innovations and modifications in front of us, one thing remains constant: Anything that carries the Porsche crest will also feature the excellent quality that is synonymous with Porsche.



Pic. 1 – Porsche's Strategy 2025

The company's main objective is to achieve value-generating growth. Only by achieving such growth Porsche can make sustainable investments in innovative technologies, new products, and most importantly, in our team here at Porsche.

With this approach, the company is already on the way towards rethinking sporty mobility. Porsche wants to excite customers with its products and services. It is also aiming to consolidate its reputation as an excellent employer and business partner that fulfils its social and environmental responsibilities. And the return needs to be sufficient too.

Of course, Porsche has everything to achieve its objectives: vehicles that will take people's breath away and a team that is passionate about its work.

Porsche's structure is not so large because the company produces small number of cars only in Germany, but we can highlight the departments whose results of working can be used to solve problems the company had in the 1990s:

1. Porsche Consulting Department.
2. Porsche Engineering Department.
3. Porsche Financial Department.

The way to solve the problem was based on lean production, which the newly appointed CEO Dr. Wiedeking was familiar with from his prior company. He brought in Japanese lean manufacturing consultants as quickly as possible (nearly all of them from Toyota) and they began converting Porsche into a JIT enterprise. Managerial staff were reduced by 30%, reassigned, and willfully submitted to reprimands from the consultants. They succeeded in reducing Porsche's costs, improving throughput, and eliminating excess inventory but this only tells part of the story.

To solve existing problems, Porsche used the next methods and decisions inside them:

- Quantitative methods:
 - Pooling Principle and Simulation (1);
 - Deming and Statistical Progress Control (2);
- Non-quantitative methods:
 - Lean Production (3).

(1) A brief mention of the pooling principle is also in order. Porsche deliberately designed the Porsche Cayenne and Volkswagen Touareg to share the same chassis. Explicit calculations in queueing theory prove that this is more efficient than establishing two production lines because it permits random lulls in demand for one model to be naturally set off by random peaks in demand for another. The pooling of production lines helps to deal with demand uncertainty.

Engineers also shifted much of their design to computer simulations as a way of cutting the time for prototyping in half. This has follow-on benefits in that it eliminates raw material costs for prototyping, rapid iteration, and translates well into CAD based manufacturing trends.

(2) The first matter that the new CEO pursued “was to benchmark every aspect of production to find out how much time, effort, and money was being spent on making a Porsche.” This is a classic Deming principle, that “You cannot manage what you cannot measure” and is easily recognized in the plotting of confidence intervals, trend charts, and segregation of processes as ‘in control’ vs ‘out of control’.

Wiedeking also created the “Porsche Improvement Program, a program designed to measure quality and efficiency and eliminate waste” and its description could be used well as a description of Deming’s lifelong accomplishments or the results of his methods. It’s also noteworthy that consultants were brought in from Japan, probably the one country which adopted the tenets of Deming’s philosophy most faithfully.

(3) The lean production methods that Porsche implemented get most of the credit in the press for the company’s transformation, although few of these are quantitative methods and all of them are just logical. The consultants said that the factory looked more like a warehouse, with the large number of shelves for inventory. The significance of halving inventory may be lost on non-industrial engineers, so we should point out that inventory requires money to buy and is expensive to have large amounts of it. It also exposes companies to obsolescence risks if there is a drop in demand for a product. Viewed equivalently, all of the inventory sitting on shelves was exactly the same as having stacks of hundred dollar bills on all of the shelves for a month rather than sitting in a bank account. Warehousing is also expensive because space costs money. The company needs to lease the land, heat the storage space, buy a roof to keep the weather out, pay security to ensure no one breaks in, etc. It is also less chaotic to have only the parts that we need on the factory floor so that people are not tripping over unneeded parts when trying to complete a task. All these expenses will vanish, when we maintain minimal inventory.

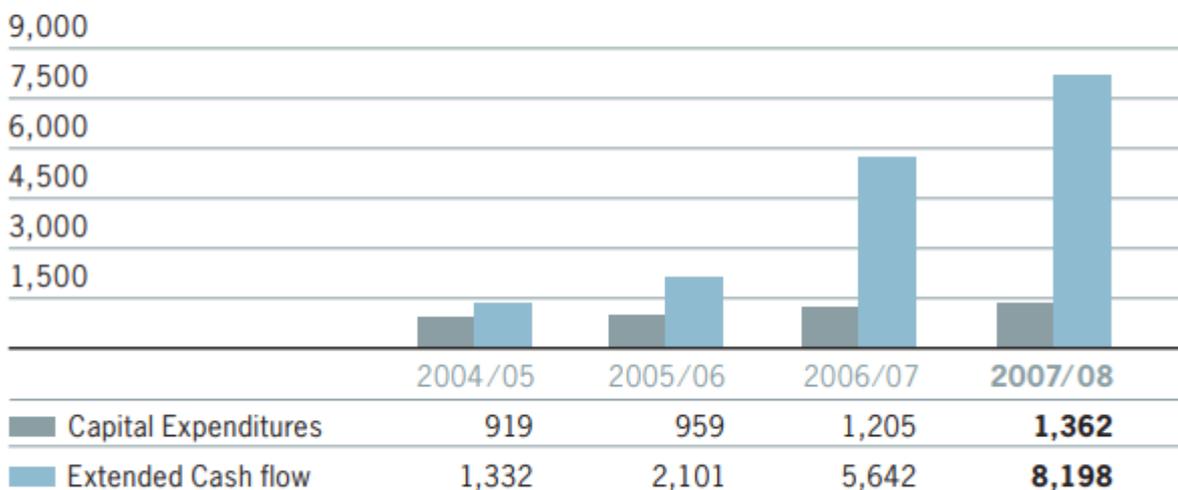
To conclude, solving problems concerning production by lean methods has resulted in alignment of the production process, making manufacturing

more efficient and high quality of the product. Concerning the Porsche, these methods helped to reach the next results:

- By 2007, Porsche was the world’s most profitable automaker on a per unit basis.
- Porsche, despite also suffering a sales slump, report a nearly €8 billion profit in the last half of 2007.
- The sales doubled in just six years as did its revenue through organic growth.
- Improvements in operational metrics yield higher profit per car:
 - Inventory reduced from 28 days to 1 days.
 - Assembly time reduced from 120 hours to 60 hours.
 - Errors per car have fallen 50 percent.
 - Work forced reduced 19 percent.
 - Factory space has been reduced by 30 percent.
 - Concept to Launch’ reduced from 7 years to 3 years.
 - Reduced throughput from 6 weeks per car to 3 days per car.
 - Parts originally delivered 3 days late are now delivered JIT.
- Porsche survived not only as a cachet name in German automobiles, but as the last remaining independent European manufacturer of sports cars.

Capital Expenditures* and Extended Cash flow

Extended Cash flow including changes to other provisions
in million Euro



* without financial investment

Pic. 2 – Porsche’s cash flow from 2004 till 2008

In my opinion, these results testify about high level of implementation of lean methods inside Porsche AG. Strategy 2025 will be realized only if the company continues following lean methods and experimenting with points, which are provided with Toyota Production System, the main basis of lean production in the world.

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**MANAGEMENT AND LEADERSHIP
IN EASTERN EUROPE:
Building and sustaining a startup in Romania
based on the model of collective leadership**

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Abstract. This project relates the entrepreneurial experience through which a young team passes. A group of students decided to combine theory with practice and lay the foundations for a company. The company's foundations were set up in Romania, in the city of Timisoara, where the company faced the realities and challenges of a new company on the local market. The company has thus been pushed to evolve by good management, based on capability, competence and trust, in order to overcome the difficulties, it faced. This paper presents the business plan, business dynamics and business vision of the management team. The sphere in which these elements collide is the local market, where the company seeks to find new ways to evolve. The collective leadership model applied in this company has proven to be a success, so any entrepreneur can apply the same model, based on competence and professionalism. This experience proves to be a complicated one, but important for their personal development, character building and solidification of the company. The situations and stages through which the team and the company pass are very important, as many young entrepreneurs can empathize with them and solve their difficult situations following the examples of the company in question. This project will address how to organize, share functions, motivate and support team members in a startup, according to the applied model in discussion. The purpose of this project is to bring to the foreground the situations young entrepreneurs can face at one time, giving them a series of guidelines for their startup management. At the same time, this paper is meant to serve as a motivation for all young people who want to start their adventure in the world of

entrepreneurship, but also for entrepreneurs who are in difficulty. What makes this particular project is that it is contemporary, which means it is of maximum relevance. This project highlights the shift from ideas, to the formation of a team, and then to putting ideas into practice. The paper will highlight the qualities that a person needs to gain in order to guarantee success, but also the mentality with which a startup and team management must be approached. Managing a team and distributing functions according to the quality is one of the most important aspects for a better management of the situations. Appointing qualified persons to solve situations is a plus for the company. That's why this project has a focus on the team that created the company, on their qualities, and on how they distribute their functions, work, attributions and authority. Elements of resource management and time management are also found in this paper. Therefore, this project focuses on some of the most important aspects of management in a company, so it is a very good theoretical and intellectual tool for young entrepreneurs. They can use the knowledge accumulated and reported in this material for the in-depth development of their projects. Combining a series of adventures, feelings and memories, this story is in continuous development and tends to be a good example to follow having a consistent result.

Keywords: entrepreneur, collective leadership, startup, Eastern Europe.

1. The company

S.C. Office Bagels S.R.L., was established in 2016 and is registered in the Romanian trade register under the number J35/2254/2016, having the unique registration number 36398609. The company is headquartered in Timisoara, Timis County, Ioan Negulici nr.12 and is the property of 2 associates, each holding 50% of the social parts. The business is carried out in a specially designed caravan with professional equipment for the sale of bagel sandwiches. The carriage was originally a sleeping carriage, which was later modified and customized in a commercial caravan. The caravan workspace is 10 square meters. The marketed product is new concept introduced to the Romanian market, distinguished by the exclusive bread recipe from the United Kingdom, as well as the quality of the ingredients and its unique recipes. The bagel sandwich served in a caravan intends to impose itself on the market of Timisoara, by impacting the diversity of offered products.

2. Company objectives

The main objective of the company is to gain access to a large group of filling a larger number of loyal customers, through the marketing of good products with a top performance in quality/price ratio – which will lead to sales growth. Maintaining the preparation time for each bagel to 3 minutes guarantees the customer satisfaction, due to its efficient top time process. The profits will be invested for further innovation and evolution of the company, such as: introducing future food concepts, diversified menus and opening of new service locations.

3. Market

The caravan is located in a business area, where both public and private administrative and commercial activity is conducted, therefore there is a large variety of potential clients. Most customers are those who work in offices and are over 18 years of age, with a high proportion of those aged between 20–30 years and 30–40 years, so composing an important clientele category, but especially on they are part of a segment of consumers in training who can become loyal in the future. Besides these, there are schools and high schools in this area, so the company has access to another category of potential clients. The main target consumers of the business are distinguished by behavior and occupation (corporate, administrative, business etc.). The quality of these potential clients is due to their financial possibilities and their willingness to buy a good quality product and service.

4. Company dynamics

The development potential of such a business is appreciated as being high due to: The activity is carried out in a caravan; the citizens desire to try a new and quality product; the dynamism of the client, he wants a meal as fast as possible; foreign clients who have tried a product similar to ours in other countries and have been satisfied. The main reasons we consider the clients decision in choosing our service is: the curiosity of trying a different product; quality of customer relations; young workers with positive attitudes.

5. Team, members & roles

The team was founded on a solid friendship. The core consisted of 4 students who decided to start the project. Their trust, honesty and friendship

over the years have been a guarantee that they can work together, as professional interests have interfered. The four individuals coming from different professional and academic spheres ensured the project will benefit from a wide range of qualities and competencies. Thus, the work was divided between the four for, depending on the specialties and professional experience of each. Samuel Puscas was appointed project/ concept manager. He has extensive experience in working with clients and in business administration, working abroad. Sabin Nina was appointed Production Manager, being a student at the Faculty of Economics, well aware of the local economy. Denis Blaj has been named as a product designer because of his solid background in graphic design. Victor Miclaus was commissioned to handle advertising and marketing, due to his specialization in social sciences.

6. Leadership, task allocation & work ethic

The approach to coordination and decision-making in the project was collective leadership. Collective leadership involves mobilizing a group of individuals with a common cause for a project, and distributing authority in decision-making. Leadership is assumed by each individual in his branch. When an irregularity is found in a certain area, the person in authority builds a new remedial plan, and the others follow the suggestions and new implementations. Thus, each individual in the team was responsible for carrying out the plan of his field of activity at the end. Individual ideas were rare or questionable, as the team was built from professional people in various fields. An intervention by another person over a different field of the company was not met, because no one had expertise in the other area. So the team is guided by the suggestions of each and they are executing their implementation in every field. In this way, each individual led the other 3 members to implement his decisions in the specific field. The individual in question was followed by the other three, because of the collective mentality of the group. Each follow the other and his decisions were followed because of the trust given by the other members – each member had confidence in the other, this trust being based on the positive past results of the person concerned. The common goal is what led the team to be united, namely increasing sales and development. So, every individual deals with his sector of activity: supply, design, marketing and concept management. After the

project manager made conceptual decisions and regulated the project niche, the other members were implementing new design, marketing, and supply strategies. The ability of members to adapt to new conceptual implementations is proven to be very useful. Every conceptual change, whether it's about changing the menu or introducing new services, team members successfully adapt.

Table 1 – Team structure

Name	Function	Background	Responsibility	Type
Samuel Puscas	Project/Concept Manager	Business Management & Customer Care	Guiding the project into the right direction, in order to archive success on the market	Implementer
Sabin Nina	Production Manager	Business Administration	Assuring the necessary supply for the proper production on products	Shaper
Denis Blaj	Designer	Design & Retail	Designing the logos, badges and caravan design	Team-worker
Victor Miclaus	Marketer	Social Sciences	Promoting the brand to a larger public	Implementer

7. Teamwork & qualities

Credits for team formation and maintenance are given to the project manager. He contacted and formed the entire team. All members of the group were summoned by the project manager, who expressed the idea. He knew everyone, knew their strengths, but the most important ones knew their weaknesses. But since the people he wanted in his team had sharp skills, he decided to distribute the tasks so as to satisfy everyone and avoid conflicts. The greatest asset of the team was the passion for project development and the desire not to disappoint a friend. Each member possesses his qualities and

completes the other. The project manager has a practical sense of things and knows how to make the transition from idea to practice. The designer has a good observation and attention to detail, which helps the company to have a good image. The production manager is a man with great social skills, has good abilities to talk to people and knows different product suppliers. The Marketer helps expand the image of the company, thanks to his social marketing operating skills. This clear delimitation of each person's attributions consisted a key element in conflict prevention. Each person understanding that he has control over his tasks, therefor he has the responsibility to carry out the task at his best potential.

8. Problems & solutions

One of the most important problems in the team was the interaction of personal life situations with professional life. Given that 3 of the 4 members were at the stage of completing their studies, this meant that their weekly workload was often reduced in favor of studying for exams and preparing for seminars. The project manager decided that he would work instead of absent during that period. The production manager joined him, compensating for the work of the absent as well. In return, absent members would catch up to the lost shifts. In the emergency cases, a member would notify the others, as he another member would replace him.

9. Conclusion to the applied collective leadership model

The collective leadership model has proven itself successful in developing a startup. This model manages to connect members to a level more than professionally, this model manages to educate each individual by assigning them responsibility. Applying this model, the team SC. Office Bagels SRL. managed to develop the company and reserve a loyal clientele, which stabilizes the company. The collective leadership model is still being applied in the company, ensuring the company continues development. An important aspect in maintaining a team is to support motivation and moral support. In the case of this company, this was easy to accomplish, team members having a close relationship with friendship, the workplace was at the same time a place of professional development, a place to socialize, and a place to meet with friends, and at the same time the family with whom an

individual could solve any personal problems and find support in whatever situation he might find himself into.

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CREATION OF A COMMUNITY FOR FOREIGN STUDENTS OF RANEPА

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Abstract. This article analyzes the work of the team from the part of the Student Council “Student activists of the Academy” on the project, the main goal of which was to create conditions for the rapid adaptation of foreign students to the student life of RANEPА. The analysis results in the formulation of General recommendations for teamwork, highlighting the advantages and disadvantages of work.

Keywords: foreign students, RANEPА, the students of the Academy, project work.

The Russian Academy of National Economy and Public Administration is one of the largest and most famous higher educational institutions, which welcomes not only Russian students, but also residents of other countries. That is why each Institute of the Academy has its own International Department, which is responsible not only for international internships and exchange programs, but also for adaptation of foreign students in the Academy. Unfortunately, the system for receiving students from other countries, their accommodation and leisure activities do not meet the needs of arriving foreigners in all international departments. Therefore, the 7th convocation of the Student Council of the Academy decided to create a team consisting of members of the “Student activists of the Academy”, which received at its disposal a project called “Creation of the community for foreign students of the Russian Academy of National Economy and Public Administration”.

The mission of the project was to incorporate foreign students into educational and leisure environment of RANEPА. The aim of the project was

to improve the conditions of foreign students, including accommodation, the studying process and involvement in the extracurricular activities of the Academy. To achieve this goal, our team set the following objectives:

- creation of a competent team to work on the project;
- collection of information on activities already carried out by the International Departments of the Institutes;
- identification and analysis of problems faced by foreign students;
- establishment of communication with foreign students arriving at RANEPA;
- creation of a platform for students to submit complaints and suggestions;
- establishment of control over the provision of foreign students with all the necessary information and resources for studying;
- establishment of a student self-governing organization that is responsible for support of foreign students;
- creation of the program, the goal of which is tutoring – the cooperation of every foreigner and his/her individual tutor.

From the beginning the team members developed a strategy, with the following sequence of actions:

- 1) collection of information on activities already carried out by the International Departments of the Institutes;
- 2) creation of a survey for foreign students to identify problems they face while studying in RANEPA;
- 3) analysis of survey data;
- 4) establishment of a group on Facebook social network to publish important information as well as posts about numerous events held at the Academy;
- 5) activities to simplify the lives of foreign students in the Academy;
- 6) promotion of the tutorship program;
- 7) creation of a separate student self-governing body dealing only with foreign students.

Guidelines for our activities described in paragraphs 4–7 of the strategy of the project “Creation of a community for foreign students of RANEPA” came from the results of the survey. According to them, the problems which

most foreign students face in the Academy are: the language barrier, the lack of English-speaking staff, a small number of extracurricular activities for students who do not speak Russian (see Diagram 1). It was also important to know how many foreigners are involved in extracurricular activities. It turned out that about 70% of them do not take part in the events held for the students of the Academy, of which about 40% have never received the appropriate invitations and any information. Thus, having received the results of the survey, our team immediately swung into action.

The Student Council of the Academy, as our direct customer, highlighted the deadline of the project – up to election in the 8th convocation of the Student Council, to mid-April. The base on which the project was being implemented is the Russian Presidential Academy of National Economy and Public Administration. The target audience of the project were foreign students coming to RANEPA for the purpose of receiving education on a temporary or permanent basis. The project Manager was a member of the “Student activists of the Academy”, a 3rd year student of the IGSU Yaroslav Ezhevinsky.

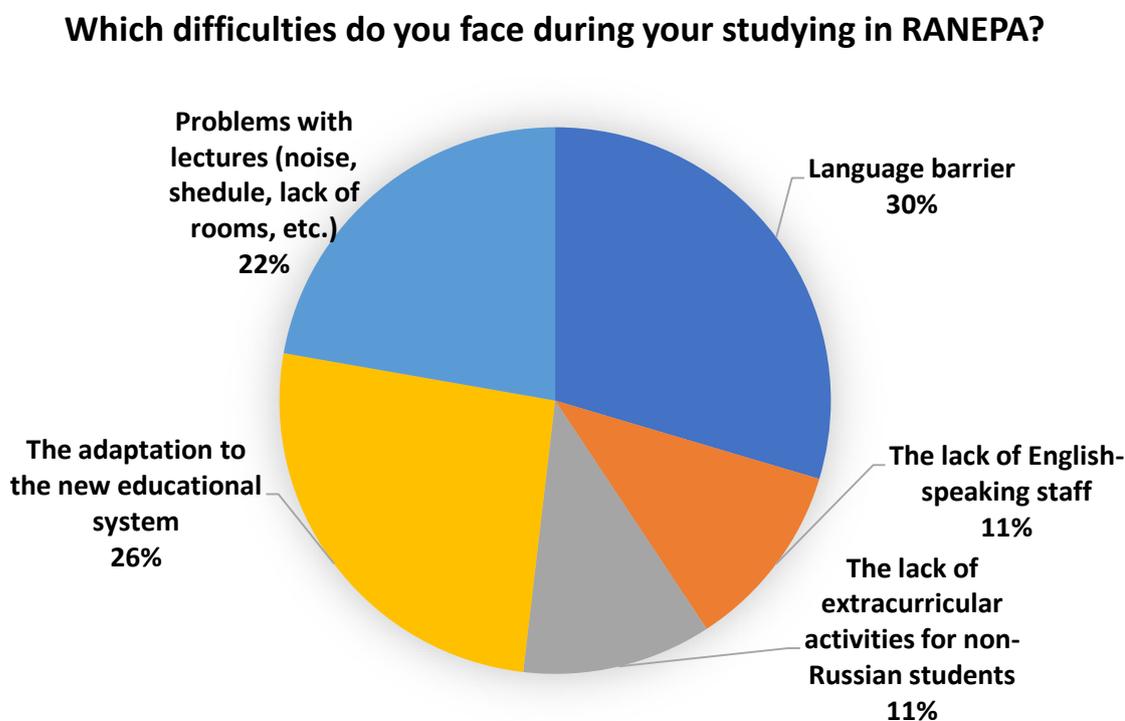


Diagram 1

Yaroslav as the mentor of the project was only a formal leader, because due to the lack of experience and authority, he could not significantly stimulate the work of the team. His features as a leader were: democratic character, competence and confidential attitude to members of our team. On his part, only control over the activities of the team through meetings and reminders on social networks about deadlines were exercised. As for the principle of distribution of tasks, Yaroslav used a voluntary way – members of the team could choose the duties that seemed more interesting to them. Distribution of responsibilities, organization of regular meetings, distribution of additional tasks among team members, writing the characteristics of each participant – this is how the project mentor organized the activities of the team.

Throughout its activities, the team went through several stages, presented in the following table:

Stage	Time of completing of the stage	The example of the interaction on the stage	The result
1. Formation	1 day	General meeting immediately after the announcement of the list of team members	Appearance of the main ideas and goals of the project, recognizing the capabilities of each team member
2. Acquaintance and adaptation. First conflicts	1 week	Communicating via social networks, separation on the background of different opinions on the strategy of further work	Forming groups inside the team working in their own direction
3. Normalization. General system of values, rules of work, integration of all team members into the project	2 weeks	Communication of team members through social networks, 2 meetings, discussing the strategy to achieve the overall goal of the project team	Readiness for action on the project

Stage	Time of completing of the stage	The example of the interaction on the stage	The result
4. Work on the project	4 months	Meetings, joint work on the survey, creation of the group on Facebook, creation of posters and menus in canteens in English	Appearance of a group on Facebook for foreign students, the distribution of posters about events held at the Academy, the addition of a menu in English in canteens of RANEPA
5. Summing up and evaluating the effectiveness	2 days	Joint protection of the project	High assessment of the team members by the Council

For a more detailed analysis of the team's work on the project “Creation of a community for foreign students of RANEPA”, matrix of tasks was created a matrix of tasks:

№	Function/objectives	Performer					
		Mikhaylova Yulia	Gaysinskaya Polina	Shlyapin Nikita	Bulychev Gleb	Khamitova Sofia	Drozdova Alyona
1	Creation of the survey for foreign students						
2	The analysis of data obtained from the survey						
3	The creation of the concept of the Facebook group						

№	Function/objectives	Performer					
		Mikhaylova Yulia	Gaysinskaya Polina	Shlyapin Nikita	Bulychev Gleb	Khamitova Sofia	Drozdova Alyona
4	Management of the group on Facebook						
5	Interaction with the direction of canteens to permit the translation of the menu						
6	Translation of the menu						
7	Creation of the posters in English						
8	Creation of the event concept for foreign students						

Each member of the team performed its functions and played an important role in the implementation of activities to achieve the objectives of the project. There were different types of people in the team with their different personalities and characters. Their analysis was also really important for understanding the work of the team. Among team members there were people with specific roles, such as a generator of ideas and researcher's resource (Alena Drozdova), a coordinator (Yaroslav Ezhevinsky), a motivator (all members), a soul of the team (Gleb Bulychev), a critic (Sophie Khamitova), performers (all members) and a finisher (Yaroslav Ezhevinsky).

No project activity can exist without difficulties. Indeed, they were faced during almost the whole work on the project. Firstly, one of the main problems was the lack of direct contact with foreigners. The team members came to the conclusion that it is possible to convey information to students from other countries, asking their friends from the Academy to throw off a link to the survey, and then to the group on Facebook to the foreign students they are friends with. We also appealed to the Deans and International

Departments of the Institutes, which certainly has helped to attract more students. Secondly, financial support was an issue a few times before the realization of our ideas. We did not manage to solve this problem, so organization of interesting events is not available. Thirdly, the management of some canteens had extremely negative attitude to the menu in English. What's more, we needed to seek for the support of a higher level, for example, the Organization of extracurricular activities of RANEPA or even the Administration. In addition, the leader of our team, Yaroslav Ezhevinsky, had direct contact with The Chairman of the Student Council of the Academy, whom he addressed directly if there were any problems. In general, the work of the team was evaluated on the basis of its real achievements. The evaluation process was conducted in accordance with the following performance criteria:

- degree of achievement of goals (target effects);
- resource costs and economic results (resource intensity and efficiency of the process);
- time costs (efficiency of the process).

The team of the project “Creation of a community for foreign students of RANEPA” ultimately achieved its goal, but did not cover all the objectives. We fulfilled only 50% of the tasks and did not reach the more ambitious ones – the creation of a student self-government organization and the creation of a tutorial program. This, of course, was not the best result of the project work of the team. However, despite the obstacles, we achieved great success, and this was the main advantage of our work. The identification of the problems faced by foreign students, their support, the creation of a group on the social network and the first steps towards simplifying the lives of foreigners in the Academy – this is what really drew the attention of the Student Council of the Academy and the Organization of extracurricular activities. The disadvantages of the work were as follows: the lack of involvement of some members of the team in the work, the lack of a strong leadership and limited resources.

General recommendations:

1. A stronger motivation of team members to implement their ideas is necessary.

2. The system of obtaining a permit for activities from higher authorities within the Academy should be simplified.

3. A team leader is recommended to be not too democratic – the members of his team must feel his strength and superiority so that respect and obedience reign between them.

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FOSSA 2017.

Leading universities practices in developing leadership through student government

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Abstract. Events organized by a student council absolutely help to develop leadership qualities in students. The Forum of the Academic Student Government in 2017 was of such projects. A good leader, a united team, lack of conflicts helped in organizing an ambitious and important for RANEPA event.

Keywords: a student council, a mix of leaderships styles, teamplayers, an adjourning stage, social KPI.

Nowadays a majority of leading Universities in Russia have student councils. Administration want young people to become united, to learn how to be a leader and how to perform in a team successfully by communicating and working together.

Thus, plenty of events are held to achieve these goals. One of such projects was initiated by RANEPA. Thus, the Forum of the Academic Student Government (later in the text “FOSSA”) was set up. This Forum is held annually at the end of August. In 2017 as a member of a project team I was responsible for organizing and running the event. Our *mission* was to create a united RANEPA student community all over Russia. Our major *objectives* were to unite student councils of all the branches, develop new ideas and joint projects, receive help and advice on how to make the activists of councils more effective and make sure they stack up to standards adopted by leading organizations of this kind. *Goals* were to establish communication between branches and their representatives, to bring the whole system of the Academy student government to a higher level. The Forum *strategy* was to unite students and councils leaders in one place at one time to motivate them

to cooperate effectively, bringing out new ideas and sharing experiences. Shortly speaking, it was a 4-day fruitful work in small groups. At the end of FOSSA students presented their own team projects that could be implemented later.

The Forum *was held* from 26 to 29 of August 2017. It *took place in* a recreation center “Solnechniy” in Moscow region. The *target audiences* of the Forum were leaders and deputy leaders of student councils, activists, representatives of Extracurricular Activities Departments and RANEPА students willing to participate in the event. The *Project was requested by* was Mau Vladimir Aleksandrovich the rector of the Academy and the *project manager* was Spirin Aleksandr Victorovich the head of RANEPА Youth Policy Department. *Team members* were Sarakov Amir, Chumov Dmitry, Podobedova Daria, Ivanova Sofia, Karzubova Yluisa, Nastya Pozdnyak, Gazimagomedov Malik, Nisanov Georgiy, Chernikov Stepan, Minina Vasilisa.

The project leader of the Forum is always the chairman of the Moscow student council. That year it was Sarkov Amir. In addition, a project team always consists of student council members. Amir Sarakov selected students who were most instrumental in organizing the Forum. He had to take into account the following factors: individual features, abilities and experiences, the degree of diversity [1]. It should be noticed, that only the best students have the privilege of taking part in the activities of the student council. Furthermore, all chosen project members had known each other before and had an experience of working together on other projects.

Understanding leadership style is crucial to the success of any team because it can help to improve results. Furthermore, the way in which a leader inspires a team and holds subordinates accountable can affect the happiness, motivation and effectiveness. In addition, the research suggests that a manager’s leadership style responsible for 30% of the company’s bottom-line profitability! A professor Daniel Goleman uncovered among the managers he studied, six leadership styles: The pacesetter leader expect to have a self-direction, the authoritative leader, the affiliative leader works to create emotional bonds that bring a feeling of bonding and belonging to the organization, the coaching leader, the coercive leader demands immediate compliance and the democratic leader builds consensus through participation.

(2) Analyzing *Amir's leadership style*, I came to a conclusion that it was a mix of the authoritative and democratic styles. The leader mostly told team members what to do and how to do it, he issued instructions and supervised closely to make sure, for instance, that everybody met the deadline. On the other hand, sometimes members actively took part in decision making process [3]. However, Amir made final decisions himself. Moreover, he gave orders and set objectives, but sometimes members took an initiative and volunteered to meet the challenge and carry out a certain task. For example, Malik was interested in being a DJ at the farewell party. Consequently, Amir was mainly an autocratic leader demonstrating participative democratic leader qualities at the same time.

One of specific features of the *working process* was that team members had known each other before because they are members of student councils. Describing steps in terms of Tuckmas's theory [4], I can claim that the team went through the "Forming" stage very fast. In addition, in the "Storming" stage there were no conflicts, and the "Adjourning" stage can be excluded from the group dynamics in this case as students keep working on other projects together. Other examples of team development are provided in the table below.

Step	Time	Example	Result
The creation of the team	3 days	Creating a chat with team members	The chat helped to keep in touch 24/7 and be more productive
Introduction. Adaptation. First conflicts	2 days	There were 2 newcomers but they were settling in quite well	Students met new people open-heartedly and there were no conflicts
Creation of the values of the team	2 days	Meetings were regularly in first 2 weeks	Face-to-face meetings allowed to overcome drawbacks of online communication like possible misunderstanding
Working process	2,5 moths	Working process was offline on meetings in June and online in the chat in July	the Forum was successfully held in August

Step	Time	Example	Result
Evaluation	3 days	Writing a final requested by Mau V. A. (the orderer) report	Each member did their best to organize the Forum and got certificates of gratitude

Belbin team roles can be applied to this case [5]. First of all, I would like to notice that the leader chose only students who can work in a team, so every person was a “teamworker”. Anyway, some had other roles as well. To start with, apart from being a leader Amir Sarakov was a “Co-ordinator”. He was concentrated on the team’s objectives and delegated responsibilities appropriately. Most of the time team members were extremely focused and conscious, but sometimes Amir had to motivate them. He can be called a critic, because he was quite skillful in giving constructive criticism. Then, there was a “Resource Investigator” (Dmitry Chumov) who explored opportunities and developed contacts. Furthermore, Dasha Podobedova was a “plant” as she was very imaginative, generated creative ideas and solved difficult issues. For example, she wrote a script for activities. Functions and the way they were divided between members, can be seen in the table below.

Function/task	Manager									
	Sarakov Amir	Chumov Dmitry	Podobedova Daria	Ivanova Sofia	Karzubova Yluisa	Gazimagomedov Malik	Nisanov Georgiy	Nastya Pozdnyak	Chernikov Stepan	Minina Vasilisa
Overall managing	+									
Small groups leaders		+	+	+	+			+		
Technical support						+	+			
Morning workout				+	+					
Host in a concert	+	+								
Searching for speakers, communicarion with participants		+								
Video									+	
Photographer									+	+

I have already mentioned that there were no conflicts during the working process. This is due to the fact that team members had worked together before and met two new team members with an open mind. Each was a teamplayer and gave everything in service of the goal. Anyway, the leader assessed their performance. The final report presented to Mr Mau contained information on the best project and its leader. To estimate the success of others, Amir used a scale of one to ten. Only the team leader and the project manager Spirin Aleksandr Victorovich knew the scores. This method of evaluating performance is quite judgmental, but proved to be effective. The leader takes an active part in the working process and knows the strengths and weaknesses of every person. Consequently, he has the right to give these scores.

Another way to measure people’s performance **is** to determine the KPI. **Key Performance Indicator (KPI)** is a **quantifiable** metric that reflects how well an organization is in achieving its stated goals and objectives [6]. There are different types of KPI such as social, time, **financial, quantitative, process**. One of the easiest ways to evaluate the relevance of a KPI is to measure progress towards a certain objective. For this event time was not the key performance indicator because the team had enough of it to plan and implement the event successfully. As the mission of the Forum was to create a united student community all over Russia, the key performance indicator is “social”. These days representatives of all Academy branches still keep helping each other by using a chat in social networks. Furthermore, many student councils ask the successful ones for advice on how to organize a certain event. Anyway, all the deadlines you can see in a Gantt diagram below.

Tasks	Time												
	1-4 June	5-11 June	12-18 June	19-25 June	26-30 June	1-9 July	10-16 July	17-23 July	24-32 July	1-6 August	7-13 August	14-20 August	21-29 August
Forming a team													
Holding a first meeting													

Tasks	Time												
	1-4 June	5-11 June	12-18 June	19-25 June	26-30 June	1-9 July	10-16 July	17-23 July	24-32 July	1-6 August	7-13 August	14-20 August	21-29 August
Bringing out ideas of activities etc													
Divisioning responsibilities													
Informing participants													
Finding speakers													
Having a final activities scenario													
Having signed necessary documentation													
Booking buses													
Meeting students in Moscow													

To sum up, I would like to emphasize ones again that student councils do help in teaching students to be a leader. Undoubtedly, the mission was accomplished and the Forum was held successfully. It is clear, that participants learned a lot about management, leadership and made useful contacts during the Forum. Furthermore, communication between different councils of the Academy was improved. As for the team development, the research revealed that there were no conflicts while working on the projects because team members had known each other before, and due to the knowledgeable and competent leader. Furthermore, his **authoritative-democratic leadership** style probably helped in bringing the event through to success.

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Аннотация. Мероприятия, организуемые Студенческим советом РАНХиГС, действительно, помогают развить лидерские качества в студентах. Форум органов студенческого самоуправления академии – 2017 стал одним из них. Наличие хорошего лидера, сплоченность команды, отсутствие конфликтов обеспечили успешное проведение масштабного и значимого для академии и ее студентов мероприятия.

Ключевые слова: Студенческий совет, соединение стилей лидерства, командные игроки, стадия распада команды, социальные критерии достижения целей проекта.

THE ROLE OF TEAM-WORKING IN THE ORGANIZATION OF THE DENTAL CLINIC PROJECT

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As the topic of our report, we decided to take the analysis of a team's project, in which we participated last year. We are going to tell you about the preparations for the dental clinic opening and about functions of each team member who took part in it.

The team work is essential if you want your business to run smoothly. There should not be any misunderstandings or conflicts between team members. It is important to be aware of strengths and weaknesses of all persons in your project team to delegate responsibilities accordingly to achieve better results and meet deadlines. Moreover, you should try to consider some possible unexpected situations which can prevent you from reaching the goal in time.

Now we want to tell you about what problems we faced during the process of working on the project and how we managed to overcome these obstacles, but firstly, let`s start with the relevance of our project and why we decided to open a new dental clinic.

Project description

People nowadays live in the world of rapidly changing trends. In 2017, Euromonitor identified top-10 consumer trends which included among others Aging Population and Wellness as a Status Symbol [1]. Health and Wellness is a topic that has exploded over the 2017. The desire to be healthy and fit seemed to be universal. Therefore, from 2017 on, more and more people are opting for food with health-giving properties, for fitness sessions and of course tend to pay more attention to their health conditions which means that

private clinics are flourishing. Although Russia does have free medical services, the number of people who prefer private clinics to the state ones is trending upwards. First of all, it is probably because of the lack of confidence in the state clinics which is a specificity of our country. Secondly, Moscow is a megapolis and one of the most valuable recourses here is time. This means, people will be delighted to pay some money to save time they could have wasted on queues in state clinics. Moreover, the “close to the house” location of private clinics also spares time as there is no need to spend hours in dense traffic.

This is the reasons why we have decided to set up a dental clinic which would provide people with outstanding service and qualified medical care that were reasonably priced. We wanted to give everyone an opportunity to have a shiny white smile. The idea was to start a clinic situated in the outskirts of Moscow with high population density. Thus, we would have been able to attract a large number of clients and gain their loyalty through the service of high quality, individual treatment and convenient location. Our goal was to become a “family clinic” with the high level of credibility. As all market players we decided to provide standard dental services. However, we put our reliance on personalized loyalty programs, great facilities and services, as well as well-designed advertising.

Our target audience included first of all people from the local areas who lived near our clinic. However, our doctors were so-called “doctors-brands” who had already had their own clients who they had been working with for several years. We also decided to provide dental services for children which would have made our clinic appealing for families. Thus, we expected our clients to be middle-class workers with families.

Teamwork developing

The dynamics of our team as the dynamics of any team changed over time, and we will use one of the best-known descriptions of this process by Bruce Wayne Tuckman to analyze the process of our work. BW Tuckman identified 4 key stages of team development which were called Forming, Storming, Norming and Performing.

The Forming stage. 10 March – 25 April. We were told to create a team of 2 to 6 people for working on a business plan of our choice.

Therefore, we united in a team based on principles of friendship as we had already known each other for 6 months and therefore were aware of the skills and features of character each of us possessed at the time.

However, creating a team has proven to be not that easy. Right from the start we had a problem. The limit was 6 people in a team and there were 5 of us for definite. However, two girls had best friends outside of the team. And both of them decided to tell their friends there was one place left so they could join. The situation was pretty tough. Thus, we had to decide which one was the better candidate, who would have been better for the team, who had better skills, etc. We have spent a few days having disputes about it. Eventually we have decided not to take any extra team members and the decision was right.

After all of that we distributed our roles and tasks, decided what we wanted to do, which business we wanted to enter, what was the budget, target audience, services, location, etc. It took only a few days and we seemed to be quite productive and happy with each other.

The Storming stage. 26 April – 8 May. After we have established benchmarks and distributed some tasks things did not seem to go as smoothly as they did before. We did not fall out with each other or had arguments, although there were some issues. We were on holidays and mostly nobody wanted to do anything and some members did not answer text messages for long periods of time. Polyna was away in the UK having a great time and having neither time to work on the project, nor internet access. Daria was the responsible one and she tried to stay in touch and work. This is why she was the closest to what can be called a leader. She was so hardworking that once we have received a file with a big share of calculations which made us all very ashamed of our futility to the team.

The Norming stage. 9 May – 13 May. At this point we found out how sharing one big task can boost productivity. We began to work like a team and share ideas on how to do certain things better, how we could improve our business, etc. The work did not go too smooth, though. Some tasks could be done only when some others had been done before. You cannot calculate IRR without calculating CF and those were the tasks of two different people. So, the work went well but it could have been better.

The Performing stage. 14 May – 18 May. This was obviously the week right before the deadline and the closer to the deadline the better results we produced. We knew what we were doing and what else we had to do. The atmosphere was great and respectful. The following example illustrates it very well. Anastasia was responsible for doing the on-screen presentation and we would have let her down if we finished our work the night before the deadline. Therefore, we have done it in advance so that she could work out a slick set of slides calmly and efficiently.

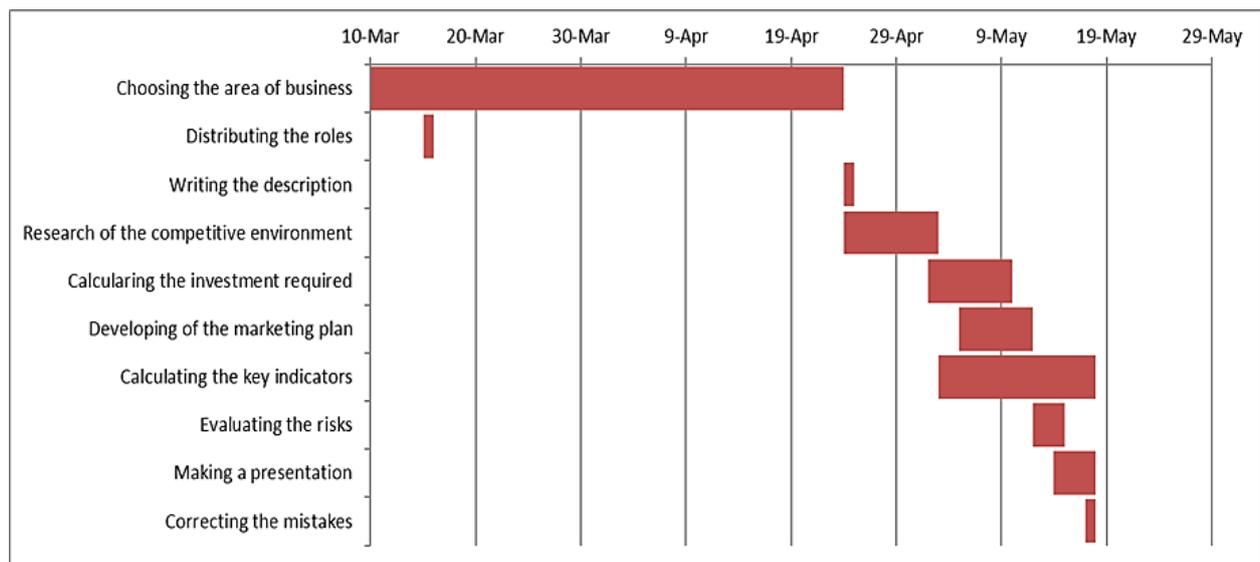


Figure 1 – Gantt chart

Team members` functions

It is generally accepted, that in a team there always should be a leader. However, our group has refused to go along with this principle. Of course, it can be argued that not all project teams can reach the goal, sticking to a budget and meeting deadlines. From our point of view, in this case there are two possible options. The first one is that the team consists of highly qualified professionals, who can establish procedures of working in a very short time, or the team members are just interested in the successful accomplish of the task. Obviously, we can get the perfect outcome when both of these points are executed but the first point is definitely not about us at the end of the first year of study. So, we only had a commitment to a common goal.

As it has been already mentioned, our team was created on the principle of friendship, so we knew about skills of each other. This allowed us to

allocate responsibilities quickly. However, it was crucial to be flexible and to adapt to the changing situations, like the loss of one team member for a week. We had to think about what task should be done first and what task could wait for some time. So, in this Spreadsheet 1 you can see all functions that we performed during the project.

Spreadsheet 1 – The functions of the team members

Team member	Function/task
Polyna	Generates the name of the dental clinic; risk analysis; calculation of client flow
Anastasia	Calculation of discounted payback period, considering different scenarios; competitor analysis; calculation of internal rate of return; creates the slick set of slides
Daria	Calculation of the cost of utilities; pricing calculation; calculation of initial investment
Aleksandra	Calculation of the discount rate; net present value analysis; calculation of expected profit
Alena	Search for possible sources of investment; possible marketing campaign analysis

Belbin model

As all of us carried out different responsibilities, we had diverse roles. It needs to be said that we have not identified these roles at the first stage of team development. However, now, considering our functions, we can clarify all of them (Spreadsheet 2). For the classification we will use the original Belbin Model, which was developed by Dr. Meredith Belbin to improve team performance [2]. He identified 9 key roles in a team which included plant, resource investigator, coordinator, shaper, monitor-evaluator, teamworker, implementer, completer-finisher and specialist. One of his most important findings was that effective teams have members covering all roles. He also noted that there was no need for a team to be made up of nine people but there had to be three or four persons at least. In our team we had five members. Therefore, each girl had more than one role according to this model. Let's look at them more detailed.

Spreadsheet 2 – The roles of the team members according to Belbin Model

Team member	Role
Polyna	Plant
Anastasia	Completer-finisher, teamworker
Daria	Coordinator, implementer
Aleksandra	Specialist, monitor-evaluator
Alena	Resource investigator, shaper

The first thing that we had to do was to generate the name of our dental clinic. This responsibility fell on the Polina`s shoulders. She was chosen for this mission because of her natural ability to create extraordinary titles with the use of pun. As we all know the name of the organization plays a very important role, so we needed something special to encourage people to attend our clinic. Moreover, the clinic is aimed on children as well as adults, that is why funny title may help kids to relax and avoid fear, which they can feel in ordinary dental clinics.

The next step that should be taken into account is monitoring the process of completing the tasks. This was Daria`s responsibility. She tried to develop timeframes to clarify how much time we need to finish our project. She is also a very reliable and hardworking person, sometimes may be too much hardworking. She was very anxious about this project and thought that we would miss the deadline, so she did some work for others, though they were ready to do it themselves. That is why the role of implementer fits her as well as coordinator.

There was some moment during the project, when none of us knew how to calculate the discount rate in the right way. Fortunately, Aleksandra took this responsibility and studied this issue very detailed. She identified risk premium, using the information that was given on the websites of the most famous and reliable Russian banks, and then calculated the discount rate based on this risk premium and inflation level. Besides, she was revealing some mistakes that we did in the counting process. Thus, we can identify her as the specialist and monitor-evaluator.

The next member of our project team is Alena. She is dynamic, outgoing and enthusiastic. Because of these personal qualities she was

responsible for developing a strategy for the future communications with the clients. Another duty that she had was the search of possible sources of investment. It is a very important step in project development, and she managed to explore all suitable opportunities and to suggest ideas about what could investors be interested in.

The final step was carried out by Anastasia. She calculated the last indicators, which are discounted payback period and internal rate of return, and prepared slick set of slides for the presentation of the project. To tell the truth, her tasks were the most tricky ones to implement as she depended entirely on other team members: how responsible and attentive they were, if they met the deadline, etc. Fortunately, no one in our team was careless and disrespectful enough to let her down.

KPI

One of the most important indicators in the process of project work is Key Performance Indicator, or KPI. We have calculated this index for all team members, considering such factors as accuracy of calculations, amount of work performed, compliance with timeframes and relationships with team members. According to this, we receiver the following results of KPI:

- Polyna – 93%
- Anastasia – 98%
- Daria – 108%
- Aleksandra – 97%
- Alena – 93%

Our team had to go through a lot of difficulties. However, I can frankly admit that this group which is called DAPSA (an acronym of our names) is the best group I have ever been part of. I am genuinely proud of all of us and our results. We still do every task for every subject only together.

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EVENT-VOLUNTEERING AS A FORM OF COMMUNICATIVE SKILLS DEVELOPMENT

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Abstract. Nowadays the main result of the state youth policy implementation should be the improvement of the socio-economic situation of the youth of the Russian Federation by increasing the degree of its involvement in the social and economic life of the country [1]. The purpose of the article is to prove how eventful volunteering on the basis of the generalized experience of the development of newsworthy events in Russia positively influences the formation of a harmonious partial personality possessing a strong moral core, capable of being receptive to new creative ideas. As a result of writing the article methods of logical analysis, generalization, and observation were applied.

Keywords: event volunteering, communication skills.

Currently such type of volunteer activity as event-based volunteering is the most popular and also in demand among the younger generation. The eventful volunteering is a voluntary assistance based on a voluntary nature, on variety of activities at various levels especially local, regional, federal, international ones [2]. The list of activities which volunteers are actively involved in is very extensive: cultural-mass, sports, environmental, educational, military-patriotic and others. In our country event-based volunteering keeps a focus on attracting volunteers to the very process of

organizing current events for their subsequent integration into related types of volunteerism and also in order to develop the formation of civic culture among the population and one of the most important is the growth of communicative skills [3].

According to our observation the development of event-based volunteerism in Russia is carried out on two main levels:

1. *International*: such large-scale projects volunteer programs of the Organizing Committees as the Universiade in Kazan, the Olympic and Paralympic Games in Sochi, the III World War Games, the Confederation Cup – 2017, the World Festival of Youth and Students, the 2018 FIFA World Cup.

2. *Regional*: volunteers assistance in carrying out regional activities of various types via volunteer centers and other volunteer organizations.

One of the most important areas of activity which is impossible to imagine now without the active participation of volunteers is sports or more precisely global sports events. A lot of part of the success of organizing such events depends on specially trained, qualified volunteers. As a rule, volunteer programs count on young people and students. Volunteerism in sport for realized in two main directions: charitable and cognitive. First and foremost, volunteers are involved in international competitions and it is a unique opportunity to be in the center of events, to acquire new acquaintances, valuable experience and develop their communication skills [4].

The first successfully implemented volunteer program was the involvement of the volunteers in the Universiade – 2013 in Kazan. More than 50 thousand applications were submitted to the Organizing Committee “Kazan 2013”, among which 20 thousand were approved in accordance with the number of working positions [5]. This was a successful impetus to the development of the volunteer movement in Russia.

One of the largest volunteer programs in the history of Russia is “Sochi-2014”, which is based on national specifics and deserves special attention. The number of applications from volunteer candidates for the Olympic and Paralympic Games in Sochi reached more than 200,000, while 25,000 volunteers were required. Thus, eight people applied for one position. As usual, local residents of the host city are involved in assisting in the Olympic and Paralympic Games, but in the case of Sochi, 85% of volunteers were residents of other regions of Russia [6].

In 2011 volunteer centers were established throughout the country were based of 26 higher educational institutions, thus, the rate was placed on representatives of student youth. The most active participants in the competitive process were young people aged 17 to 22 years. As a result, the volunteer team of Sochi 2014 included mostly young people aged 18–25 (75%).

Young people having common goals, interests, tasks related to volunteer activity were the most ambitious and innovative program for recruiting volunteers in the history of the Games was successfully realized. It became an entire Olympic heritage.

Motives of volunteers WFYS



Pic. 1 – Motives of Volunteers WFYS

On the eve of The World Festival of Youth and Students (WFYS) a study on the theme: “Motivation of the volunteers of the WFYS” was conducted choosing an Internet poll as a method. 231 people including 151 women and 80 men took part in it. The average age of the respondents was 21 years old. The results of the survey showed that the desire of young people to become a volunteer of the WFYS was mainly caused by the desire to be involved in the main international cultural event (21,9%), to get acquainted with people with similar interests and life position (25,8%), to be inside the WFYS organization process (14,1%), to contribute to the success of the

WFMS (18,4%), to dispel the myths about their country and to present it to the world in a new guise (14,2%). Personal goals were not essential for volunteers. This indicates that the representatives of the WFYS team were focused primarily on the level of the event and the fact that it was held in their native country.

If you analyze the expectations of Russian volunteers about participating in the WFYS, first of all, they are: bright impressions and memories (97%), interesting acquaintances (95%), valuable experience (95%), language practice (93%), new knowledge and skills (91%), satisfaction with the result of their work (90%) [7]. An important factor for volunteers was the organization of the work process. So, the most important for them was the atmosphere in the team, communication and interaction with each other, followed by the conditions of work organization, and a personal safety and health are in third place.

Table 1 – Age composition of volunteer movement WFYS-2017

Age group	The general proportion of volunteering	Functionality	Channels for obtaining information about volunteering	Motivation
14–16 years old	5%	–	School, additional education system	New acquaintances
17–30 years old	70%	Physical skills, high mobility	Educational institutions, social movements, the Internet, friends	Popularity among friends, getting communication skills
31–49 years old	15%	Patronage, skills, connections	Place of work, Internet, places of leisure	Prestige, advantage in employment and career growth, popularity of volunteering

Age group	The general proportion of volunteering	Functionality	Channels for obtaining information about volunteering	Motivation
From 50 years old	10%	Psychological support, an example for the younger generation, experience	MFC, public transport	Socialization

The motives of young people in volunteering at events are usually associated with the opportunity to acquire new knowledge and competencies, to gain experience in a specific field of activity, to meet people with similar interests and outlooks on life, to acquire useful connections, to practice communication in a foreign language etc.

Thus, volunteerism performs several functions: educational (the formation of a moral, socially responsible person), educational (the acquisition of new knowledge in a specific field of volunteer activity), valuable (education of such qualities as solidarity, humanity, mutual assistance), communicative (volunteering is the subject – subject relations). Volunteering is a socially significant resource of a society with a wide potential.

Volunteering in its modern understanding has existed since the twentieth century and involves the active participation of a person in the life of society. Its key principles are voluntariness, gratuitousness and utility.

According to the researches, in Russia volunteerism is mainly connected with young people aimed at bringing benefits to society, broadening their horizons, gaining knowledge, skills and experience, acquiring friendly acquaintances and connections, demonstrating their skills, improving the quality of life in the country. The development of youth volunteerism in Russia is paid considerable attention by the state: a large number of youth projects are being implemented; the structures responsible for the dissemination of volunteer activities are created; there is the introduction of ideas of volunteering in different spheres of life. Accordingly, young people have more opportunities for self-realization, self-improvement and development of communicative skills.

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SPECIFICITY OF ORGANIZING OF TEAMWORK IN COMMUNICATION AGENCIES

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Abstract. Team-working strategy can help leaders to pull together various components that are vital for a successful result. When it comes to Media and Communication sphere, main principles of team-working must be put in the core. This article is aimed to define the main principles of teamwork and to substantiate the importance of teams in communication agencies using the example of Red Keds agency.

Keywords: Teamwork, communication, creative agency, media.

It is safe to say that behind every great project stands a great team. Undoubtedly, clear communication is the key to successful teamwork in the workplace. According to one survey, 97 percent of respondents believe that lack of communication and alignment in a team plays a big part in a team's performance [1]. Team-working strategy can help leaders to pull together various components that are vital for a successful result regardless of what this company produces. Of course, for some industries team-working is not really essential, but when it comes to Media and Communication sphere, main principles of team-working must be put in the core. A central problem that any creative team faces is how to organize teamwork. In fact, any creative process involves the combination of multiple inputs, some of them are major while others are minor. These creative inputs must be organized and managed, which among other things includes decisions over who controls the working process and the final output. Speaking about control, it seems that only a complex set of informal rules that intersect with formal ones can regulate the creative team's behaviour [2].

In this article I want to define the main informal rules, or principles, of teamwork and to analyze and substantiate the importance of teams in communication agencies using the example of Red Keds agency.

First of all, let me define the definition of team-working. According to the definition of team, which is a number of people associated together in work or activity, we could designate teamwork as a process of working in collaboration or by cooperation with a group of people in order to achieve a common goal [3]. Put simply, team-working is about sharing ideas, co-operating, being open and supporting other team members. Research conducted by American Society for Training and Development revealed the following improvements among companies who utilize team-working methods:

- Productivity increase in 77% of cases;
- Product quality improvements in 72% of cases;
- Decrease of non-production costs in 55% of cases;
- Increase of job satisfaction in 65% of cases;
- Increase of clients' satisfaction in 57% of cases [4].

All aspects of teamwork are closely linked to communication, that is why it is vital and actually logical to integrate team-working into communication-oriented industry of communication agencies.

Before moving on to the principles of organizing of a teamwork, let us look at Red Keds agency. Red Keds was designed in 2005 as an illustration agency but shortly has moved towards communication and creativity field and has become a creative agency. They identify their main aim as being the most creative team in the world. They do their best to stay close to this aim, therefore, they are a good example of a typical team-oriented agency. Now, let us briefly analyze the organizational structure of Red Keds.

But, first of all, there are 5 most common types of structures, one of which each company is based on. They are:

- hierarchical;
- divisional;
- project;
- matrix;
- hybrid.

For several years Red Keds used the divisional structure with several departments e.g. design department, social media department etc. (See Figure 1). It is a common type, which provides managers, responsible for every part of production.

BASED ON PREVIOUS RED KEDS STRUCTURE

AGENCY'S ORGANISATIONAL STRUCTURE

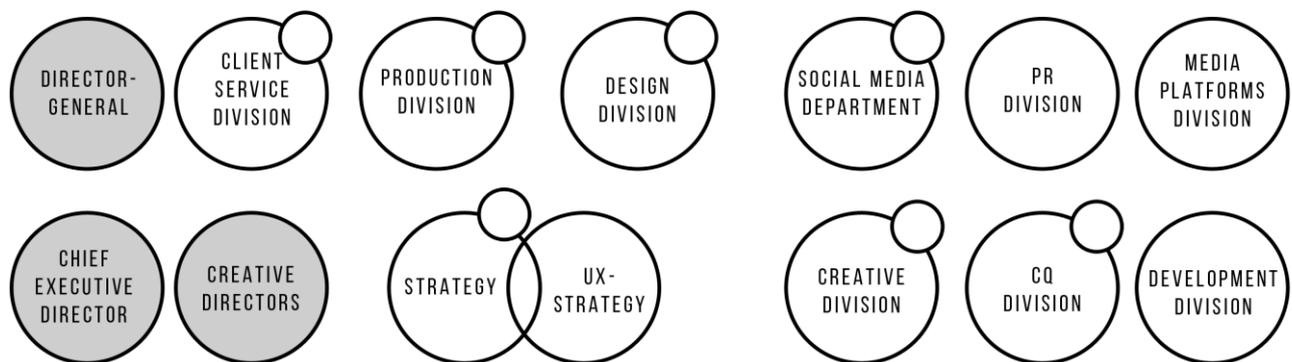


Figure 1 – Initial divisional organizational structure of Red Keds

However, specificity of creative agency is that all departments starting from Design to Legal need to be constantly involved in the development of absolutely every product in order to make it unique and within the shortest possible time. That is why, it makes it is hard to work with divisions which tend to slow this working process down, as it takes some time to communicate with the diverse departments which simply do not understand what another does and need constant explanations. That was one of the highly likely reasons for changing the Red Keds' structure to project-oriented (See Figure 2). This type of organization accumulates various specialists around a particular project, so each product of the agency has its own team-leader, art-director, designer, manager and other necessary professionals, as we can tell from the cases placed on their website.

BASED ON CURRENT RED KEDS STRUCTURE

AGENCY'S ORGANISATIONAL STRUCTURE

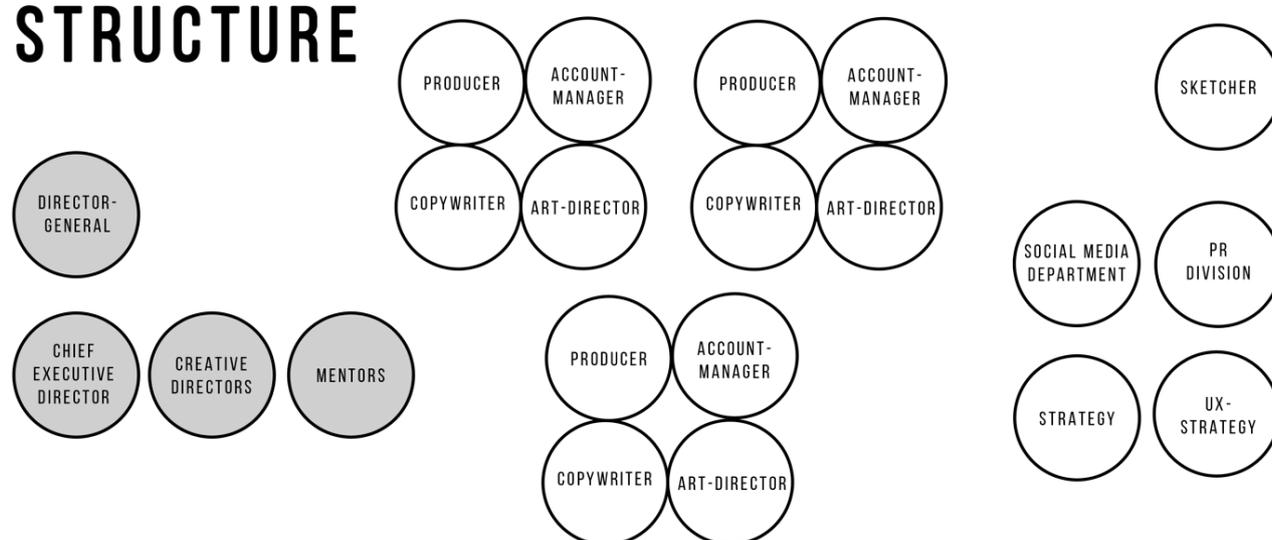


Figure 2 – Current organizational structure of Red Keds

Returning to the issue of team-working, let us identify its main principles and then illustrate them by using an example of Red Keds. There are numerous different classifications. In this article I will focus on these 5 principles:

1. happiness over stress;
2. silly over serious;
3. collaboration over hierarchy;
4. courage over comfort;
5. us over me [5].

The first principle is called “Happiness over stress”. It illustrates the idea of combination of rigid timelines and defined deliverables with personal happiness, when the last one values much more. Of course, a slight amount of stress could help to keep the team concentrated, but if it prevails over the amount of happiness, it leads to disengagement within the members of a team [6]. There are numerous anti-stress techniques that company can use, but for creative agencies the answer lies almost on the surface: let the creative team be creative and express themselves not only in the products they develop, but at the workplace and in everyday working routine. In Red Keds agency employees are allowed to express themselves by wearing clothing they want

or using mood-boards to visualize everything that bothers them or seems important [7]. Moreover, the general atmosphere in the office is highly positive and sometimes even informal, judging from their Instagram account. These give team members an opportunity to relax and therefore to lower the stress level.

The next principle is called “Silly over serious”. Experience of different development studios reveals that professionalism and continuously looking for weirdness do not exclude each other completely [8]. Request for coherent and task-oriented work combined with allowance for team members to unleash their weirdness results in expansion of team members’ comfort zones and more honest feedback and sudden but brilliant ideas are being expected. I suppose, this principle is the most essential one for Red Keds agency, whose main goal is to create non-standard decisions in advertising [9]. Let’s take, for instance, their KIA Soul project that claimed absolutely creative approach which must be implemented in the short term. According to project manager, the team was required to work cohesively and, what is more important, imaginatively and frequently improvising to deal with the task successfully [10]. So, this is an example when the oddity sometimes is more important than taking things seriously.

Speaking about “Collaboration over hierarchy” principle, it should be mentioned that it is not actually about eliminating the hierarchy at all, but about a hierarchical system that values what each member brings to a project and trusts their professionalism. Of course, some people will have more responsibility than others, it is natural for any business, including the media sphere, but collaboration brings:

- equal partaking – by providing every team member with equal opportunities to participate and offer ideas;
- brainstorming – by allowing team members to come together and work towards the achievement of a common goal by discussing various perspectives;
- sense of value – by working together and on an equal basis with superior or just more significant employees, which develops the sense of meaning and empowers employees to work effectively [11].

Collaboration is essential for creative agencies just because of one reason: despite the amount of talent or even genius of a creator, he cannot

generate and implement great, creative and profitable ideas alone on a day-to-day basis. Otherwise, he will burn out after a maximum of 3 years of work. What is more, collaboration is closely linked to shared responsibilities, so it also helps to deal with common problems and stress. I would like to emphasize that Red Keds highly values the ability to collaborate, as it could be seen from almost every vacancy announcement, posted on the company's website. For a number of positions, the abilities to discuss ideas and to work in a team are stated as requirements as well as professional skills, because a new employee should join the existing working process right after being appointed.

The forthcoming principle is about in-team communication and could be defined as "Courage over comfort". In-team communication cannot always be amiable and easy, especially in a creative community: there will always be subjective assessments of work, diverse points of view on how to implement ideas and generally some interpersonal disagreements between colleagues. That is why, some team leaders prefer to create an atmosphere of false but comfortable politeness in order to hide existing problems. However, this strategy can escalate into backroom confrontation or instances of deliberate hide of problems of a project, made in order not to offend a colleague, who has made a mistake. This is why team leaders should encourage trust, sincerity and flexibility. The truth is, every team values comfort only when it allows them to speak their minds without fear of being personally hurtful or disrespectful. Among the variety of techniques, aimed to develop the ability to speak out, hear and discuss, Red Keds uses "Six Thinking Hats" method. The idea is to teach each of team member to generate ideas and provide constructive criticism to own thoughts at the same time. As a result, the most creative and easily implemented ideas come to the forefront but not the ones, that were promoted by the most influential employees.

And the last but not least principle lays in the basis of a team: "Us over me". A creative team is usually seen as a group of individuals. It is true, that a good idea starts with one person, but only a team can develop and implement it. The best way to build strong teams is to promote the sense of unity and team-wide ownership. This principle cannot be illustrated with just one example. It is about how the company positions itself in the media and what

it does to bring employees together. It could be done in different ways, for example, out-of-office meetings or creative breakfasts, which are arranged by Red Keds almost every week. The latter provides not only inspiration, but sense of togetherness as well.

In conclusion, let me empathize that, generally, team working process in communication agencies is based on the same things as in any other business. For some industries team-working is not required, but when stepping into the industry of media and communication, working in a team is a crucial thing. The main characteristic feature is that it should focus on encouragement of creativity and flexibility a bit more, than the regular team. A leader of a team at communication agency should be sure that the team is focused on work but not on interpersonal communication or figuring out who is the most creative in their company. In order to support the ability of team members to generate ideas and gain the work's efficiency, communication agencies should provide various trainings and meeting to let a team to relax and then to return to work.

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MODERN TRENDS IN LEADERSHIP QUALITIES

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Abstract. The main goal of the project is to identify modern trends in the leadership qualities caused by historical changes. This article describes significant behavior patterns used by team leaders while working in the wholesale distribution company, specialized in FMCG (fast moving consumer goods) market.

Nowadays the issue of the dramatical changes in the qualities of a person who seems to become the leader in the team is essential. Many companies would like to seize the opportunity for employment or training the person whom they can hitch-hike on. Such a person will become the main part of the workflow and will boost the process pipeline. Companies can create their own managers building on outsourced couches and trainings, who would be tailored to the company's values and needs.

Keywords: Leadership qualities, team building, workflow, marketing analysis of the team work, historical changes in the leadership qualities, business-trainings.

Worlds where shared values and striving for knowledge forge strong bonds between teams and individuals, and where leadership is about to shape lives and to make something important happen. All the leaders represent different styles and approaches that are probably more attuned to the needs of

a contemporary world and modern workforce. It should be mentioned that the history has shown lots of examples of outstanding leaders, people on superior positions, but in modern workflow there are the other qualities needed.

Global delayering brings the new horizons for the hidden leaders, who have all the qualities from the 'old school' leaders but at the same time possess modern leadership qualities that could be recognized by the team they work in. Considering the 'old school' qualities, we imply, for example, being an inspiring speaker, a powerful role model and a visionary leader. In the modern contexts the old school tough, dynamic, target-driven leadership style might well be entirely counterproductive.

Modern leadership qualities could be exemplified by empathy, behavior and responsibility. A modern leader is a person who plays the key role in a team, encourages other workers to perform better by the own performance, charges the team with dynamism, energy and self-confidence. The modern leader is successful not only in being a 'money maker'.

The leader today is often female, may well come from a diverse range of groups including different social, ethnic, age and religious backgrounds, and a wide variety of cultural norms, and that many of their daily leadership interactions will almost certainly involve the use of technology.

Leadership researchers use different methods to engage with leaders who are a key source of new knowledge. Collaborative learning approaches enable companies to gain new insights into their own leadership practices. There are such methods as:

- Mixed Methods – Leadership is a complex phenomenon, comprising both individual and collective elements. Research projects account for this complexity by using a wide range of methods from qualitative to quantitative studies.

- Action-based Research – An action learning approach allows leaders to engage with their team to inquire systematically on questions that emerge from their work.

At all phases of research, the following aspects should be emphasized:

- encouraging dialogue and inquiry;
- using multiple methods, including participatory methods;
- building on a developmental approach.

The “Megapolis Distribution B.V.” company case illustrates the changes in management structure benefiting annual financial results. In 2013, the company showed the revenue of 440 billion rubles with the 15 thousand employees, and in the year 2016 the number of employees was reduced to nearly 13,5 thousand and the annual result of the revenue increased to 640 billion rubles. Due to the thorough manager training the financial results improved. Managers performed better that resulted in the better performance of all the employees due to the restructuring made to improve efficiency.

As we know from the history, a hundred years ago Henry Ford introduced innovative principles of the organizational system. Time-saving programs were created to take advantage of the workforce. Though, this system is already working all over the world and nowadays companies should improve efficiency with the over methods.

A hundred years ago the main qualities of a leader were aimed at improving the performance of the manufacturing process. It means that to become a leader a person had to be a good worker, although today that is not enough for a leader. That is why companies started to explore the main leadership qualities to train their managers appropriately.

Organizational structure of the company is the way the internal activities are systematized, controlled and coordinated to achieve the main goals. “Megapolis Distribution B.V.” is a privately held logistics and distribution business, focusing on FMCG including tobacco products, beer and soft drinks, grocery products, lighters, batteries, contraceptives, energy drinks and OTP (other tobacco products). Megapolis Distribution B.V. has implemented a system of corporate governance whereby relations within the company and with external stakeholders are clearly structured. The main corporate governance bodies at the company are:

- General Shareholders Meeting;
- Board of Directors Committees;
- General Director.

Three committees were formed by the Board of Directors to review important issues in detail before they are presented to the Board:

- The Audit Committee;
- The Strategy Committee;
- The Committee on Personnel and Social Policy.

However, the management system of the “Megapolis Distribution B.V.” was restructured after the annual meeting of the Board of Directors. The aim was to apply the project team building approach in all the main departments. The core idea of the system is to take advantage of all the available resources. The company has conducted surveys among employees to identify their behavior patterns used in the workplace. Due to the Belbin test, there are nine different team roles:

- Resource Investigator;
- Teamworker;
- Co-ordinator;
- Plant;
- Monitor Evaluator;
- Specialist;
- Shaper;
- Implementer;
- Completer Finisher.

Each role has its unique strengths and weaknesses and while doing the test every person gets a combination of two or three different roles most suitable to his behavior pattern. The idea of the survey was to discover people with the unique and rare leadership qualities and to classify employees according to them for future teambuilding trainings with the coach.

On the projects people are working in the habitual atmosphere, however their colleagues might be in different teams. As a result, the management system avoids conflicts between employees whose personal qualities are not compatible. In every team the risks of disagreement are minimized.

Modern trends in leadership qualities in the company are examined not only by the Belbin test, but also by the qualitative and quantitative marketing research to create a productive atmosphere and to improve performance.

Summarizing the changes done by the “Megapolis Distribution B.V.” there is an evident benefit to the team performance and to the process of the workflow of the whole company. A significant indicator is the annual financial result that indicates an increase in the revenue proportion. Downsizing show that the company can manage its processes productively

with fewer employees. This position of the company was achieved due to analysis of the modern trends in leadership qualities and maintaining a proper management structure.

Analyzing of behavior patterns of employees using the Belbin test and marketing researches is a significant process of an HR department and that should be done before creating a team for any project. Results of these researches would describe how to make a successful combination of workers, how to motivate them and how to improve a contribution to the productivity of the whole company in a long term perspective.

It goes without saying that the core role in teamwork belongs to the leader. However, with the new leadership qualities all the team will be able to make a significant contribution to improvement of its performance.

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HOW TO SET UP THE ORGANIZATION OF THE FUTURE, WHEN YOU ARE ONLY 17

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Introduction

In this research paper the analysis of the entrepreneurial project, which is realized by the author of this papers with the team, are presented. The company 'HEADSTART' has been launched on the market of the additional educational services in the beginning of 2017 with the capital less than 300 thousand rubles, nowadays it cooperates with such business giants like GASPROM, ROSTELECOM, Rambler and so on. 'HEADSTART' is the system of camps for participants from 9 years old to 17 years old, which is aimed at raising awareness and developing the potential of each participant through educational games. Each holiday (spring, summer and even autumn) participants of the camps go through unique program, created by professional game/case-persons. Unique Selling Proposition (USP) of 'HEADSTART' is the part of the program is simulation of the state, to be exact a practical application of the theoretical knowledge, which has been obtained earlier. The level of practical-oriented education is higher than 80%.

The company has been set up by 4 friends, each of them is younger than 20 years old. Based on the history of the creating and work of the company 'HEADSTART', we examine the phenomenon of the Teal organizations and answer the question how to set up the organization of the future in the conditions of the Russian economic situation?

What is Teal Organization?

Up to this point in history, humanity has experienced four ways to collaborate in organizational settings, based on four very different worldviews: Impulsive-Red, Conformist-Amber, Achievement-Orange, and Pluralistic-Green. Each of these organizational models has brought about

major breakthroughs, and allowed us to tackle more complex problems and achieve results of unprecedented scale.

Why do organizations have specifically such colors? Colors correlate with the personal conditions in spiral dynamics. Spiral dynamics is a theory, describing the phases of the development of humanity and person, especially. It's based on the theory of K. Greivs and it was, firstly, made for managers. The main idea is that human nature is shown in progressive movement from the one balanced condition to others.

For example, Red phase is situated around the figure of leader: in prison it is a thief, war it is a commander, in the Mafia structures it is the head of the gang. Typical Amber Organizations are a church and armies. Strict subordination is highlighted by the uniform. You never confuse bishop with priest, the general with the soldier. From the 'orange' point of view every person has a chance or right to achieve every goal. For example, a cleaner can become CEO, a beggar – the millionaire. The key factor here is to win the competition. The main aim of such organization is to make a profit. In the Green organization people pay a great attention to the feelings of other and respect every point of view. People aim at the justice and equality, harmony and consensus. For Green organization personal relationship inside the group is more valuable than the result, the benefit for the planet and humanity is more important than personal advantage.

Teal organizations take the best practices from the Orange and Green type. The desire to compete with external companies is taken from the Orange one, the aspiration for being a team is taken from the Green one. What is my mission? What should be aiming at? In the Teal Organizations the focus is no more on the 'survival'. The fundamental sense is now mission of the organization, its calling. It's a real force, inspiring and showing the direction.

Achievement-Orange speaks of organizations as machines; Pluralistic-Green uses the metaphor of families. The founders of Teal Organizations use a different metaphor for the workplaces they aspire to create. With surprising frequency, they talk about their organization as a living organism or living system.

Three breakthroughs of Evolutionary-Teal Organizations:

- Self-management: Teal Organizations have found the key to operate effectively, even at a large scale, with a system based on peer relationships, without the need for either hierarchy or consensus.

- Wholeness: Organizations have always been places that encourage people to show up with a narrow “professional” self and to check other parts of the self at the door. They often require us to show a masculine resolve, to display determination and strength, and to hide doubts and vulnerability. Rationality rules as king, while the emotional, intuitive, and spiritual parts of ourselves often feel unwelcome, out of place. Teal Organizations have developed a consistent set of practices that invite us to reclaim our inner wholeness and bring all of who we are to work.

- Evolutionary purpose: Teal Organizations are seen as having a life and a sense of direction of their own. Instead of trying to predict and control the future, members of the organization are invited to listen in and understand what the organization wants to become, what purpose it wants to serve.

Profit in the Teal Organization is the last indicator of the success, occurred naturally by itself, without much effort, if everything goes right. Providers are chosen by the conformity to the goals and targets of the activity of the company. Teal Organization doesn't pay much attention to the competitors. Competitors are invited to cooperation to achieve common goal.

How did founders of the Headstart make the decision to set up the Teal organization?

Pay attention to the two key factors:

1. The age of founders (including the author of the report) is no more than 20 years old. It shows that each of them is representative of the generation X. One of the most important (in our research the basic) characteristic of the generation X, according to the theory of generations, is need to contribute to society success and welfare.

'How can we make profit from it?' is changed on 'How can we influence on it?' Such question refocused the business from the its ordinary clear aim of making money to maybe even less important thing of influence that the business has on the target audience, age sector or even generation.

2. From the beginning the company 'HEADSTART' was an innovative project in the sphere of the additional education, startup. Such companies are

characterized as flexible, speed decision-makers. That's why, from the foundation, all traditional management practices were under the question. Based on the personal mistakes and the experience of other companies, the unordinary decisions were created. As a result, the need for changing the strategy of the management has been formed.

Analysis of the company 'HEADSTART'. Why can it be taken as the Teal Organization?

Founding on the 3 basic characteristics of the Teal Organization, try to do analysis of the company 'HEADSTART' for answering the question, if it is Teal or not.

1. Self-management

There is no hierarchy at all in the organization. Since its foundation, the company has realized several projects (Spring Camp, Summer Camp for different ages). Each member of the staff performs the concrete function. For instance, the author of this research is sales-person, makes cold calls and promotes through e-mail, talks with clients, meets with the parents of the participants of the program and so on. At the same time, working on another project, (for example, now two projects for different ages at one time are being made) the responsibilities of the content-maker as a test is added to my basic ones. Additional duties include absolutely another tasks such as searching the newest educational material, remaking it with case-persons in games or cases. Combining two main responsibilities and being the expert only in one of them, the employee isn't abandoned to the whims of fate. Here the internal coaching and consultation from the other members of the group/staff occur as an 'answer' to demands.

Advantages of such type of work: there is a great freedom of activity of the employee and the highest level of trust to him/her in the company. (The common phrase here: 'Try something new, possibly, it will be made better and will make you happier! We trust you.');

also, it is the development of staff potential, expanding the range of his/her skills and knowledge, giving him/her more experience.

Disadvantages of such type of work: there's no clear focus on the one concrete task; when more interesting and challenging task occurs, the employee loses enthusiasm and discipline in work on the basic one.

Challenge, which we face, introducing such type of work: as a result of hiring mainly young and non-experienced people, there is a high level of failure while realizing the tasks. Because of the anxiety caused by the lack of experience of the staff, the level of trust is under the question.

Conclusion, which we've done: Trust, but check. Company should give the employees enough freedom for making key decision, but the situation, when they are alone with their problems and challenging situation mustn't occur. What we only can do is to be a coach, trainer (not a boss!) and show the different possibilities of solving the problem, but don't impose them 'one right' point of view. It can kill the shoots of the self-management.

2. *Wholeness*

Choosing team members goes through certain people. I mean when there is a vacancy, we invite acquaintances, our former classmates, friends, former colleagues. What are we doing this for? A job interview (not to mention CV) never gives a chance to see a bigger picture – everyone puts on masks, acts not in the way they really are, showing their best sides in order to get the job. 'HEADSTART' invites for an interview (without CV) only those, who provide confidence, who have been seen in real working conditions. Almost all the time they are responsible colleagues who have part-time jobs, who replace you in case you are ill, or former classmates who were engaged in your university projects and who take words right out of your mouth. The most important characteristics are: taking the business seriously, responsibility and creativity in dealing with problems.

Who has passed is invited in the Moscow office to work on the program. This is the most stressful and not normalized process, including the constant elaboration, the sales process, work with the teenagers and their parents. High level of responsibility, permanent involvement in the process eliminates unstable employees.

After working in the Moscow office, each member of staff works 'in field', that means, everyone should take part in the program (camp with children and teenagers), which we create in office. There each employee is a mentor, friend. Such person should be not just a specialist in some sphere, but also the great personality with interests, point of view, broad knowledge in different areas, which can be shared. The 'Last interview' is on the program by children. They determine with the great accuracy with what person it's

interesting to talk and just be near. 'In field' mentor HEADSTART is the representative of the company, its beliefs and mission.

Advantages of such staff recruitment: person, who has gone through all these steps is ours. There is no doubt for his/her loyalty to the company and its beliefs.

Disadvantages of such staff recruitment: the amount of the 'incoming' people isn't enough, that's why sometimes, the percentage of the 'remained' equals 0.

Challenges, which we face: it's complicated to find people, who would believe in our ideas as sincere as we. (We believe, that it's possible to change the world only by changing the way of thinking and environment.) That's why, the major part of the staff (80%) leaves the company after the realization of the first project. People are scared by the rhythm of work, which is typical for startups and other active-developing businesses.

Conclusion, that we've made: employees is our company. It's very important to choose 'right' people. To make the level of 'incoming' people higher, we should create the community, where everyone would like to work and just be. That's why we do coach sessions, organize events for all the staff. In the personal social networks, we can see the hashtags #idontworkilivethisway, #idontworkiliveforit.

3. Evolutionary purpose

Setting up the organization, co-founders have chosen for the mission the idea of the changing the system of education in Russia. New methods of education, invitations of the speakers to exchanging experience, practical part of the program – all these was made for achieving this mission. As a result of the first Summer Camp in 2017, we have found out that, in reality, all our work changes the type of teenager's thinking. (participants of our program). Of course, the program has educational effect, but it's eclipsed by the internal changings of the participants of the program. So, the organization as a living organism in the working process has replaced its mission. The new company big aim is to recreate the paradigm of thinking of the raising generation from the passive-aggressive to positive-proactive, development of the entrepreneurial skills.

Challenges that we face: How can we see the whole picture? How can we understand where to go and what is really important? How can we influence on the world?

Conclusion, that we've made: sometimes, the right decision is to stop a day-to-day work, to gather together and to make the strategic session out of the city to understand the reasons why we work and for what. The search of the mission has motivated to go forward and to speed the rhythm of work.

Conclusion

We live in the VUCA-world (Volatility, Uncertainty, Complexity, Ambiguity). In this case, we must consider that, the state of chaos and the uncertainty, which causes the discomfort and hinders achieving goals, becomes permanent. In the 21st century there are more changes in the world in a month than there were in the 20th century for a year. Soft skill, which is advised by HR-professionals to develop is tolerance to the changes. It's flexibility, multiplied by innovative thinking and resilience.

'We must run as fast as we can, just to stay in place.' This phrase from the book 'Alice in Wonderland' of Lewis Carroll describes the modern situation with a scaring accuracy. Organizations need to monitor the innovations and introduce them as soon as possible to just keep the lights on. Here the Teal organizations (living organisms) are in the most advantageous position. Such type of internal culture allows them to differentiate from the competitors and establish rules.

THE ROLE OF EQ IN LEADERSHIP AND GROUP FORMING

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Abstract. Nowadays evaluation of humans' intelligence and points of a great leader have become a crucial issue to learn. Once we asked a classmate about her recent break up with a young man who fell in love with another young woman. Our question was followed from her side by a long story about how fierce the conversation was, how terribly relations were crashing. Time passed, and we asked one more time, so she began to say that she really likes her independence now. "I do not think about him anymore – I do not care about him." She said. But right after these words her eyes filled with tears. This paper is about the recognition of those "hot" emotions, their nature and how they are connected with effective leadership.

Keywords: Marketing Management, EQ, Emotional Quotient, IQ, Intelligence Quotient, Group forming, Leadership.

It is very important to understand that emotional intelligence is not the opposite of intelligence, it is not the triumph of heart over head – it is the unique intersection of both.

*David Caruso, Professor of Department
of Psychology of Yale University [11]*

In order to identify what the EQ (Emotional Intelligence) is once we asked a classmate about her recent break up with a young man who fell in love with another young woman. Our question was followed from her side by a long story about how fierce the conversation was, how terribly relations were crashing. Time passed and we asked one more time, so she began to say that she really likes independence now. "I do not think about him anymore –

I do not care about him.” She said. But right after these words her eyes filled up with tears. Thus, each person has two minds: one thinks, and the other feels.

Our observation claims that everyone experiences and relates to feelings and emotions. “Emotions contain valuable information about relationships, behavior, and practically every aspect of the human world around us” [9]. According to that, we can assume the intelligent use of emotions may be beneficial for leaders in achieving success.

Let us face some facts about IQ and EQ first. “The calculation of the level of human’s IQ is the main thing that can tell everyone about his abilities and possible future achievements” [12].

In a nutshell, IQ tests are designed to measure your general ability to solve problems and understand concepts. This includes reasoning ability, problem-solving ability and ability to perceive relationships between things and ability to store and retrieve information. IQ tests measure this general intellectual ability in a number of different ways. “IQ scores are used for educational placement, assessment of intellectual disability, and evaluating job applicants. Even when students improve their scores on standardized tests, they do not always improve their cognitive abilities, such as memory, attention and speed” [2]. There is a high positive correlation between IQ and success in school and the work place, but there are many, many cases where IQ and success do not coincide.

As for job applications and workflow “the prevailing view among academicians is that it is largely through the quicker acquisition of job-relevant knowledge that higher IQ mediates job performance. This view has been challenged to find out if “the current applications of IQ-reflective tests allow individuals with high IQ rates receive greater access to developmental resources, enabling them to acquire additional capabilities over time, and ultimately perform their jobs better” [3]. In general, this statement led us to the hypothesis that people with high IQ are ideal performers, and people with a high degree of EQ are innate leaders.

Many people all over the world still really believe this statement about the IQ, although in the middle of the 90s psychologist Daniel Goleman suggested that Emotional Intelligence Quotient (or EQ) might actually be more important than IQ. Nowadays, psychologists even believe that trivial

standard of measuring the intelligence is too narrow and cannot encompass the full range of human abilities and intelligence.

According to Donald Phin, an employment consultant and a contemporary EI researcher, EI can also be viewed as a self-oriented ability and as a people skill in the following way:

Personal competencies:

- Self-awareness (knowing one's internal states, presences, resources, and intuitions).
- Self-regulation (managing one's internal states, impulses, and resources).
- Motivation (emotional tendencies that guide or facilitate reaching goals).

Social competencies:

- Empathy (awareness of others' feelings, needs, and concerns).
- Social skills (adeptness at inducing “desirable responses”) [12].

This approach can be graphically represented in the following chart that also describes what personal abilities are being measured (follow appendix 1).

Howard Gardner, the psychologist, for example, has suggested that intelligence is not simply a single general ability. Instead, he suggests that there be actually multiple intelligences and that people may have strengths in a number of these areas [5].

Instead of focusing on a single, general intelligence, some experts believe that the ability to understand and express emotions can play an equal if not even more important role in how people fare in life [9].

In fact, scientists emphasize that in the present changing environment, the use of EI by leaders will lead them to achieve greater success. EI of the leaders will influence the accomplishment of the organization as it could create a better work environment through the proper use of emotions [6]. Furthermore, EI was found to an important factor in creating a successful work environment [4]. It was stated that leaders’ emotions are positively linked to good leadership attributes such as leaders’ effectiveness, positive chain reaction, less burnout and good performance outcomes [8]. This idea has attracted many people in the business world. However, through the literature reviews, it is found that there have been many debates on the importance of good use of emotion [10]. A thorough literature review would

be beneficial to clear some lights on this matter. Thus, this literature review is done to highlight the links between emotions and leadership. With the understanding of the importance of emotional competency on leaders, further attention could be given to the emotional aspects of leadership in future studies. To support this point of view there is one interesting fact that as countries change their economies from a machine-based industry to a service-based industry, EI has been seen as an essential factor in the workforces and considered as a critical aspect of human resources [1].

Emotional intelligence, in its turn, is an awareness of your actions and feelings – and how they affect those around you. It also means that you value others, listen to their wants and needs, and are able to empathize or identify with them on many different levels [10].

Studies have shown a useful link between EI and leaders in the workplace. For instance, the integration of the cognitive and emotional aspect would result in better decision making as leaders approach the problems more holistically [8].

Thus, using this knowledge HR specialists who questioned the formula of satisfied and happy staff found out that the most effective bosses are those who have the ability to sense how their employees feel about their work situation and to intervene effectively when those employees begin to feel discouraged or dissatisfied. Effective bosses are also able to manage their own emotions, with the result that employees trust them and feel good about working with them. In short, bosses who manage with emotional intelligence [3].

Good leadership skills are crucial in the workplace and play an important function in shaping the success of an organization. However, to be successful, leaders require some emotional capabilities. Hence, it is suggested that the social and emotional competencies should be instilled to achieve the most effective leadership approach, which is the transformational leadership style. In fact, emotional capabilities have been considered as an important aspect in motivating workers and in establishing rapport in team members [1]. Purported that EI is important in a leader and would increase the effectiveness of a leader.

Many people recognize a leader by decisions he/she makes. Many researchers agree that the key to good decision making is to employ both thinking and feeling in one's decisions [5]. Positive moods and emotions

seem to help decision-making process. People usually use EQ experience positive emotions so they are more likely to use heuristics to help make good decisions quickly. Positive emotions also enhance problem-solving skills so that positive people find better solutions to problems [7]. Everybody knows that negotiation is an emotional process. Being aware of emotions and moods of oneself and others can help manage stressful situations and improve conflict resolution. Active listening techniques and reading non-verbal cues to recognize and understand emotions are elements of both EI and successful negotiations. Effective leaders rely on emotional appeals to help convey their messages. When leaders feel excited, enthusiastic, and active, they may be more likely to energize their subordinates and convey a sense of efficacy, competence, optimism, and enjoyment [9]. Therefore, successful leaders are also emotionally intelligent.

In conclusion, as we have seen the importance of EI on leaders, special attention should be given to the development of leaders' emotional aspect.

It is undeniable that EI is a significant factor in effective leadership. Leaders could definitely benefit from the use of emotional intelligence as the ability to perceive emotions, assimilate of emotions, understand emotions and manage emotions are essential skills for leaders to manage their employees and control the workplace situation. Taking into account points of IQ and EQ there can be introduced "key EI concepts into colleges and universities can help recruit and retain students as well as accomplish the universities' mission of the advancement of knowledge, the pursuit of truth, the development of students, and the promotion of the general well-being of society" [3]. From our point of view, people with high level of IQ are great performers who are able to find new ways of solving different tasks. At the same time people who have strong EQ skills are native leaders who can support and motivate others to perform better and to show significant results.

Additionally, more studies should be done to evaluate the connection between emotion, leadership, performance, and other variables to gather more knowledge for better understanding on the effects of emotion on leaders.

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Appendix. Picture 1 – Evaluation of personal abilities

	Self	Social
Recognition	Self confidence	Empathy
	Emotional self awareness	Organizational Awareness
	Accurate self Assesment	Service Orientation
Regulation	Self control and trustworthiness	Influence and Inspirational Leadership
	Adaptability and achievements	Developing others and Building Bonds
	Initiative and Drive to success	Teamwork and Collaboration

HEALTH AND SAFETY IN THE HOSPITALITY SECTOR

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Abstract. In recent years, stringent food safety standards and strict hygiene regulations have been established to ensure that all food prepared and sold in the hospitality and catering sector, this article wants to show the importance of Health and safety and hotels, restaurants, cafes and catering outlets must enforce strict guidelines in the workplace and complete regular health and safety and hygiene checks.

Keywords: hospitality industry, health, safety.

Due diligence must be taken, not only to comply with health and safety law and HACCP principles, but also to ensure the safety of employees and consumers alike. According to the Food Standards Agency (FSA), cross-contamination is one of the most common causes of food poisoning. It happens when harmful bacteria are spread onto food from other food, surfaces, hands or equipment! Raw meat and poultry, and eggs, are more likely to contain harmful bacteria than other foods.

Extra Procedures Must Therefore

Extra procedures must therefore be put in place and proficient cleaning and handling practices can help to manage the risk of cross-contamination. Good personal hygiene practices help to prevent bacteria from spreading to food. Thorough hand washing is a priority, particularly before handling and preparing food. Personal protective clothing should also be worn to minimize the spread of dirt and bacteria and to prevent hair and fibers getting into food. Within the hospitality and catering sector, professional health, safety and hygiene training for staff will result in a safer working environment, which is ultimately better for business! Food allergies are a major cause for concern

and it is extremely important to check all the contents of a dish if asked by a customer who has a food allergy. Accurate and up-to-date ingredient information must be displayed and regularly checked. Effective cleaning regimes should also be observed, recorded and reviewed so that the cleaning schedule is thorough and strict standards are sustained. Additional data also needs to be recorded, particularly with regards to temperature control, chilled storage and displaying chilled food. Food with 'use-by' dates, cooked dishes and other ready-to-eat food has a limited shelf life and needs to be carefully monitored.

Employee Health and Safety in Hospitality Industry

As a labor-intensive industry, the hospitality industry is always full of quantity employees and employee issues. The human resource management in hospitality industry should focus more on employees themselves. But depending on many recently cases, the existing circumstance or current status is that those practitioners in hospitality industry are suffering a low level protection and ignorance by human resource management.

Recently, many researchers are trying to find the solutions for those problems in human resource management method. Employee's health and safety is the key to management the employees well. There is no reason to ignore employee's health and safety protection in working place. The human resource management in each hotel and restaurant should lead employees from the influences by no matter the environmental problem or their individual problem.

Many hotels management always ignore the protection of employees in work places. This is the most significant issue of those employee health and safety issues. Injuring in working places caused employee's health and safety without protection. Employees in many hotels didn't have enough protection by the hotel operators and investors. In no matter the budget hotels or luxury hotels, many F&B facilities and staff only places can be the potential unsafe factors. Although many hotels have a magnificent lobby and a lot of shining dining rooms, the back of the house always too horrible to look at.

The Absence of Training

An incorrect training or misleading direction is also fatal for employees especially those employees who work on the first line of a restaurant or F&B

dept. in a hotel. Without correct and appropriate training, the employees can easily get hurt by the equipment. Scald, incised wound, fire burn, these common injuries happen in the kitchen almost every day. Chef Chiang, the executive chef of Shanghai EXPO 2010 Staff Dining No. 6 (operated by Shanghai Tripod Catering Co., LTD.), made a comment of employee's safety situation of the kitchen of the dining room. He reported that there have so many employee's injuries covered almost all the cooks and sous chefs in such a large kitchen during the operating days. Those injuries are typically scald, incised wound and fire burn and mainly caused by the absence of training. According to Chef Chiang, many cooks came from the students of high schools. They do not have enough and appropriate training before they start to work. They just transfer from the school to the kitchen directly without any safety training program. He complained the company did not train those trainees in time.

But the situation is totally different in Aramark, the company offered food and beverage service for The Olympic Games Beijing 2008. Aramark has a complete and feasible procedure for employee training to protect employee's safety in food production by using appropriate and effective method. Mr. Mitsuhiko, a supervisor of Aramark who was working at the FOH line to management those first line employees. He required every employee obey the rules strictly and gave them formal trainings weekly. Compare to Aramark, the largest international food and beverage service company, Shanghai Tripod Catering paled so much. The fact is that the excellent training may cost a lot of money. So, the small companies cannot afford the training costs. That is precisely why there are so many employee injuries caused by the absence of training in hospitality industry.

Violation of Human Rights

It is no pure work place in the business world. Nobody can make sure his/her hotel does not have the occurrence of violation of human rights. In hospitality industry, this kind of issue usually happens in some specific work places such as kitchen and dark corners. Bullying in the workplace has received increasing attention over recent decades and continues to be an area of concern for both researchers and organizational practitioners. From a practical perspective, concern about workplace bullying has led to the

development of bullying policies within individual organizations as well as interventions by unions, mental health organizations, government and other non-government based bodies. (Bryant, Melanie; Buttigieg, Donna; Hanley, Glennis, 2009)

Kitchen is usually a very busy work place where is filled with chefs, cooks and also trainee cooks. The new cooks who do not familiar with culinary may always being put upon by their chef. Sometimes they may suffer a curse with dirty words. But some chefs without a good personality may injure the cooks by beating.

Government Functions

Government functions are to strengthen supervision and inspection on the employers. The government should have to supervise the statuses of those companies frequently to make sure the law can be implement in time and accurately. The supervision and inspection of the government must lay restraints on company's action appropriately. Those companies who did not obey the law or being complaint by the workers should be punished by the government and compensate the rights of those workers. As an administrative party, government stands at a special position of the law, employers and employees. The duty of the government should be explained as the following items:

- a) to guarantee the efficiency of the law;
- b) to regulate the public order of the labor;
- c) to protect the right of the laborers in an administration method;
- d) to coordinate the relationship between the employees and employers.

Conclusion

Effective management and regular food hygiene checks are imperative for food safety. All hospitality and catering businesses therefore need to maintain up-to-date and accurate safety records. Health and Safety Due Diligence Diaries are designed to enable businesses to efficiently record all compliance activities, as well as to easily introduce new health, safety and hygiene procedures.

By this article of employee health and safety in hospitality industry, this paper summarized and discovered several employee health and safety in

detail. It can be found that the essential theories of the employee health and safety protection are to show concern to the employees, to complete the structure of the work place, to follow the requirements based on the laws or regulations. With the continuous develop of society; the methods of human resource management in solving problems in the work time and place are increasingly significant for an international hotel company. The hospitality employers should strengthen their management and administrative ability. Focus on the big picture of hospitality industry, the employee health and safety protection of human resource management in hospitality industry also has a long journey.

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SOCIO-PSYCHOLOGICAL BASICS OF LEADERSHIP AS ONE OF THE CRITERIA OF SUCCESS IN THE HOSPITALITY INDUSTRY

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Abstract. In this article analyzes the leadership qualities necessary for successful management in the hotel industry.

Keywords: leadership, hospitality, success, management, service.

Relevance

The modern industry of hospitality consists of numerous and various forms of business, which, as a rule, specialize on reception and service of guests that directly is rendering services.

According to the International Labour Organization (ILO) in the world, 7 of 10 people are occupied in a services sector. It emphasizes the huge competition in a services sector and in particular in the industry of hospitality. In spite of the fact that the number of the people involved in a services sector is so great that not everything has leadership skills which necessary for achievement of success. Desire to be the leader inherent not in small number of people. However, only one desire and even efforts on its realization is not always enough. First of all, as the leader of people, person has to be apprehended by members of the group. What is the reason of similar perception? Why in one of members of group of the colleague are inclined to see the leader, and in other – no?

Purposes and tasks

Reveal leadership skills which are necessary for management in the hotel industry by help of sociological research. Offer the standards that, in our opinion, the leader should have in the industry of hospitality.

Results of research

Leadership is a process of the organization of work in group where the leader is the person to whom listen acts and trust. As a rule, leaders share on:

- 1) the assigned leader (formal);
- 2) selected by group (informal). This type of the leader has no powers, he is the equal participant of group to which opinion the collective for any of several reasons listens.

If to carry out this restriction to the industry of hospitality, the formal leader can be the link “manager”, while informal leader in an average link can be, for example, the assistance of hotel.

From the point of view of growth of efficiency of collective it is most reasonable when the head is at the same time both (formal) and selected (informal) by group leader, that is the leader assigned the manual not only from a legal point, but also with practical. The leader which opinion the collective listens.

Therefore, in our opinion in modern realities of the industry of hospitality it is important to person to show leadership skills, for example:

- be able to think independently;
- be purposeful;
- have high spirituality;
- show oratorical qualities;
- possess erudition;
- remain fair in all situations;
- be resistant;
- have high diplomacy;
- be able to work with people;
- be charismatic, etc.

In addition to our opinion for removal of objective results in this article, we have conducted sociological research (poll) where 100 employees of an average link have been polled (on 20 employees from each object of placement).

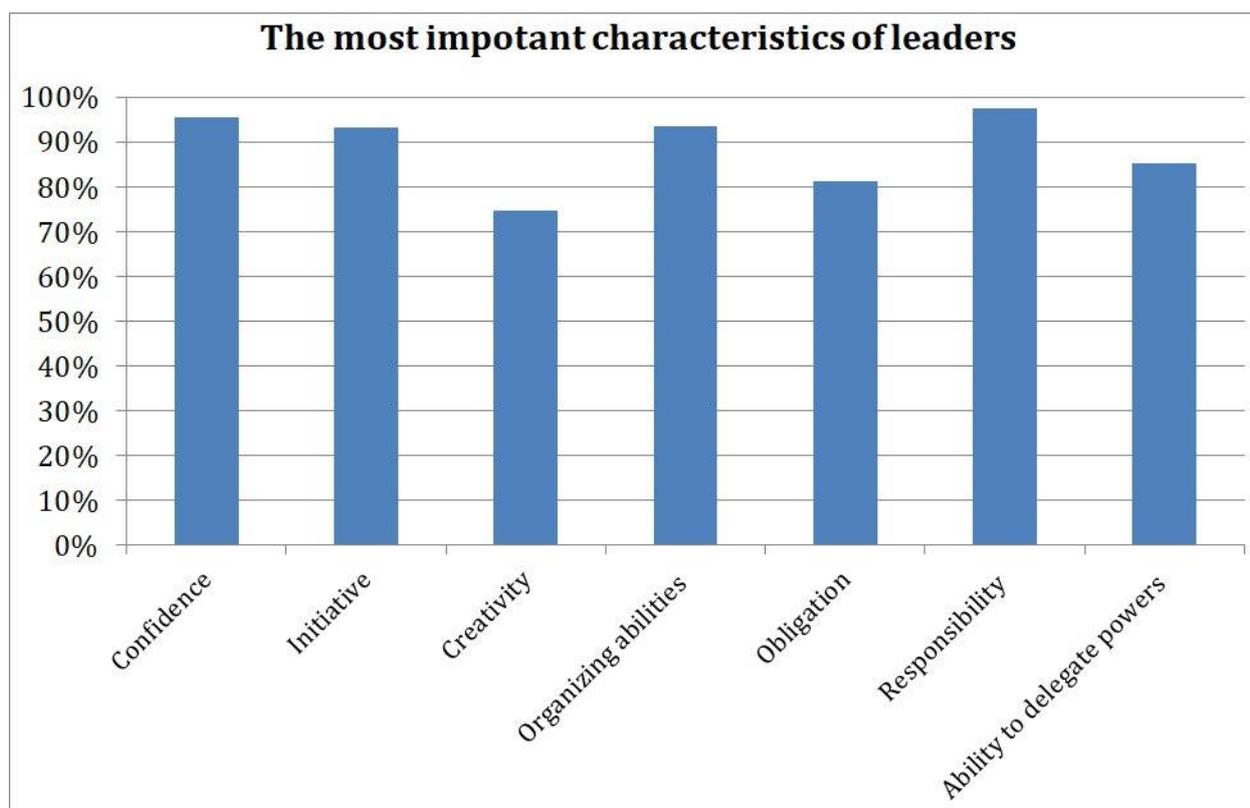
Assistants of hotels of the city of Belgorod has taken part in poll:

- 1) business hotel «КОНТИНЕНТАЛЬ»;
- 2) hotel «Белгород»;
- 3) hotel complex «Аврора»;

- 4) congress hotel «Амакс»;
- 5) “Hotel Voyage”.

The personnel of hotels was offered to note the most significant leadership skills that are necessary for the hotel manager as first priority.

By results of poll respondents have defined the most significant leadership skills the industries of hospitality necessary for the leader. The results are shown in a percent age ratio.



The most significant leadership skills by results of poll have appeared:

- 1) Responsibility – 97,60%;
- 2) Confidence – 95,70%;
- 3) Organizing abilities – 93,60%;
- 4) Initiative – 93,20%;
- 5) Ability to delegate powers – 85,40%;
- 6) Obligation – 81,20%;
- 7) Creativity – 74,80.

After poll among participants training on identification of the leader in collective by way of game under the name “Travel by a Balloon” has been provided. Each member of team selects to himself a profession (the doctor, the engineer, the teacher, the artist, etc. one participant – the observer).

All players are offered to represent that they have appeared members of one crew by a balloon. The sphere starts falling and there is not enough time until when it falls in the sea. That it has not occurred, someone should jump out of a basket. The group should make the common decision on the one who will jump from a basket, proceeding from the one who from them will be less useful if the balloon lands on the desert island. After completion of discussion there is an evaluation of the work of group. The expert reports the supervision on the discussion course: use of weighty arguments, arguments in protection of profession, ability to listen each other, “authoritative manners”. This training has helped to reveal potential leaders of collective.

Conclusion

Summing up the results of our research, we can tell that before the leader of the industry of hospitality, as well as before leaders of other industries. The main task of leaders is to rally collective, to force to believe that they the best, to lead them, to realize dreams in reality, to be the locomotive of collective which any minute is ready to pull all for itself to new calls, to new victories.

However modern realities are that often in practice in the industry of hospitality the leaders who are only “formal”, not having real skills of leadership, differing in passivity and an inefficiency of the carried-out work meet. In our opinion, the need for the competent and deeply thought over mechanism to development of social and psychological bases of leadership of the true leaders allowing bringing up is generated today.

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Аннотация. В данной статье проведен анализ лидерских качеств, необходимых для успешного управления в гостиничной индустрии.

Ключевые слова: лидерство, гостеприимство, успех, управление, услуга.

VOLUNTEERING AS AN INSTRUMENT FOR DEVELOPING LEADERSHIP AND TEAMWORK

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Abstract. In accordance with the Concept of Long-Term Social and Economic Development of the Russian Federation until 2020, voluntary activity is a priority for the development of social and youth policies [1]. Volunteering is determined to be one of the main instruments for the formation of a responsible person who is able to make independent decisions and strive for new creative ideas.

The study of the conceptual apparatus of “leadership” and the social significance of volunteering was based on the works of domestic and foreign authors: J. Kotter, A. M. Vetitneva, S. V. Cheremshanov, M. S. Kruglova, S. R. Filonovich, A. N. Zankovsky and others.

Logic, generalization and observation were applied as methods of research.

Keywords: leadership, volunteering.

There are several approaches to determining leadership. The first is political, dominant in the XVI–XX centuries. The development of this approach was laid down by N. Machiavelli's famous book *The Emperor*, written in the 16th century [2].

From the point of view of the sociological approach, scientists of the 20th century singled out democratic and authoritarian styles of leadership.

The democratic leader was characterized by such qualities as friendliness, respect, delegation of authority and responsibility, creating an atmosphere of cooperation. Authoritarian leaders sought to concentrate power in their hands, so they gave strict instructions, single-handedly defined goals and formed groups of performers, demanded the unconditional fulfillment of tasks.

Modern authors differently interpret the essence of leadership. Let us single out two opposite definitions:

1) leadership is a set of techniques and methods used to influence people in subordination. Leader in translation (English Leader) – presenter, head [4, 5];

2) leadership is the ability to see perspectives and opportunities, the speed of adaptation, inspiration, passion, the desire for novelty and the joy of victories, and not just the organization of work, budgeting and reporting on the fulfillment of the plan [6, p. 35].

One of the most important factors determining the functions of a leader is culture – the basis of leadership depends on the values that are formed in a particular situation.

What does volunteerism really represent and how does it relate to the notion of “leadership”?

So, volunteering is a person's voluntary activity, which is aimed at solving socially significant tasks, not related to getting a reward, but aimed at satisfying the needs of the highest level [7].

Volunteering is becoming more and more popular all over the world every year, uniting a huge number of young people, and not only because there is a separate category called “silver volunteers”, where elderly people are gathered.

In the conditions of constant reforming of the leading spheres of vital activity of modern society, the support of the volunteer movement on the part of the Russian state plays a special role in the country's stable social development. The volunteer movement in Russia is not only developing as part of the worldwide trend, but also has its own milestones. Prospects for the development of volunteerism are discussed in Russian society, government bodies, among experts, experts and beneficiaries. Volunteer activity has the potential to transition from a fragmentary and episodic state to a permanent, stable civic position. As the state support for the activities of volunteer associations increases, their number increases.

According to the World Giving Index 2012, Russia entered the top 10 for the first time and rose to 8th place among the 153 countries that are leading in terms of the number of volunteers. In Russia, there are 21 million people involved in volunteerism [8].

Today it is extremely difficult to find a sphere of life in which volunteers are not involved. Modern classifications of types of volunteering are mostly based either on the direction of the activity or on the volunteer's belonging to the group or organization (Table 1).

Table 1 – Classification of types of volunteering [9]

Type of volunteering	Examples
<i>1. The direction of the activity</i>	
Social	Assistance to children, the elderly, veterans, disabled, large families affected by natural disasters or social catastrophes, etc.
Ecological	Realization of actions on cleaning, improvement and gardening of territories; help animals, nature reserves, the zoo, etc.
Cultural	Assistance to museums, theaters, libraries and other cultural institutions; work with tourists; participation in the restoration of monuments, etc.
Eventive	Participation in various kinds of events: cultural, sports, educational, military-patriotic, official, etc.
<i>2. Belonging to a group or organization</i>	
Religious	Carrying out of actions with attraction of parishioners of church, etc.
Corporate	Volunteer activity of managers and employees of state and private companies.
Family	Holding a day off together with children from the orphanage, participation in the subbotnik, etc.
Volunteering of pensioners	Professional assistance, assistance to the needy at home, care of patients, work in hospice, etc.
Inclusive	Volunteer activity of people with disabilities (remote assistance via the Internet, etc.)

Since volunteer activity does not bear any monetary compensation, a logical question arises: “Why do so many people around the world not only participate in various activities as a volunteer, but also devote their lives to volunteering?”

In fact, people become volunteers for absolutely different reasons:

1. A noble idea – it reflects the principles and importance of the activity.

2. Psychological need – most people tend to make this world better, and also to benefit society.

3. The need for communication – it is vitally important for a person to realize this need, and volunteer activity unites people by interests.

4. Search for new opportunities, travel – volunteering provides a storehouse of vivid impressions and knowledge, you can visit places where the financial component did not allow you to get out.

5. Self-realization is an opportunity to improve your career. As a volunteer, you can establish new connections and develop new professional qualities.

6. Learning a foreign language – volunteering is an incredibly effective method of learning any foreign language, because the opportunity to choose a certain country and a program where you can improve your knowledge by immersing yourself in the language environment.

7. Participation in good deeds – volunteer work involves participation in solving social or environmental problems, which is an additional motivation and an opportunity for self-realization in society.

Having researched the main motives of volunteer people, we can say confidently that volunteering is an excellent chance for people of different ages to expand their knowledge in many areas, the opportunity to see different countries with their unique culture and customs. Volunteers also have a unique opportunity to get to know people with whom their future may be connected. In addition, the effectiveness of the development of volunteerism directly depends on the ability of volunteers to work in a team, because due to a good team, you can achieve your goals as quickly as possible. Since volunteer activity attracts more and more people every year, I say with confidence that the future is for volunteers who are ready to help in any situation.

The above points made it possible to understand that volunteer activity brings only benefits for society. But in order for a group of volunteer people to work together, the team needs a leader. Here we are confronted with the notion of “leadership”.

When we mean volunteering, we don't talk about a head, because volunteers are not workers, but we mean a leader as a person who can organize a team so that everyone can feel needed and give him the opportunity to make his own decision.

The leader's ability lies in the responsibility for the result of the team and the support of a comfortable microclimate. In order to effectively coordinate the work of the volunteer group, as a rule, it is necessary to appoint a “team leader”. Leadership powers also consist in displaying strong personality traits, the ability to eliminate conflict situations, especially in case of eventful volunteering.

The management of volunteer programs includes the following stages: needs assessment and program planning; definition of duties; attracting volunteers; interview and signing of the contract; introductory course and training; Supervision; confession; evaluation. Making signing an agreement with volunteers is often signed for event volunteering. The main prerequisite for effective management of volunteer programs is a professional, respectful attitude towards volunteers. It is characterized by the following criteria: acceptance – volunteers are welcome; respect – it is recognized that the volunteer contributes to the development of the program.

Thus, today volunteering is the most powerful social movement, rapidly developing in most countries of the world. It has its own historical features, principles, conceptual apparatus and legal framework, and is widely used in various spheres of society.

The number of volunteer initiatives is growing, but the success of volunteer programs largely depends on organizational aspects and understanding of the effectiveness of technology. It is necessary to strengthen the program of leadership development in volunteer organizations, because little attention is paid to the principles of internal organization of volunteer associations in Russian science.

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**RADISSON HOTEL GROUP.
HOW A STRONG TEAM MAKES CLIENT'S DREAM
COME TRUE**

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Abstract. The article analyzes achievements of Radisson Hotel Group in terms of management and team creation, explains company's principles of leadership and describes the way in which Radisson Hotel Group builds a strong team.

Keywords: Hospitality industry, leadership, Radisson Hotel Group, team creation.

In the modern world people do not stay in the same place for a long time. A great number of opportunities lets them travel from one destination to another without any trouble. The aim of their trip could be different: vocation, business trip, meeting or conference. In every situation people look for a place which not only let them meet their goals, but also does that in the most comfortable way. This place is a hotel where people settle down during their journey. It should be emphasized that people's overall impression of their trip is closely linked to the place where they have stayed. Of course, comfortable accommodation and the appearance of the hotel play an important role, but it should be remembered that service also stays in a client's memory. Therefore, every business in hospitality should pay a lot of attention to its employees, their development and trainings. The staff is the "face" which has to make a positive impression on clients to give them reasons to come back. That is why hotels should focus on the continuous improvement of their administrative and service staff.

An international organization, Radisson Hotel Group, has achieved excellent results in terms of their staff. This company is a one of the largest

hospitality companies in the world. Radisson Hotel Group owns more than 1400 hotels, 1151 of which are in operation and 272 are under development. The hotels of this company are located almost in every country in the world. More than 500 hotels in Europe, Africa and Middle East, 700 hotels in Americas and 200 hotels in Asia Pacific. Radisson Hotel Group have hotels in several cities of Russia such as Moscow, Chelyabinsk, Sochi, Kaliningrad, St.-Petersburg, Novosibirsk, Kazan and Rostov-on-Don. Radisson's brands include: Radisson Blu, Radisson Collection, Radisson, Radisson RED, Park Plaza, Park Inn by Radisson, Country Inn & Suites by Radisson, Prizeotel etc. In 2017 Radisson Blu became the largest upper upscale hotel brand in Europe. At the moment the number of employees of the company is more than 95000. Hotels of Radisson Hotel Group offer not only accommodation, but also organization of different events and programs. For instance, in 2017 during the third Winter Military World Games, Radisson Blu Resort & Congress Centre in Sochi was a head quarter for International Military Sports Council. Also, hotels hold smaller events like weddings or team building programs.

To show the situation in the company I would like to make a SWOT analysis which reflects strengths and weaknesses of Radisson Hotel Group, opportunities of this company and threats which it faces (Table 1).

As we can see, Radisson Hotel Group has a lot of advantages which let it compete successfully and enter new markets. The company also have a possibility to deal with its weaknesses by using its opportunities. For example, by using its bonus programs, company can make hotels affordable for people with average income. Furthermore, Radisson Hotel Group is able to build new hotels in a growing market in Africa, where the company can offer its excellent service for new customers. It is safe to say that Radisson hotel Group is going to use all these opportunities and will continue to grow. Moreover, the company will maintain the level of service. The number of hotels will increase as well as the number of workers. That is the reason why the need for staff trainings and good management is fundamental for the company. I would like to elaborate on this topic.

Employees of the hotel are the basis of this business. As I previously mentioned, staff influences on clients more than everything else. Employees should stick to the standards of behavior, be polite and courteous. The team

of a hotel ought to work as a single entity, adapt to a rapidly changing environment and be always ready to help clients with any trouble. The statistics on a booking.com shows that the average rating of employees in hotels of Radisson Hotel Group is 8,7. This is a very impressive result. How has the company achieved this? I would like to get this straight. Thus, I want to start with some principles which managers of Radisson Hotel Group follow while they work with staff. Moreover, I would like to add some principles from myself which I think should be taken into consideration.

Table 1 – SWOT analysis

<p style="text-align: center;">Strength:</p> <ol style="list-style-type: none"> 1) Dynamic growth of the company. More than 1000 hotels in more than 100 countries and the number is increasing; 2) Positive feedback from clients and staff; 3) Brands in different price segments; 4) The company has a lot of positive reviews on service. High rating on booking.com, ozon travel; 5) Radisson Rewards program which offers exclusive sales; 6) Environmental certification Green Key; 7) “Yes, I Can” philosophy 	<p style="text-align: center;">Weakness:</p> <ol style="list-style-type: none"> 1) Fierce competition leads to limited market share. The main competitors are: Marriott International, Hilton Worldwide, Four Seasons Hotels Corporation etc. 2) The brand comes with an idea of being expensive
<p style="text-align: center;">Opportunities:</p> <ol style="list-style-type: none"> 1) The emerging market in Africa; 2) People are looking for new places for their journeys 	<p style="text-align: center;">Treats:</p> <ol style="list-style-type: none"> 1) Political situation in the world do not let tourism develop; 2) A negative influence of a terrorism on tourism

First of all, I find it necessary to mention the ideas of Michel Stalport – the vice president of Radisson Hotel Group in Russia. He has been working in the company for 23 years. New offices of the company in Moscow and

Paris were opened under his leadership. I would like to emphasize that staff turnover under his authority is very low and employees are satisfied with their jobs. Michel Stalport thinks that a leader should continuously develop communication with employees and monitor if they are pleased with their work. He suggests that managers should follow these principles:

1) *“A leader ought to help employees to reach their goals”*

A manager should set up a task which an employee can deal with. Moreover, they should assist in solving problems, for example, by counselling.

2) *“Delegate responsibilities”*

Trust plays an important role in a relationship “Manager-employee”. When a leader delegates responsibility, he shows that he believes in his subordinates and he is ready to rely on them. In that case a manager not only motivates an employee, but also gives him or her an opportunity to develop.

3) *“To eliminate obstacles in employee’s communication”*

A good leader should have good relationships with the staff. He has to show that all employees can communicate with him regardless of their position. A leader should welcome his subordinates, talk with them during a break and say goodbye to them at the end of the working day. By doing this leader show that they are concerned about their employees. Radisson Hotel Group has several programs which are aimed at teaching managers how to work successfully with staff. For example, the program “Performance Management Process” explains how to set the right task, monitor and motivate workers.

There are some principles which I think could also be useful for leaders:

1) *A leader should get rid of the routine in a workplace*

From my point of view, the routine is the worst enemy the manager or the employee fight with. Sooner or later, it appears in every work. It is necessary to find ways how to deal with that as it slows down the process and reduces motivation. A leader ought to cope with routine. It is impossible to make it disappear, but at least the life of employees becomes easier.

2) *A leader should forget about his desires*

Sometimes managers face a difficult choice between his or her wishes and the need to help an employee. For instance, the working day is over, and

the manager is going home, but his (her) subordinate is asking for help to solve a problem. If the leader says yes, he (she) will lose an hour or more of his personal time. What should the manager do? A perfect leader must know that his work is as good as the work of his subordinates, that is why the employees can always count on him/her.

Now, when it is clear how the leader should behave with employees, there is another question to be raised. How a manager could make a strong team from them? Radisson Hotel Group has solved this problem in several ways.

Firstly, it is important to mention “Yes, I Can” program which was developed by Radisson Hotel Group in 1995. This program still exists, but it has been changed a couple of times. It is an education program for employees. Nowadays it involves five main sections:

- Introduction in “Yes, I Can” – explanation of the specific conditions of hospitality industry;
- Section 1: Doing it Right – talking about situations which can happen in a workplace;
- Section 2: Making it Right – practical Part;
- Section 3: Surprise and Delight – workers communicate with each other, share experience. Including some interactive programs;
- Conclusion – summarizing.

After so many years “Yes, I Can” is no longer just a program, it has become a philosophy of Radisson Hotel Group, which unite all employees of the company. This philosophy says that all employees matter and every one of them could create an unforgettable memory of themselves for clients. “Yes, I Can” means to be positive, active, creative and to understand that even one person can change everything.

Secondly, it is important to note that Radisson Hotel Group often organizes parties for their employees, which are held in company’s hotels. These celebrations intend to reward the team of the hotel for their hard work, by the way, it is a good motivation for staff, but it is not the only reason. During parties, employees communicate in informal environment. They meet new people, getting to know each other better and just have a good time. Such celebrations develop trust between people, they start to believe that all employees have to cooperate to reach their goals. Radisson Hotel Group at

least has two programs like that: Oscar Night and A night of Shining Star.

In the end, staff of the company regularly participate in different social programs like an annual tree-planting event in Belgium. Of course, the main objective of this occasion is to show people that the company is socially responsible, but it could not be denied that during these events the company's employees spend a lot of time together working to achieve their goals. Therefore, I believe that occasions like that definitely affect the team spirit.

In conclusion, Radisson Hotel Group is a company which has achieved remarkable results in hospitality industry. We can see from the analysis that the company has many strengths as well as opportunities. Employees have played a major role in achieving such results. A clever approach to staff training, the organization of various events and programs aimed at bringing the hotel's staff together, contribute to the success of Radisson Hotel Group and strengthen its position in the market.

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THE IMPORTANCE OF TEAMWORK IN MARKETING: A CASE STUDY

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Abstract. This paper represents a short theoretical overview of the teamwork topic and a practical example of teamwork project writing in the marketing sector through creating brand. The results of a detailed analysis show that time management, efficient decision making, cooperation and trust are required in a successful team.

Keywords: leader, team, project, national park.

1. Project's background

Teamwork has an important role in today's business world in solving complex problems in industry through creating a synergistic work environment. Although people work together in companies, it cannot be said they work in a team, because there is a big difference between teamwork and group work. Teamwork [1] indicates on team members who are connected in such a way to contribute to the common goals, not only to their individual goals, create pleasant work environment, cooperate together etc. It has to be emphasized that teamwork is not strictly correlated to any special industrial sector. Some authors have investigated the use of teamwork in marketing [2]. In this case study, teamwork is applied in marketing as a way of creating a brand for a national park.

The subject of this paper is team's project: *Ecotourism implementation in the National park Djerdap in the function of sustainable regional development*. The project was written as a project idea for a national competition organized by the Development Agency of Serbia for teams which included professors and students in universities in Serbia. The main concept of the competition was to gather as many project ideas as possible

with the purpose to improve regional economic development. The competition was held in Belgrade (2017), the capital city of Serbia. After evaluating all of the 68 project ideas that arrived in the Development Agency of Serbia, this project was recognized as the winner in the category of the best brand solution.

The core idea of the project mentioned on the previous page was to define possible ways for improving business in National park Djerdap which is located in the Eastern part of Serbia and it represents the largest national park in the country [3]. Through detailed analysis of the current state in the National park, some of the measures for improvement were presented. The basic motive for this project was in applying systematic approach to solve problems. The solution was seen as an implementation of the ecotourism concept and a new ecotourism brand in the National park Djerdap using the most successful practical examples in the business world. The vision of this project was to provide support for the further preservation of many important national historical monuments, ecosystem and nature potentials. Also, these goals were followed by improving the living standard of the local people living near the National park Djerdap, developing SME's, establishing international cooperation and enriching tourist offer.

1.1. Team leader and team members

As stated before, the process of project writing was based on teamwork. The team included 10 team members, two team members were professors and eight team members were students. The team leader was selected based on his professional and work experience in the field of engineering management. The rest team members were engineering management students on different study levels (bachelor, master and Ph. D) and have various fields of interests. The basic principle for connecting previously mentioned group of people in a team was professional, based on their previous experience in the field of the project's topic.

The characteristic description of the team leader starts with his image as a formal leader. This goes with the explanation that during the first few days of the project the atmosphere in the meetings was very formal as team members were not chosen by friendship principle so it took some time to make every team member feel relaxed. In order to investigate the opinions of

all team members, a questionnaire was conducted. Likert's 5-level scale [4] was used in determining the importance of each factor in the questionnaire, where 1 is strongly disagree and 5 is strongly agree. The results of a conducted questionnaire show positive feedback about teamwork, where all groups of questions got very high evaluation marks (above 4.4). According to the results, the team leader showed respect to everyone and presented his ideas clearly. All team members could say their opinion, even if this could cause a positive conflict. The team leader had very good influential skills, he was very successful in inspiring the team to complete the shared goals and what is also important all team members agreed that he provided full support in tasks realization. His managerial skills were seen in planning and delegating activities. As the team leader his communication and negotiation skills were very important during team meetings. Strategic thinking and flexibility were expressed in order to finish the project successfully. Task allocation was based on a work delegation which provided great results because the atmosphere of trust and importance of each team member was built. On average, team meetings were held twice a week, sometimes more frequently, depending on the time and the complexity of the tasks. These meetings were used for discussing about previous results, current needs and future tasks. There was a great supportive team environment and this made each member feel like a part of the team, resulting in high level of motivation and creativity.

2.1. Teamwork developing

The process of creating a successful team is very complex and time-consuming. Choosing the right person as a team member takes a lot of responsibility and it is crucial for the future results of a project. The procedure of developing the team is presented in the following table 1.

Table 1 – Teamwork developing

Step	Time	Example	Result
1. The creation of the team	7 days	The team members were chosen on the basis of the previous researches in the field of the project idea	The team of 10 members was formed

Step	Time	Example	Result
2. Introduction. Adaptation. First conflicts	5–15 days	The team members were presented to each other; The project idea was analyzed	The team leader was chosen; the goals were defined; The project plan was constructed; Tasks and responsibilities were allocated
3. Creation of the values of the team	15–20 days	Through completing activities defined in the project plan and cooperation between team members, values of the team were established	Team values (trust, motivation, cooperation, sharing knowledge, etc.) were created and there were no negative conflicts
4. Working process	2 months 15 days	The working process was composed of many activities conducted through brainstorming and SWOT (planning, organizing, analyzing, controlling and concluding)	The project was written clearly with many graphics, explanations, analysis and conclusion
5. Evaluation	15–20 days	The evaluation was conducted every week and at the end of the project with all team members	The project was finished successfully, on time

Analyzing the table 1 it can be concluded that the most of the time team members were focused on working process. The working process was consisted of many activities which team members conducted together. It must be emphasized that the last step, evaluation, was very important during the project writing and in the end of the working process. In the following table 2 task allocation is shown along with the names of the team members and team leader. All of the described activities in the table 2 are connected with regional development of the Eastern part of Serbia, implementation of the ecotourism concept in the National park Djerdap and the creation of the new ecotourism brand.

Table 2 – Tasks allocation

	Function/Task Team members	Manager: Djordje Nikolic								
		I	II	III	IV	V	VI	VII	VIII	IX
1	Filling information about team members		X							
2	Developing the title of the project idea, its mission, vision and goals		X	X	X					
3	Conducting regional SWOT analysis		X							
4	Analyzing the potentials for regional development			X	X					
5	Planning the implementation of the ecotourism standards	X	X	X	X	X	X		X	
6	Planning the reconstruction of the infrastructure objects	X	X	X	X	X	X		X	
7	Planning education activities about ecotourism for the locals and the entrepreneurs		X	X	X	X	X		X	
8	Planning meetings with international partners	X	X	X	X	X	X		X	
9	Creating a budget plan	X								
10	Analyzing the potential impact of the project on the regional economic development	X								
11	Creating new ecotourism brand and slogan	X	X	X	X	X	X	X	X	X
12	Planning the promotion campaign					X				
13	Defining others important facts for the project implementation	X	X	X	X					
14	Evaluating the project									

The following legend is created for better understanding the table 2 (team members names): **I** – Aleksandra Fedajev, **II** – Sanela Arsic, **III** –

Ivana Velickovska, **IV** – Maja Stanujkic, **V** – Nikola Balasevic, **VI** – Ana Stanujkic, **VII** – Nina Ilic, **VIII** – Dijana Gavrilovic, **IX** – Dragana Dimitrievska. Based on the table 3 it can be concluded that all team members participated in completing different tasks and tasks 11 and 14 were finished with the participation of all team members. Having in mind that this project idea is the winner in the category “Best brand solution”, strong cohesion of the team can be seen. The next table 3 represents a detailed analysis of the project schedule.

Table 3 – Gantt Diagram

Tasks	Time							
	January		February			March		
	11 th -20 th	21 st – 30 th	31 st – 09 th	10 th -19 th	20 th -01 st	02 nd -11 th	12 th -21 st	22 nd -31 st
Filling information about team members								
Developing the title of the project idea, its mission, vision and goals								
Conducting regional SWOT analysis								
Analyzing the potentials for regional development								
Planning the implementation of the ecotourism standards								
Planning the reconstruction of the infrastructure objects								
Planning education activities about ecotourism for the locals and the entrepreneurs								
Planning meetings with international partners								
Creating a budget plan								
Analyzing the potential impact of the project on the regional economic development								

Tasks	Time							
	January		February			March		
	11 th -20 th	21 st – 30 th	31 st – 09 th	10 th -19 th	20 th -01 st	02 nd -11 th	12 th -21 st	22 nd -31 st
Creating new ecotourism brand and slogan								
Planning the promotion campaign								
Defining others important facts for the project implementation								
Evaluating the project								

Presented project schedule in table 3 describes the working process of writing a project. The time required for project writing was exactly 80 days. The most of the time in the table is devoted to evaluation of the project and analyzing the potentials for the regional development. Creation of a new brand took around 2 weeks; 3 weeks are spent on planning activities in order to improve business results in the National park Djerdap. After defining all activities which are going to be conducted when implementing the project, budget plan is defined as well as other important information for the project realization.

2. KPI and teamwork analysis

Having on mind that writing project idea which was described in the previous section didn't include any costs, evaluation of the key performance indexes was conducted through a small questionnaire which included a few questions about the decision making process, team member's satisfaction and time management. Likert's 5-level scale [4] was used in determining the importance of each factor in the questionnaire, where 1 is strongly disagree and 5 is strongly agree. The results show that decision making process was very efficient; the average evaluation mark of this element is 4,56 out of 5. According to the general team member's opinion, satisfaction with the teamwork is very positive with the evaluation mark 4,89 out of 5. Time management is evaluated as almost great with the average mark 4,67 out of 5. Solving conflicts is evaluated as perfectly with the average mark 4,89 out of 5 and all team members are satisfied with the achieved results.

According to the Belbin's team roles [5], the team was a combination of implementers, coordinators, monitor evaluators, specialists and finishers. Implementers were responsible for task organizing, coordinators for delegating tasks, monitor evaluators for controlling the project writing, specialist to provide knowledge in special fields and finishers to eliminate possible mistakes. There were no team members with only one role, which can be seen in complementary task realization. There were no negative conflicts in the team. But there were some positive conflicts when different ideas for tasks 5–8 shown in the table 2, were proposed as the best solution. The problem was solved throughout detailed analysis of each proposed idea.

3. Conclusion

This paper describes example of one successful team through analyzing the most important aspects of teamwork. Obtained results point out that good organization and task delegation lead to efficient work where team members are satisfied. From the results of the questionnaire it is evident that atmosphere in the team and collaborative work determinate how successful the team will be and what will be the quality of the project results. Further research based on this topic could include comparison of a large number of teams and detailed analysis of the key factors that have an impact on successful or unsuccessful teamwork.

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OLIVETTI: AN ITALIAN APPROACH TO TEAM BUILDING

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Abstract. The article analyzes an approach of a famous Italian entrepreneur to team building that was very successful. Olivetti proved that the increase of productivity is closely linked to the personal motivation of the worker, and to his/her participation to the life of the company. The author has identified the main directions of Olivetti's motivational policy as well as key elements of production process optimization and showed how they influenced the company's profits.

Keywords: model Olivetti, motivation, team building, “triple principle”, leader.

Introduction

The long and fascinating history of Olivetti is interesting under many points of view. The Olivetti company has been for many years among the excellence in international research, development and production of technological products; thanks to this company, Italy has been for several years at the forefront of information technology. The *model Olivetti* deeply innovated the very idea of the factory, of the organization and of the way of relating in the global competition; it is remarkable the innovation he brought in, creating a well design social-policy within the factory, which let workers feel safe and protected by the company and turning them into a family. The company was founded by Camillo Olivetti in 1908, and was by him, managed until 1932. The firm established itself as a valid typewriters manufacturer.

However, the most relevant period for the emergence of a true model of Olivetti is the next one, which coincided with the beginning of Adriano

Olivetti's direction, son of Camillo. In these years, Olivetti built and launched on the market many innovative products, including the Program 101, now considered the first personal computer ever made.

Who was Adriano Olivetti?

Adriano Olivetti was a luminary Italian entrepreneur, known above all, for his innovative method to approach the management, introducing a new utopian view. Adriano Olivetti was a very charismatic leader, a person with deep humanistic principles, he created a team, that deeply relied on him. “On us is the responsibility to make the factory a fair place that cares for the justice of each one of its members, is supportive of the goodness of their family, is thoughtful of the future of their children and is participative of the life of the local communities, which will draw from our growth economic nourishment and incentive to social advancement.” – Olivetti said [1].

The idea was as impressive as shocking for its simplicity: Encouraging employees to fully share their lives inside and outside the company, could lead to positive mood, abilities, skills, knowledge, self-confidence and optimism; improving the organizational performance and the overall quality of employees' lives. Adriano Olivetti could be seen as a groundbreaker of the work-life buoyancy and a luminary of the Work-Family Enrichment movement; because Olivetti had a real sensibility for the future, in fact he anticipated in several ways the fundamental principles of this movement that arose decades later. He wanted his managers to care about workers' personal and professional development, considering all possible initiatives, which could favor a positive integration between family lives and work. In his opinion, the company had a moral responsibility toward its employees, since through their physical efforts and intellectual contribution the company is able to flourish and develop. Consequently, the company have to do everything possible as a reward for workers efforts, for the stress it caused them and for the time it took from their family life.

Olivetti travels to America

In the mid-twenties Adriano Olivetti went for a trip to the United States. In the course of this journey, he visited the Ford company in Highland Park (Detroit), and the industrial complex Ford River Rouge (Michigan), in

that period the largest in the world. Olivetti remains vividly impressed by the *fordist* organization, which was the first to put in place the ideas on the scientific organization of labor of Frederick Winslow Taylor. The taylorism/fordism was able to get productive results considerably higher than previous models, thanks to the detailed analysis of the working methods; the exact calculation of production schedules; the incentives and also, as became evident very soon, the fragmentation of work into small repetitive tasks. However, during this trip to the United States, Olivetti captures the limits in the American system.

Olivetti's famous phrase was "If you judge people by their success in today's economic life, Americans are the most civil in the world. On the other hand, if they must be judged for their integration of quality thinking, of all those elements that distinguish barbarians from civils, Europeans, Italians included, are superior" [1].

Olivetti stood out from the original method (fordist), due to a greater attention towards the working conditions of the employees, always considered as human beings rather than production elements.

Capitalism with a human face

We can find two basic guidelines that have oriented the work of Olivetti with regard to the attenuation and in some ways also the overcoming, of the difficulties linked to the capitalist organization of the factory. The first is to look for an alternative system to the assembly line. In the 1960's, Olivetti began to experiment new models of organization of the work:

- to the workers were given more and diversified tasks in order to reduce the mechanical repetition;
- he also tried to assign more qualified tasks to each worker.

It was the beginning of a new organization, the so-called UMI (Integrated Mounting Unit). Here the workers were divided into small units responsible for the correct implementation of parts of machines, or entire machines. Each group had the responsibility for their own product, so they had to check the quality before sending it to a second group of work. The UMI allowed to enrich the work and the professionalism of the employees and gave excellent results from the point of view of production. To the overcoming of the assembly line, we must add the constant attention shown

towards the correct organization of working time. In 1956, Olivetti reduced the working hours from 48 to 45 hours per week for an equal wage, anticipating the intervention of the state, strongly demanded by the labor movement. This is not an improvised measure, but it's the result of an in-depth analysis conducted in the course of the years. It was established an 'Office of methods and times', an internal department with the objective of managing time, in order to balance personal needs with the needs of the production, which introduced the premature Saturday holiday. The frequent and significant interventions in the social support of its employees were, instead, the second basic guideline through which Olivetti had tried to soften the harshest aspects of capitalism. As it is well known, part of the *surplus* of the company, that 'more' that, in marxist orthodoxy was considered to be exploitation, it is reinvested by Olivetti in the creation of advanced social services, placed at the disposal of workers and their families. They made also a library, always open during working hours, to which the workers had access. When Adriano died, it counted more than 150 000 books and almost 800 collections of magazines. It is worth to mention the interest of the company towards the health of its employees, with interventions in favor of workers, dependents' wives and children. The pregnancy period was set at nine and a half months, more than the law obligations, and with a remuneration equal to 80% of the salary. Workers' children had special spaces within the Olivetti structures adequately equipped to make them feel at ease. In 1957, all the employees' children were immunized against polio, well before the vaccine became mandatory.

Olivetti's team building: Research, formation and culture

At Olivetti the most recent formative theories were studied to provide a complete and articulated preparation, starting from childhood. The company built a nursery and a kindergarten for the employees' children. Paid two-thirds of Ivrea municipal after-school fees. The summer colonies organized by the company were free for many years (always for the employees' children). In 1935 was inaugurated the mechanical training center, which organized a real study plan which included trainings of general culture, artistic education, visits to other factories, exhibitions and museums. The best graduates of the country were hired at the Olivetti, making the company a

first-class research center. Also, for retailers, there were training channels within the company and a specially designed center, the *Center for Education and Sales Specialization*. Therefore, the cultural research implemented by Olivetti, was not limited to the specific sectors of the closest continuity with the products sold by the company, but embraced a wide range of disciplines. In fact, Olivetti had concretely tried to bring together technical and humanistic knowledge, by his meticulous choice of employees to hire. At Olivetti, had been elaborated the, so-called “triple principle”, according to which for every employee hired in the technical field, there should be hired others two employees coming from the humanistic and the economic-legal studies. In fact, many Italian intellectuals worked at Olivetti company, such as poets, writers, literary critics and politicians; they had to be competent, creative and efficient. Olivetti's method, initially criticized by many, became soon a recipe for success: in fact, in little more than a decade, their productivity grew by 500% and sales volume of 1300%.

Sociality, solidarity, and organization

Everyone that worked in the company of Ivrea describes an informal context, managed by a very strong and authoritative leadership, which was open to dialogue with the employees. The Olivetti team was extremely compact, curious and efficient. A network of spontaneous national solidarity among the people was created at every level. The freedom of thought and comparison was actively supported also with promotions. The hierarchy differences were functional to the division of roles and to the organization's meticulous work but had a limited importance at the level of personal relationships.

The recipe of Adriano Olivetti for a successful company

In conclusion, analyzing the experience of this great Italian luminary, what could we learn? How could we apply his method to our nowadays society? Which is the special Olivetti recipe to achieve a successful company? Olivetti believed that the work had to include the idea of collective happiness, which is what actually generates efficiency. The company consists of a number of people that work in a synergistic way to achieve a goal. The fundamental element, which leads to creativity and, hence, to innovation is

the motivation. Strong motivation influences positively the members of the team, their knowledge and their desire to improve and to achieve positive results. The idea of Adriano Olivetti, is that the increase of productivity is closely linked to the personal motivation of the worker, and to his/her participation to the life of the company. Another key element to reach brilliant results is a relaxed environment. In this regard, Olivetti used to say that living in a peaceful atmosphere, allows the workers to work better, and thus the productivity, sales and profits to increase. Google, for instance, is the most famous employee-friendly company, it works towards the satisfaction of its employees by offering them an exclusive environment, specially designed to encourage motivation and creativity. What makes Google so special? From slides, Google bikes, basketball courts, nap pods, video games and on-site gyms, Google stands for the most innovative and powerful company in the world. People are the key to the competitive success of an organization. Today, no company, small or large, can think of reaching goals in the long term, if employees don't share their aims or don't feel themselves strategically involved.

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ДИАГНОСТИКА ЛИДЕРСКИХ СПОСОБНОСТЕЙ У СТУДЕНТОВ ТУРИСТСКИХ СПЕЦИАЛЬНОСТЕЙ

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Аннотация. Туризм является наиболее динамичным и быстрорастущим сегментом мировой экономики. С изменением геополитической обстановки и политики Российского государства в области развития внутреннего туризма становится актуальным определение лидерских позиций на внутреннем рынке туризма. Проводниками развития внутреннего туризма являются работники туристической индустрии, способные создавать и продвигать новые и конкурентоспособные турпродукты. При этом ведущую роль в данном процессе будут выполнять специалисты, владеющие высоким уровнем знаний туристских ресурсов и туристского потенциала России и отдельно взятых регионов, обладающие лидерским потенциалом, способные увлечь и привлечь туриста, увеличивая тем самым туристские потоки на рынке внутреннего туризма.

Ключевые слова: лидер, лидерский потенциал, лидерские способности.

Введение

В условиях интенсификации и динамики развития внутреннего туризма возникла необходимость в создании и продвижении национальных туристских продуктов, ориентированных на внутренний

и региональный рынок туристских услуг. Это обусловило изменение в содержании профессиональной подготовки специалистов туриндустрии, обладающих базовыми квалификационными знаниями, умениями и навыками. Однако этого совершенно недостаточно. Каждый выпускник должен быть лидером своего дела, обладать качествами высокоуровневых знаний, сформированными профессиональными умениями и навыками. При этом базовым требованием, на наш взгляд, является сформированная лидерская позиция. Только лидер способен создавать, продвигать и развивать внутренний туризм в контексте современных инновационных тенденций.

Перспективы развития туризма обеспечиваются качественной профессиональной подготовкой, а это значит, что важнейшим фактором подготовки специалистов является сформированная лидерская позиция у будущих работников индустрии туризма и гостеприимства.

Вопросы лидерства весьма актуальны и находятся в постоянном поле зрения в различных областях научных знаний: в педагогике, экономике, психологии, менеджменте, маркетинге и др.

Нами выявлено противоречие, которое заключается в том, что процесс профессиональной подготовки специалистов сервиса и туризма ориентирован на требования государственных образовательных стандартов и туристский рынок. При этом в условиях оптимизации процессов развития внутреннего туризма все большую роль играют роли лидерства как в профессиональной туристской деятельности, так и в сфере потребления. Однако в образовательном процессе эти особенности еще недостаточно изучены и исследованы, что обусловило выбор темы исследовательской работы, связанной с диагностикой лидерских способностей у студентов туристских специальностей в высшем учебном заведении.

Цель исследования – выявление лидерских позиций среди студентов туристских специальностей в целях дальнейшего совершенствования процесса профессиональной подготовки.

Объект исследования – методика определения лидерских способностей студентов туристских специальностей.

Предмет исследования – процесс определения уровня лидерских способностей у студентов туристских специальностей.

Задачи исследования: изучить методики определения лидерских способностей; организовать опытно-экспериментальную работу по определению лидерских способностей у студентов туристских специальностей; сравнить результаты проявления лидерских способностей на различных уровнях туристского образования в вузе.

Теоретической базой исследования послужили работы, посвященные научному обоснованию различных аспектов выявления лидерских способностей, лидерского потенциала и управления процессами их формирования и развития.

Так, работы Л. В. Борщ, М. В. Кирсанова, Т. В. Медведевой, Я. В. Примаченко посвящены исследованиям лидерского потенциала в управленческой деятельности в различных сферах экономики.

Большое внимание в научных исследованиях лидерского потенциала уделяется организации формирующих экспериментов и оценке результатов сформированности лидерского потенциала с позиций гендерного подхода в работах Т. В. Бендас, Н. Н. Григорьевой, Е. В. Засядкиной, М. М. Титовой, Н. С. Фомичевой и др.

В исследованиях Г. А. Демидовой, О. С. Ефимчук, А. Б. Ивановой, М. А. Ушатова рассматриваются различные аспекты формирования лидерского потенциала у студентов, исследование Е. Л. Родионовой посвящено лидерскому потенциалу подростков.

Существует большое количество различных методик, посвященных методам оценки лидерских способностей и выявлению лидерского потенциала, которые представлены в научно-методических трудах Е. Жарикова и Е. Крушельницкого, многофакторном опроснике лидерства В. М. Bass & В. J. Avolio, методике «Способность к лидерству» Р. С. Немова [3].

Новизна исследования заключается в том, что нами дано определение лидерства в профессиональной деятельности специалиста в сфере сервиса и туризма.

Лидерство в профессиональной деятельности специалиста в сфере сервиса и туризма – это процесс социально-профессионального воздействия специалиста на других (ведомых) работников, а также на потребителей услуг, базирующийся на высоком профессиональном уровне, авторитете, личных качествах ведущего, благодаря которому лидер получает профессиональную и клиентскую поддержку со

стороны других членов профессионального и потребительского сообщества для достижения социально-коммуникативного и экономического эффекта деятельности предприятий сервиса и туризма.

Практическая значимость исследования заключается в том, что материалы исследования можно использовать для корректировки содержания и организации процесса профессиональной подготовки специалистов сервиса и туризма.

Исследование проводилось в три этапа. На первом этапе (октябрь – ноябрь 2017 г.) изучалась научная литература по проблеме исследования, проводились анализ и синтез источников. На втором этапе (декабрь 2017 г. – январь 2018 г.) изучались методики определения лидерских способностей и лидерского потенциала. На третьем этапе (февраль – март 2018 г.) была организована экспериментальная работа по диагностике лидерских способностей и оценке темперамента студентов туристских специальностей, осуществлена его интерпретация и оформление результатов исследования.

Базой исследования послужили респонденты из числа студентов 1-го и 3-го курса туристских специальностей Института спорта, туризма и сервиса Южно-Уральского государственного университета в количестве 37 человек.

Методы исследования

В экспериментальной работе по оценке лидерского потенциала студентов участвовало 37 студентов, в том числе 26 студентов первого курса и 11 студентов третьего курса, из них 28 респондентов женского пола и 9 респондентов мужского пола (рис. 1). В составе респондентов – представители разных регионов России и зарубежья (рис. 2).

Для оценки темперамента респондентов использовалась методика Г. Айзенка, которая позволяет измерить нейропсихическую лабильность, уровень экстраверсии и психотизма. Опросник Айзенка позволяет вывести уровень эмоционально-волевой стабильности и отнести тип темперамента к классическим типам: холерику, сангвинику, флегматику, меланхолику [2].

Результаты исследования показали, что в составе респондентов присутствуют все типы темперамента: холерики – 5, меланхолики – 11, сангвиники – 11, флегматики – 10 человек (рис. 3).

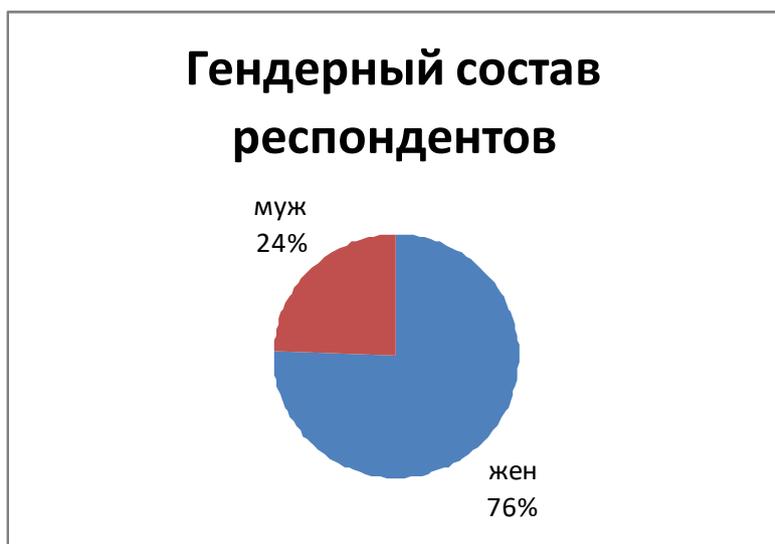


Рис. 1 – Гендерный состав респондентов



Рис. 2 – География респондентов



Рис. 3 – Темперамент респондентов

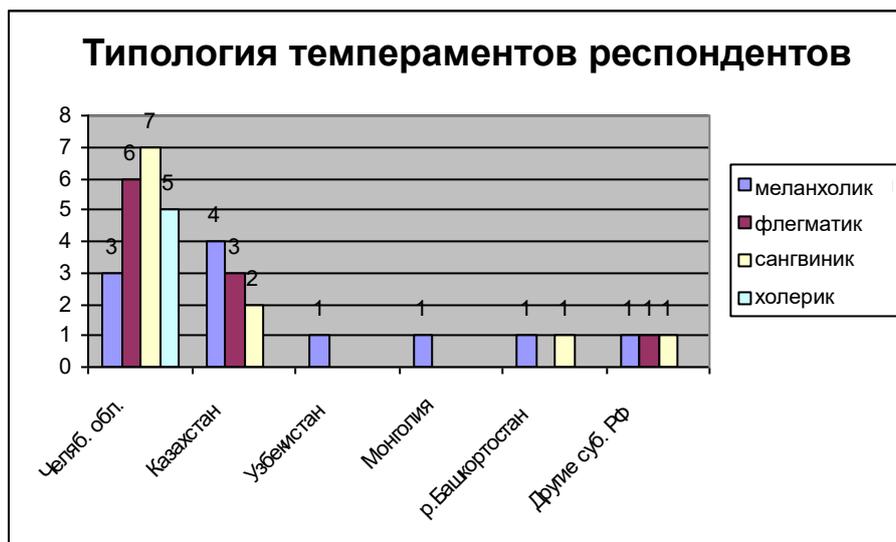


Рис. 5 – Типология темпераментов респондентов

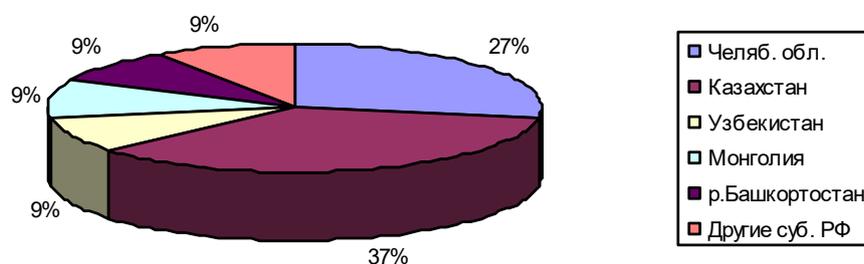


Рис. 6 – Соотношение меланхоликов по регионам

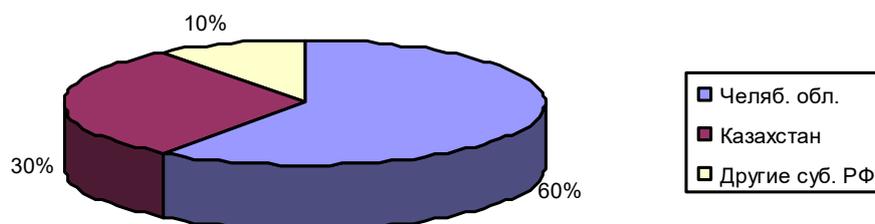


Рис. 7 – Соотношение флегматиков по регионам

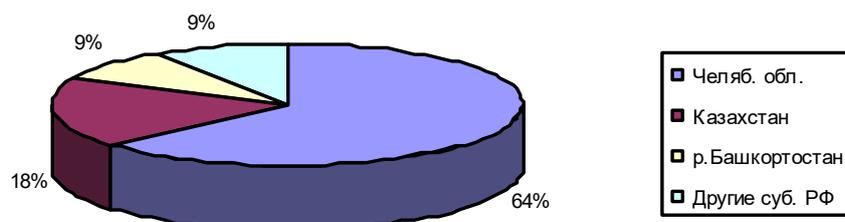
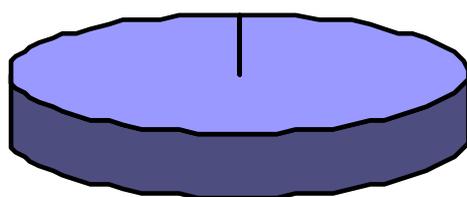


Рис. 8 – Соотношение сангвиников по регионам



Челяб. обл.; 100%

Рис. 9 – Соотношение холериков

Результаты диагностики лидерских способностей респондентов показали, что среди студентов преобладают средняя и слабая выраженность лидерских способностей (рис. 10).

Анализ тестирования респондентов

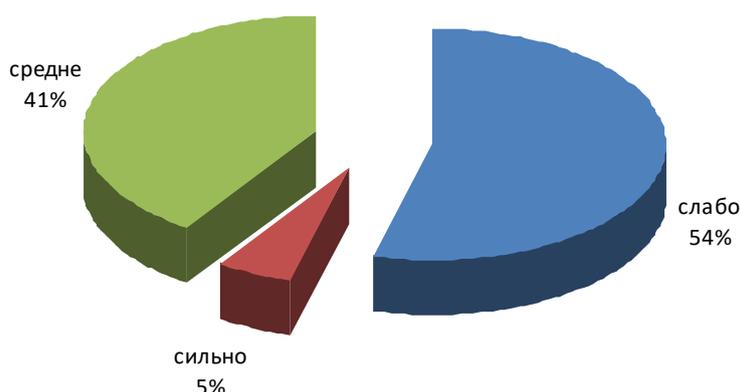


Рис. 10 – Степень выраженности лидерских способностей

Выводы

Анализ степени выраженности лидерства по регионам позволяет отметить, что во всех регионах преобладает показатель слабой степени выраженности лидерских способностей (рис. 11).

При сравнении степени выраженности лидерских способностей между максимальным количеством участников эксперимента из Челябинской области и Казахстана лидерские способности представлены в основном слабым и средним уровнями лидерских способностей (рис. 12, 13). При этом у жителей Казахстана преобладает слабая степень выраженности лидерства, а у жителей Челябинской области слабая и средняя степень лидерства равнозначны (рис. 14).



Рис. 11 – Степень выраженности лидерских способностей по регионам

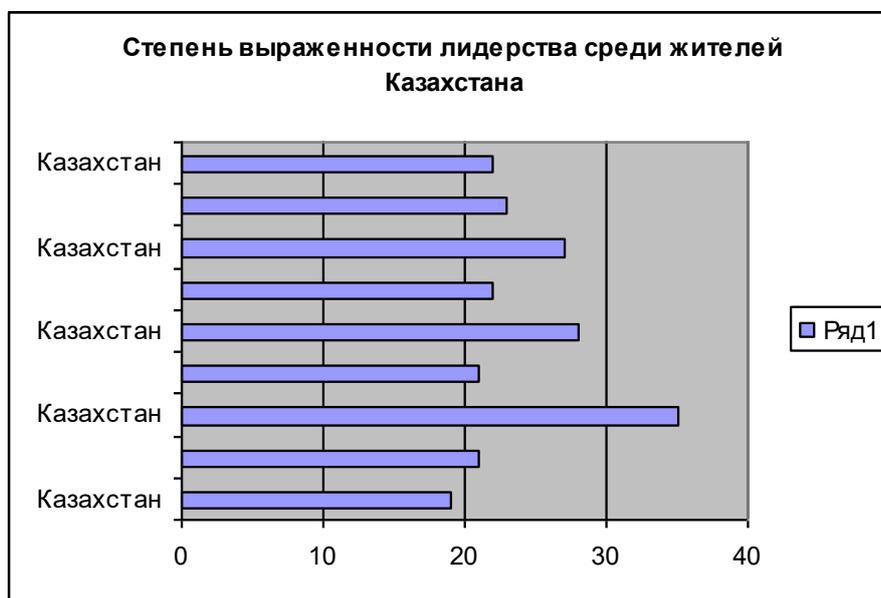


Рис. 12 – Показатели лидерских способностей у респондентов из Казахстана

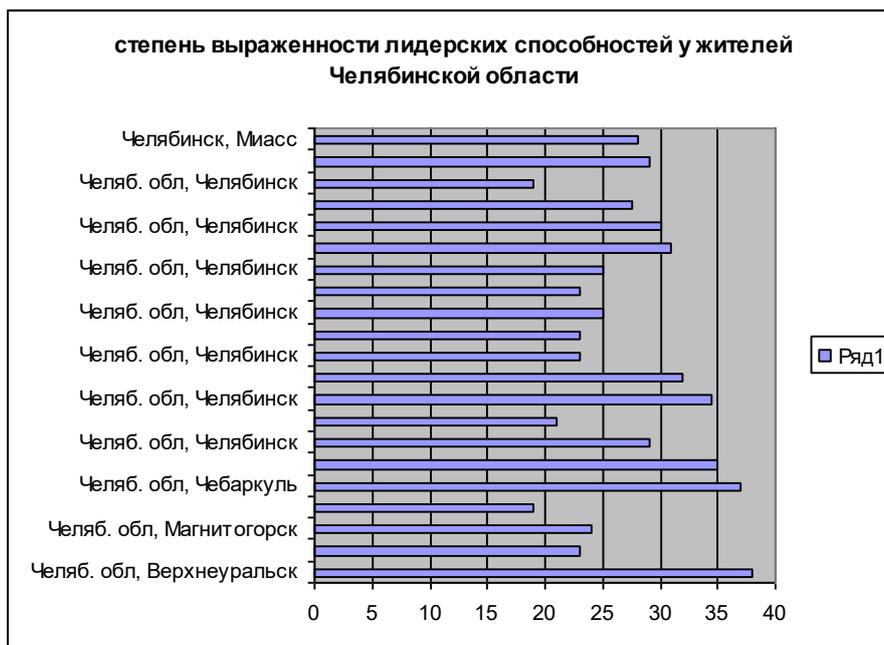


Рис. 13 – Показатели лидерских способностей у респондентов из Челябинской области

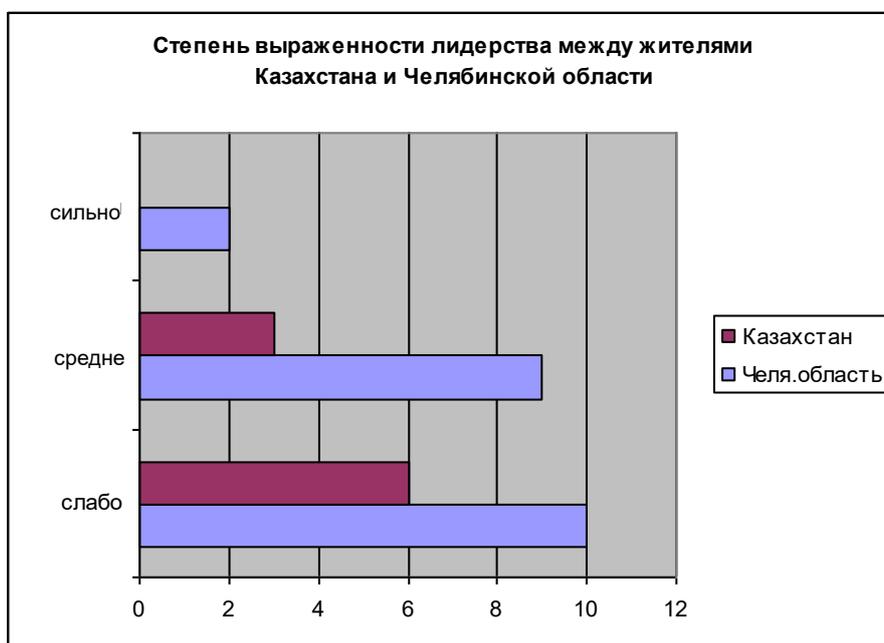


Рис. 14 – Степень выраженности лидерства у жителей Казахстана и Челябинской области

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DIAGNOSIS OF LEADERSHIP CAPACITY OF STUDENTS OF TOURIST SPECIALITIES

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Abstract. Tourism is the most dynamic and fast-growing segment of the world economy. With the change in the geopolitical situation and the policy of the Russian state in the development of domestic tourism becomes relevant to determine the leadership position in the domestic tourism market. Domestic tourism development is carried out by tourism industry workers who are able to create and promote new and competitive tourism products. At the same time, the leading role in this process will be played by specialists who possess a high level of knowledge of tourist resources and tourism potential of Russia and individual regions, who have a leadership potential, capable of captivating and attracting tourists, thereby increasing tourist flows in the domestic tourism market.

Keywords: leadership, leadership potential, leadership abilities.

КОРПОРАТИВНАЯ СОЦИАЛЬНАЯ ОТВЕТСТВЕННОСТЬ КАК ФАКТОР КОНКУРЕНТОСПОСОБНОСТИ КОМПАНИИ

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Аннотация. В статье рассматривается определение корпоративной социальной ответственности (КСО), ее модели, развитие за рубежом и в России. Отмечаются наиболее существенные аспекты положительного влияния КСО на увеличение эффективности бизнеса, такие как репутационный эффект, выстраивание отношений с заинтересованными сторонами, повышение лояльности персонала, привлечение инвестиций и выход на мировые рынки.

Ключевые слова: корпоративная социальная ответственность, концепция стейкхолдеров или заинтересованных групп, корпоративное гражданство, корпоративная устойчивость, инвестиционная привлекательность.

В условиях глобализации и связанного с ней обострения конкуренции даже сильным компаниям сложно закрепиться в своей нише. На современном этапе рыночных отношений для успешного функционирования бизнесу уже недостаточно направлять свою деятельность только лишь на извлечение прибыли, повышение финансово-экономических показателей. Один из наиболее эффективных механизмов повышения конкурентоспособности и инвестиционной привлекательности компании – социально-ответственное ведение бизнеса.

Основателем концепции корпоративной устойчивости принято считать Дж. Элкингтона. Именно он вводит понятие тройного итога деятельности корпораций, включающего в себя финансовое и экологическое измерения, соответствующие идее экоэффективности с добавлением оценки социального и широкого экономического

воздействия. Три основания устойчивости обозначены моделью *3P* (*People, Planet, Profits*), которая подчеркивает социальную, экологическую и экономическую ответственность.

Россия находится на стадии становления КСО, в связи с этим растет интерес к рассмотрению зарубежной практики. Различия в моделях корпоративной социальной ответственности связаны с направленностью и масштабами ведения бизнеса, степенью государственного регулирования, характером взаимоотношений со стейкхолдерами, соблюдением прав и свобод человека и т. д.

Модели КСО бывают открытые и скрытые. Открытая форма подразумевает добровольное внедрение социальных технологий и самостоятельное определение линии поведения. Например, в США между государством, бизнесом и индивидом существует разграничение сфер влияния и ответственности, в связи с этим требуется минимальное вмешательство государства в деятельность компаний. Однако на законодательном уровне поощряется социальное инвестирование бизнеса в выгодные для общества сферы через налоговые льготы и зачеты.

Скрытая форма КСО предполагает, что государство возлагает на корпорации обязательства, включая ценности, нормы и правила в вопросах исполнения общественных интересов. Данной модели придерживается Европа. Во многих странах законодательно утверждены государственные обязательства по социальному страхованию, охране здоровья работников, пенсионному регулированию, природоохранной деятельности и т. д. Социальные обязательства компаний включены в коллективные соглашения между работодателями и профсоюзами.

На сегодняшний день в России наблюдается рост компаний, внедряющих в свою деятельность принципы корпоративной ответственности. Это можно объяснить желанием организаций выйти на международные рынки, стремлением создать себе благоприятную репутацию. По оценкам российских специалистов, на данный момент в нашей стране КСО занимаются около 100 крупных компаний, которые так или иначе связаны с международной деятельностью. В основном это компании финансовой, нефтегазовой, химической, металлургической и энергетической отраслей.

С 2012 г. в столице при поддержке правительства Москвы ежегодно проходит форум «Корпоративное волонтерство». Мероприятие проходит в целях поддержания социальной активности компаний и формирования устойчивых отношений с государством и местными сообществами. В 2016 г. совместно с РБК был представлен рейтинг «ТОП-50 менеджеров по КСО». Раз в 2–4 года публикуется доклад о социальных инвестициях в России. На сегодняшний день насчитывается пять изданий, которые внесли существенный вклад в развитие отечественной модели и практики КСО, позволили выявить и распространить лучший опыт социально-ответственной деятельности российских компаний.

Форум Доноров, международная аудиторско-консалтинговая сеть фирм PwC и газета «Ведомости» вот уже 11 лет ведут совместный проект «Лидеры корпоративной благотворительности». Он состоит из двух частей и направлен на исследование лучших благотворительных программ организаций и социальных инвестиций бизнеса в России. За все время существования конкурса в нем приняли участие более 250 российских и иностранных компаний, осуществляющих свою деятельность в России. В 2017 г. первое место заняла компания ПАО «Северсталь», второе – «Металлинвест», третье – ОК «РУСАЛ». Также в десятку лучших вошли АФК «Система», ПАО «Ростелеком», ПАО «Газпром нефть», JTI, аффилированные компании Philip Morris International (PMI) в России, ПАО «МТС» и ПАО «ГМК «Норильский никель».

Совокупный бюджет на программы корпоративной социальной ответственности (КСО) вырос с 2016 по 2017 г. вдвое. По подсчетам PwC, в 2017 г. совокупный бюджет представленных программ составил более 43 млрд против 20 млрд руб. в 2016 г. Однако более половины совокупного бюджета компаний на КСО в 2017 г. пришлось на две горнодобывающие компании – «Алроса» (10 млрд руб.) и «Норникель» (10 млрд руб.)¹.

Невозможно не оценить влияние КСО компании на ее конкурентоспособность. Организации, инвестирующие в социальную

¹ Подцероб М. Основные тенденции развития корпоративных благотворительных программ. URL: <https://www.vedomosti.ru/management/articles/2017/12/14/745179-blagotvoritelnost-polzoi> (дата обращения: 05.10.2018).

сферу, могут рассчитывать на лояльное отношение всех заинтересованных сторон. Таким образом, происходит укрепление корпоративного имиджа компаний среди государственных институтов, широкой общественности, клиентов и персонала. Внедрение корпоративной социальной ответственности также проявляется в увеличении нематериальных активов, укреплении репутации и бренда. Формирование кредита доверия имеет прямое влияние на уровень продаж, качество взаимодействия с деловыми партнерами.

Американская аналитическая организация Conference Board привела данные, согласно которым у компаний, реализующих концепцию социальной ответственности, доход на инвестированный капитал на 9,8% выше, чем у игнорирующих ее конкурентов, на 3,55% больше доход с активов, на 63,5% – прибыль¹.

Интеграция экологических и социальных аспектов в деятельности компании, разработка социально значимых продуктов и услуг создают предпосылки для развития устойчивого долгосрочного развития бизнеса, увеличивают его конкурентоспособность и эффективность.

Сегодня, оценивая инвестиционную привлекательность компаний на зарубежных фондовых рынках, инвесторы во многом учитывают их эффективность в области КСО. Внедрение политики КСО будет являться шагом к признанию российских компаний на международной арене.

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Abstract. The article discusses the definition of corporate social responsibility, its model, the development abroad and in Russia. We can see the most significant aspects of the positive impact of CSR on increasing business attractiveness, such as the reputational effect, building relationships with stakeholders, increasing employee loyalty, investment attraction and access to the international market.

Keywords: corporate social responsibility, stakeholder concept, corporate citizenship, corporate sustainability, investment attractiveness.

ОСНОВНЫЕ ТЕНДЕНЦИИ РАЗВИТИЯ ПОТЕНЦИАЛА ПЕРСОНАЛА В СОВРЕМЕННЫХ УСЛОВИЯХ

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Аннотация. Статья раскрывает необходимость в современных условиях для формирования команды опираться на потенциал каждого ее члена в отдельности.

Ключевые слова: лидер, команда, управление, потенциал, командообразование, развитие персонала, системы, личность.

Современные условия развития персонала отличаются направлениями развития производственных систем в организации и некоторыми тенденциями развития средств и способов управления производственными системами. Следовательно, значимость каждого сотрудника как личности, профессионала и участника командной работы значительно повышается. Требуется своевременное выявление личностных качеств и целенаправленная подготовка сотрудника для работы на конкретном рабочем месте, а также его обязательное активное участие в групповой, командной работе в наиболее целесообразной роли в составе группы.

В данном подходе основополагающим фактором является *описание рабочего места*, которое имеет четкие границы и требования к квалификации сотрудника – обладателя данного рабочего места.

Наиболее распространенной моделью командных ролей считается модель Р. Белбина [2, с. 83], согласно которой наиболее эффективная команда формируется из людей, способности которых укладываются в

ряд ролей с ориентацией на определенные составляющие (люди, идея, действия) (табл. 1).

Таблица 1 – Командные роли по М. Белбину

Ориентация на действия	Мотиватор	Противник инертности, динамичный. Предпочитает интенсивный темп работы, с энтузиазмом преодолевает трудности
	Реализатор	Дисциплинированный и надежный. Превращает идеи в практические действия
	Контролер	Добросовестный, аккуратный. Следит за своевременностью выполнения задач. Развивает и совершенствует
Ориентация на людей	Координатор	Опытный и уверенный. Разъясняет цели и играет роль председателя. Эффективно делегирует задачи
	Миротворец	Восприимчивый и дипломатичный. Поощряет сотрудничество, следит за командным духом и предотвращает возможные трения
	Исследователь	Общительный, компанейский. Исследует новые возможности и налаживает контакты
Ориентация на идеи	Генератор идей	Креативный, свободомыслящий. Генерирует идеи и решает сложные проблемы
	Аналитик	Рассудительный, мыслит стратегически. Анализирует варианты и делает объективное обоснование
	Специалист	Целеустремленный и инициативный. Обладатель глубоких знаний и специализированных навыков

Источник: [3, с. 83].

Перечисленные роли распределяются между сотрудниками группы, формируя результативную команду. Сотрудник должен знать,

что от него ждет команда, и в какой области он должен реализовывать свои лидерские качества, когда лидерство необходимо осуществлять определенным сотрудником в конкретных условиях. Следовательно, его талант должен обеспечить необходимый вклад в общекомандную работу.

Современная практика командообразования и подготовки к командной работе рекомендует [3] формировать команду в количестве семи человек, а при распределении ролей учитывать возможности каждой личности; некоторым сотрудникам с учетом их эмоционально-квалификационных талантов и возможностей можно делегировать две или даже три взаимодополняющие роли.

Для подбора необходимых сотрудников в состав группы рекомендуют выявлять пять основных талантов, которые позволяют развивать необходимые навыки из общего числа имеющихся у личности способностей [4, с. 46]:

- 1) стремление к результативности и желание развивать свои способности;
- 2) образ мышления и готовность находить оптимальный путь к достижению цели и выполнению задач;
- 3) коммуникационные возможности и способности, умение формулировать и выражать свои мысли;
- 4) способность к самовоодушевлению и вовлечению других в совместную работу;
- 5) степень готовности включиться в практическую общую работу, развивая ее направленность, инновационность и активность.

Существуют методики выявления основных составляющих, характеризующих личность (например, методика Майерса – Бригса [4, с. 47]) по четырем областям поведенческих склонностей (табл. 2).

Для оценки личностного профиля используется и модель DISC, характеризующая приверженность личности к четырем основным поведенческим стилям [4, с. 48]:

- доминирование /dominance/;
- влияние /influence/;
- стабильность /steadiness/;
- осознанность /consciousness/.

**Таблица 2 – Основные составляющие, характеризующие личность
(портрет)**

1	Экстравертность	Энергия, фокусирование внимания		Комфортность
		E	Отдается	Среди людей
	Интровертность	I	Получается	Одиночество
2	Здоровый смысл	Информация		
		S	Сбор	Ориентация на пять органов чувств
	Интуиция	N	Использование	Интуиция
3	Мышление	Принятие решений на основе		
		T	Голова	Логика
	Чувства	F	Сердце	Эмоции
4	Суждения	Руководство в жизни и общении с окружением		
		J	Хорошая организованность	Личные планы
	Восприятие	P	Гибкость и вариативность	

Источник: [4, с. 47].

Примечание: личность характеризуется аббревиатурой четырех индексов, из каждой пары по возможным вариантам.

Каждая из четырех характеристик оценивается в количественных значениях (например, от 1 до 10, в процентах или др.). В результате общее суммарное значение позволяет оценить личность по предпочтительным чертам характера.

Центр позитивной психологии [4, с. 49] предлагает выявлять четыре отдельных категории профиля личности для оценки сильных сторон осознанного и неосознанного таланта, привычного поведения и слабости по следующим составляющим [4, с. 49]:

- мобилизации осознанных талантов;
- максимизации неосознанных талантов;
- использованию приобретенных типов поведения;
- минимизации слабостей.

В результате при выделении ролевых функций в команде осуществляется задача повышения лидерских качеств каждого из

членов группы для решения конечных задач и повышения общей эффективности результатов командной работы за счет лидирования каждого члена группы (команды) в определенных условиях. Следовательно, всякий раз при получении конкретных задач их необходимо соотнести с возможностями каждого из членов команды. В общем случае необходимо учитывать требования для формирования успешной группы (команды):

1. Наличие лидера, способного участвовать в подборе людей в группу и целенаправленно создавать желаемую команду.

Обеспечение формирования и развития эффективных межличностных отношений, способствующих групповой динамике и полной психологической совместимости в группе.

Постоянное внимание к выявлению и развитию личных талантов, совершенствованию профессиональных навыков и наращивание значения потенциала личности и группы.

Достижение полного соответствия навыков требованиям описаний рабочих мест и общей результативности работы группы.

Постоянное совершенствование командной работы за счет эффективных межличностных отношений, взаимодополняемости, взаимозаменяемости, высокой активности, инновационности и самоконтроля.

Активное участие группы в процессах планирования, организация работ по реализации планов, принятию решений, оценке эффективности процессов и результатов работы на всех стадиях жизненного цикла групповой работы.

Участие в адаптации групповой работы к условиям изменений, происходящих во внешней среде и во внутренних, управляемых факторах.

Доказано [3, с. 79], что командная синергия может развиваться только тогда, когда талант каждого сотрудника наилучшим образом используется для улучшения результативности, сбалансированности и жизнеспособности всей команды.

Для этой цели необходимо опираться на совокупность практических навыков, таланта и лидерских качеств каждого члена команды (табл. 3) [4, с. 54–53], которые учитываются в шести основных

зонах особого внимания к развитию потенциала и командообразования [3, с. 25].

Таблица 3 – Практические навыки лидерских талантов при формировании команд

<p style="text-align: center;">Коммуникации</p> <ul style="list-style-type: none"> - Уметь резюмировать и разъяснять; - заинтересованно выслушивать идеи, мнения и эмоциональную реакцию собеседников; - формулировать свои идеи, убедительно и понятно; - обладать навыками интервьюирования; - создавать условия для эффективного общения внутри команды; - обеспечивать вежливость при переписке по электронной почте; - критиковать конструктивно; - уметь выстраивать личные взаимосвязи; - быть деликатным в трудных ситуациях; - качественно готовить отчеты и делать презентации; - уметь работать в сети (нетворкинг); - уметь убеждать на переговорах 	<p style="text-align: center;">Управление</p> <ul style="list-style-type: none"> - Обеспечивать видение (образность); - четко формулировать предстоящие задачи и требуемые результаты; - доступно и подробно разъяснять поставленные цели; - уметь делегировать полномочия; - опираться на четкие стандарты и ожидания; - разрабатывать систему проверки и контроля (систему контроллинга); - направлять работу команды, давая возможность сотрудникам сосредотачиваться на выполнении поставленных перед ними задач; - прилагать все усилия для достижения намеченных результатов
<p style="text-align: center;">Поддержка команды</p> <ul style="list-style-type: none"> - Знать способности каждого сотрудника, чтобы эффективно распределять задачи; - устанавливать цели и определять ожидания; - обеспечивать постоянное обучение и развитие потенциала сотрудников и команды; - расширять возможности сотрудников, делегируя им часть своих полномочий; - мотивировать команду на максимальную результативность; 	<p style="text-align: center;">Решения и суждения</p> <ul style="list-style-type: none"> - Четко формулировать проблемы и информировать о них команду; - собирать и систематизировать необходимую информацию; - принимать оптимальные для данной ситуации решения; - при необходимости оперативно принимать решения (критерий «важно/срочно»); - внедрять план действий и обеспечивать ресурсами, необходи-

<ul style="list-style-type: none"> - регулярно давать неформальную оценку работе команды; - давать работе официальную оценку; - регулировать усилия членов команды; - обеспечивать гармонию и позитивное чувство в команде; - поддерживать командность работы и усиливать ее эффективность; - справедливо относиться к каждой личности; - продуктивно взаимодействовать с коллегами в совместных проектах 	<ul style="list-style-type: none"> мыми для его реализации; - разьяснять принимаемые решения команде; - контролировать достижения и результаты; - учиться на ошибках
<p style="text-align: center;">Организация и планирование</p> <ul style="list-style-type: none"> - Четко формулировать цели; - подробно разьяснять цели команде; - составлять рабочий план достижения целей; - уметь управлять проектами; - находить и рационально распределять ресурсы; - поддерживать и мотивировать команду, реализующую проекты; - оценивать достижения и обеспечивать обратную связь; - эффективно проводить совещания; - при необходимости быстро вносить коррективы в планы, добиваясь необходимых результатов; - видеть практические стороны сложных ситуаций 	<p style="text-align: center;">Решение проблем и задач</p> <ul style="list-style-type: none"> - Своевременно распознавать проблемы; - анализировать необходимую информацию; - понимать причины и следствия проблем; - находить рациональные решения; - уметь выбирать наилучшие решения и реализовывать их; - быстро гасить конфликты внутри команды; - обладать навыками кризис-менеджера

Источник: [4, с. 52–53].

Примечание: перечень навыков и талантов определяет содержание описания рабочего места (обязанностей, прав и ответственности) и влияет на отводимую роль в составе команды.

Проанализированные материалы позволяют сформулировать следующие выводы.

Современные условия характеризуются множеством разнородных факторов, которые в изучаемой области определяются такими системообразующими, как:

- качественно новые революционные изменения в области информации и информационных технологий в виде появления категории – криптовалюты; новые отношения в интернет-торговле и формирование больших (глобальных) массивов различных данных (блокчейн: 1.0; 2.0; 3.0);

- принципиально новая промышленно-производственная стратегия «Индустрия 4.0» и понятие «Умная фабрика», связанные с интернет-ателье (Ганноверская промышленная ярмарка, январь, 2011 г.);

- формирование новой характеристики «Менеджмент, версия 2.0», акцентирующей внимание на важности каждой личности, привлечении к совместной работе в области реализации функциональной деятельности, активному участию в разработке стратегических планов, на возрастании роли самоконтроля.

В результате совокупность различных разнородных технологий стала предметом потребления организации, рынка и общества. Перечисленные проблемы и задачи могут быть решены только при наличии необходимого человеческого фактора в виде социально-эмоционального потенциала отдельных личностей, собранных в эффективные группы (команды).

Группы (команды) представляют собой личные лидерские качества, таланты и навыки, позволяющие определить и сформировать наиболее целесообразные роли в команде и их соответствие описаниям рабочих мест в составе группы, создаваемой для обеспечения функциональной деятельности, для решения конкретных задач и поставленных целей.

Обеспечение гармоничного единства перечисленных трех разнородных составляющих не только необходимо, но и возможно при опоре на четкие критерии и существующие социально-психологические и эмоциональные методики, приемы, подходы и методы.

Все перечисленное является международными общепринятыми средствами тестирования личности сотрудников, выявления талантов и навыков, формирования и развития групп (команд), необходимых в

современных условиях для адаптации к изменениям во внешней среде и внутренних факторов.

Методы и средства социальной психологии и эмоционально вдохновляющего лидерства становятся «инструментальными», весьма эффективными и обязательными в применении.

Послание президента РФ В. В. Путина от 1 марта 2018 г. позволяет утверждать, что основная стратегическая направленность развития российской экономики и социальной среды представляет собой проблемы и задачи, которые могут быть решены только с учетом проектного менеджмента, что значительно повышает роль команд, которые будут участвовать в подготовке и реализации всей совокупности предстоящих проектов по развитию и совершенствованию России.

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MAIN TENDENCIES OF DEVELOPMENT OF POTENTIAL OF PERSONNEL IN MODERN CONDITIONS

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Abstract. The article reveals the necessity in modern conditions to form teams based on the potential of each individual.

Keywords: leader, team, management, potential, team building, personnel development, systems, personality.

МЕТОДЫ ДИАГНОСТИКИ АДМИНИСТРАТИВНОГО СТИЛЯ ЛИДЕРА

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Аннотация. В работе рассматриваются типы руководителей и стили их руководства. Авторы вывели и подтвердили гипотезу о взаимосвязи стиля руководства и мотивации, уровня и качества производительности и дисциплины работников. Методологическую основу исследования составили труды ведущих отечественных и зарубежных специалистов в изучаемой области: А. А. Большакова, В. Р. Веснина, О. С. Виханского, И. Н. Герчиковой, Р. А. Исаева, Э. М. Короткова, М. П. Переверзева, В. Д. Шапиро и других, а также публикации в специализированных периодических изданиях.

Ключевые слова: лидерство, стиль руководства, «решетка менеджмента», «американский подход», «британская модель».

Общество представляет собой сложную, многоуровневую, целостную и динамически развивающуюся систему. Неотъемлемым атрибутом любой системы является управление, которое обеспечивает сохранение ее целостности, развитие, упорядочение структуры, взаимодействие с окружающей средой и достижение ее целей. Одной из важнейших проблем менеджмента является лидерство как стиль

деятельности менеджера. Эффективность работы менеджера во многом определяется стилем руководства. *Стиль руководства – характерные черты поведения, приемов, действий, используемых руководителем в процессе управления* [1]. На сегодняшний день учеными выделены следующие основные стили руководства: авторитарный, демократический, либеральный.

Авторитарный (автократический) стиль может быть оправдан в группе с неразвитыми материальными и высшими потребностями, а также в экстремальных ситуациях. Преимущество авторитарного стиля – акцент на срочность и порядок, возможность предсказания результата. Из недостатков можно отметить тенденцию к сдерживанию индивидуальной инициативы.

Демократический стиль применяется при условии заинтересованности работников в получении результата, их инициативности и ответственности. Преимущество демократического стиля – в усилении личных обязательств работников через их участие в процессе управления. Недостатком является длительность выстраивания взаимоотношений и достижения единой точки зрения.

Выбор *либерального стиля* свидетельствует о субъективных личностно-поведенческих характеристиках лидера. Преимущество либерального стиля в том, что он позволяет работникам иметь свободу принимать собственные решения. Им предоставляется почти полная свобода в определении своих целей и в контроле за своей работой. Однако в результате перспективы выполнения отдельных работ оказываются в зависимости от настроений и интересов самих работников, что является недостатком.

Популярна графическая интерпретация типов руководителей, представленная на рисунке 1, которая получила название «решетка менеджмента» и наглядно раскрывает суть этих типов [2, с. 136].

Теория менеджмента насчитывает не один стиль руководства компанией. Лидер должен уметь проявлять гибкость и менять стиль руководства в зависимости от внешних и внутренних факторов. На практике большинство руководителей не являются гибкими: один раз выбрав свой стиль руководства, они не стремятся его менять. Авторитарный лидер проявляет давление и в тех ситуациях, где оно

может оказать отрицательное влияние на результат работы. В то время как либеральный руководитель остается в стороне в ситуации, где необходимо распоряжение в ультимативной форме.



Рисунок 1 – «Решетка менеджмента» Блейка – Моутона

В ситуационной теории лидерства утверждается, что лидерство – это продукт ситуации, а свойства, черты или качества лидера вторичны и относительно [6]. Таким образом, хороший лидер – тот, кто умеет чувствовать момент, когда это необходимо. Выбор и удержание единого стиля управления может негативно сказаться не только на развитии компании, но и на ее существовании.

Примером того, какие последствия может оказать на компанию неумение лидера менять стиль управления, является компания Apple. Молодой Стив Джобс («нетерпеливый как бык», «тиран» [10, с. 289])

был уволен из его же компании за пренебрежение к сотрудникам. Те же качества повлияли на негативное выстраивание взаимоотношений с сотрудниками в компании NeXT. В дальнейшем данный лидер стал адаптировать свои сильные и слабые стороны управления под ситуацию.

Отсутствие гибкости менеджеров привела к катастрофическим последствиям в компании Kodak. Недальновидность менеджмента, который не верил в то, что эра пленочных фотоаппаратов уходит и наступает эра цифровых технологий, привела компанию к разорению.

Сложным для выбора менеджера является и вопрос, что именно необходимо зафиксировать в модели компетенций: алгоритм решения рабочих задач или поведенческие особенности, иными словами – процесс или результат? На сегодняшний день в теории лидерства выделены два противоположных подхода к решению данной задачи: «американский» и «британский» [9]. Оба подхода описывают поведение, разница же заключается в структуре организации информации. Рассмотрим подробнее:

1. В «американском» подходе модель компетенций строится от контекста работы и задач, таким образом описывается алгоритм действий по решению задач. Первостепенным является перечень задач, а не методы их решения. Поведению уделяется незначительное внимание, так как все подчинено алгоритму. Такие модели обычно создаются для профессий, которые акцентированы на технических навыках, необходимых для выполнения работы. Удобна такая модель и для внешней оценки специфики работы. Так как модель формальна, можно оценить поэтапное выполнение описанных задач. Так же эта модель успешно работает при обучении алгоритму работы. Следовательно, модель может быть удобна линейным руководителям для оценки результатов работы сотрудника по определенному участку работы. Однако подобная модель не может ответить на вопрос «за счет каких поведенческих особенностей алгоритм дает сбой».

2. «Британский» подход предпочтителен при работе, когда важны гибкость, процесс решения поставленной задача. Особенно в части задач, связанных с формированием корпоративной культуры. Иными словами, подчеркивается важность сотрудника как части команды, процесса, важность архетипа над алгоритмом. Модель универсальна:

компетенция может использоваться на самых разных позициях как для технических специалистов, так и для управленческих и творческих специалистов. Трудность возникает при необходимости оценки сотрудников менеджером, которому важен финальный результат, выполнение конкретной задачи.

Каждый лидер самостоятельно выбирает модель и структуру информации в модели компетенций. Модель компетенций разрабатывается для того, чтобы сотрудники, действуя в соответствии с этим стандартом, достигали целей, которые стоят перед компанией и эффективно решали приоритетные задачи.

Существуют два подхода к выбору (а также их сочетание), схематично представленные на рисунке 2 [3, с. 99].



Рисунок 2 – Два подхода к разработке компетенций

Первый подход – выбор «успешных типажей». Компания подбирает и выращивает успешных в своей зоне ответственности

сотрудников и наращивает потенциал организации, увеличивая их численность.

Второй подход – выбор стратегии. У руководителя есть видение перспектив компании и представление, какие сотрудники необходимы для их воплощения, какими компетенциями должны обладать новые лидеры. Формируется образ идеального поведения с учетом будущих приоритетов и целей. В корпоративной модели компетенций описывается поведение будущего лидера [8].

У каждого из этих подходов, несомненно, есть свои сильные и слабые стороны. Если компания выбирает первый подход, то преимуществом является то, что «успешные типажы» известны в организации, при внедрении модели компетенций она легко воспринимается сотрудниками. Сотрудники видят описания реальных людей, с которыми они знакомы, и моделей решения задач, в успешности которых они уверены. Есть доказательная связь успешности такого поведения с результативностью.

Минусом подхода является то, что компании меняются, развиваются, и поведение, которое является успешным сегодня, может не принести результата в будущем. Если в компании будут происходить серьезные изменения, то, возможно, модель поведения и, соответственно, модель компетенций необходимо будет менять. Также слабой стороной данного подхода является отсутствие уверенности в том, что за рамками организации нет еще более успешных типажей. Это же является преимуществом второй модели, которая разрабатывается с учетом видения будущего, перспектив. На этапе ее внедрения несомненно возникают сложности: модель может восприниматься как чуждая и навязанная для тех сотрудников, которые будут вынуждены эту модель использовать как инструмент. Но важным плюсом второго подхода является то, что компания, описывая модель поведения будущего лидера, создает основу для наращивания своего потенциала и экстенсивного роста в будущем за счет «правильных» компетенций в людях. Для этого необходимо, чтобы у руководства было понимание стратегии, целей, и желаемых изменений в поведении сотрудников в будущем.

Наиболее выгодным для компании является сочетание двух подходов. Эмпирические исследования показывают, что в России большинство моделей разрабатывается на уровне руководства компании в рамках второго подхода «от стратегии». Однако эффективность данной модели трудно просчитать заранее, так как она стратегическая и результаты ее внедрения отсрочены [5].

Анализируя изложенное, можно сделать вывод о том, что выбор стиля руководства лидера, а также модели создания успешных лидеров в организации напрямую влияют на результативность и эффективность работы сотрудников. Менеджер XXI века должен не только знать о существовании различных точек зрения и подходов к управлению, но и грамотно оперировать ими, перестраивая свою работу и работу компании в зависимости от воздействия внутренних и внешних факторов. Только в сочетании гибкости в управлении и грамотном выборе нужной линии лидер приведет компанию к долгосрочному успеху на рынке.

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Abstract. This study considers various leadership styles and types of managers. On the chosen leadership style depends the motivation of employees, their attitude to work, the level and quality of productivity, discipline, teamwork and much more. The methodological basis of the study was the works of leading domestic and foreign experts in the studied area, in particular, A. A. Bolshakov, V. R. Vesnin, O. S. Vikhansky, I. N. Gerchikova, R. A. Isaev, E. M. Korotkov, M. P. Pereverzev, V. D. Shapiro and others, as well as publications in specialized periodicals.

Keywords: leadership, leadership style, “management grid”, “American approach”, “British model”.

СТРАТЕГИЯ РАЗВИТИЯ БИЗНЕС-КЛУБА МАЛЫХ ИННОВАЦИОННЫХ ПРЕДПРИЯТИЙ

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Аннотация. В современной экономике инновации стали выполнять особую роль орудия борьбы с конкурентами, эффективного средства для привлечения потребителей. Для молодого предпринимателя-лидера задача введения в бизнес инноваций трудно решается. И для новатора, у которого кроме собственного изобретения ничего нет, это не так просто. А также для молодых специалистов, готовых объединиться в команду в целях запуска нового, перспективного проекта. Для помощи в таких случаях создаются бизнес-клубы. Научная новизна: дано авторское определение термину «бизнес-клуб»; разработана стратегия развития бизнес-клуба МИП. Методы исследования: сравнительный анализ, монографический метод, элементы имитационного моделирования.

Ключевые слова: бизнес-клуб, малые инновационные предприятия.

Признание всего мира получила модель научной организации, для которой характерно значимое и независимое положение университета. Высшие учебные заведения и НИИ являются независимыми как от бюджетов различных уровней, так и от управления собственного развития. Они обеспечивают связь науки, образования и инновационного бизнеса.

В России также с недавнего времени начала складываться подобная система. Ее правовые нормы были описаны в Федеральном законе «О внесении изменений в отдельные законодательные акты РФ по вопросам создания бюджетными научными и образовательными

учреждениями хозяйственных обществ в целях практического применения (внедрения) результатов интеллектуальной деятельности». Теперь в России высшие учебные заведения получили право создавать малые инновационные предприятия (МИП), одной из задач которых являлось внедрение и использование результатов инновационной деятельности в производстве. Все права на эти разработки и доходы от распоряжения акциями принадлежали самим университетам.

МИПы имеют ряд преимуществ перед подобными самостоятельными предприятиями. К примеру, первым позволяет отсрочивать платежи за аренду и коммунальные услуги, пользоваться опытно-экспериментальной базой, наработанными связями вуза с партнерами и заказчиками, его научным потенциалом, брендом.

Этот закон очень помог российской экономике сделать шаг для развития инновационной инфраструктуры. Он упростил долгое время затруднительный для вузов и НИИ процесс коммерциализации инновационных разработок и внедрение их экономику. Но зачастую МИП, созданным вузами, и НИИ приходится сталкиваться с некоторыми преградами на пути к продвижению на рынок своих результатов интеллектуальной деятельности: с недостаточно хорошо проработанным законодательством в данной сфере, высокими предпринимательскими рисками, финансовыми трудностями и недостатком потенциальных потребителей.

Для преодоления подобных трудностей МИПам необходима поддержка. Одним из вариантов подобной поддержки могут выступать бизнес-клубы.

В научной литературе и нормативно-правовых актах РФ нет четкого определения бизнес-клуба. Поэтому предлагаем собственное понимание данного термина.

Бизнес-клуб – это: 1) добровольное, самоуправляемое, общественное объединение (организация), созданное по инициативе группы граждан или юридических лиц, объединившихся в силу общности интересов, функционирующее на основе учредительного договора или (и) устава, принятого объединением, осуществляющее деятельность по созданию условий для персонального бизнес-развития членов клуба и оказания им бизнес-услуг; 2) структурное подразделение вузов и НИИ, созданное для обеспечения поддержки инновационной

инфраструктуры и внедрения результатов интеллектуальной деятельности.

Бизнес-клуб в своей деятельности руководствуется Конституцией Российской Федерации, федеральными и региональными законами, международными договорами Российской Федерации, указами Президента Российской Федерации, постановлениями Правительства Российской Федерации и своим уставом или (и) учредительным договором на принципах законности и гласности.

К общим целям, которые ставит перед собой бизнес-клуб, относятся:

- развитие бизнеса членов и партнеров клуба;
- формирование ценностной команды бизнес-лидеров, творцов и профессионалов;
- помощь в нахождении новых партнёров;
- предоставление бизнес-услуг для членов клуба;
- создание возможностей, инструментов для персонального развития и развития бизнеса;
- формирование среды делового общения;
- формирование позитивного образа отечественных бизнес-элит в России и за рубежом.

Алгоритм работы бизнес-клуба следующий.

I. Вступление в бизнес-клуб. Каждый бизнес-клуб сам вправе определять порядок и правила отбора претендентов в резидентство. Сложность и многоступенчатость этого процесса зависят от степени открытости, доступности членства в деловом клубе. Процесс вступления в бизнес-клуб может ограничиться одной только оплатой вступительного взноса, а может представлять длительную и многоэтапную процедуру.

II. Участие в работе бизнес-клуба. Свою работу бизнес-клубы осуществляют посредством таких деловых мероприятий, как семинары, лекции, пресс-конференции, тренинги, закрытые и открытые бизнес-встречи, мастер-классы, презентации, круглые столы, бизнес-конкурсы и деловые игры.

В рамках этих мероприятий бизнес-клуб проводит серии обучающих встреч с экспертами бизнеса, устраивая конкурсы

инновационных разработок, помогает новаторам и инвесторам найти друг друга. В рамках данных встреч создаются условия для установления дружеских и деловых отношений членов клуба, предоставляется возможность обмениваться информацией, обсудить актуальные проблемы и насущные вопросы. В процессе таких мероприятий легко найти новых партнёров и клиентов, заложить фундамент для будущего развития бизнеса.

III. *Эффект от участия в бизнес-клубе.* Наиболее актуальной проблемой эффективного функционирования бизнес-клуба является разработка его стратегии развития.

На первом этапе данной работы были сформулированы миссия и цели бизнес-клуба МИП. Миссией бизнес-клуба является формирование благоприятной бизнес-среды для МИП.

Под внешней средой бизнеса понимаются все условия и факторы окружающей среды, воздействующие на функционирование предприятия (фирмы) и требующие его соответствующего реагирования. МИП как открытая система зависит от внешней среды, состоящей из отношений, возникающих по поводу поставок ресурсов, использованию энергии, поиска потребителей и т. д. Необходимо учитывать факторы внешней среды в своей деятельности и приспосабливаться к ним, иначе возникает опасность утраты бизнеса. К составляющим благоприятной бизнес-среды для МИП могут относиться:

- совершенствование информационной поддержки;
- развитие системы финансово-кредитной поддержки;
- решение проблем развития эффективного управления малыми инновационными предприятиями;
- помощь в установлении связей между МИПами и внешней бизнес-средой и др.

Основными стратегическими целями бизнес-клуба являются:

1. Помощь в адаптации МИПов к существующей бизнес-среде;
2. Обеспечение обратной связи с внешней бизнес-средой;
3. Формирование социальной ответственности МИПов.

На втором этапе были сформулированы задачи, решением которых достигаются поставленные цели.

Для достижения первой цели были выведены следующие задачи:

1. Оказание помощи в нахождении новых клиентов и партнеров.
2. Заключение выгодных контрактов.
3. Оказание поддержки при участии в конкурсах, получении грантов.
4. Осуществление информационной поддержки МИПов.

Решение данных задач способствует созданию экономических условий, стимулов для устойчивого роста субъектов малого предпринимательства, привлечение в данный сектор экономики материальных и финансовых ресурсов.

Задачами, соответствующими второй цели бизнес-клуба МИП, являются:

1. Продвижение инициатив МИПов по совершенствованию нормативно-правовой базы на региональном уровне.
2. Формирование положительного имиджа и общественного признания МИПов.
3. Участие во встречах с участием представителей исполнительной власти.
4. Установление контактов для взаимодействия с финансово-кредитными, страховыми организациями, венчурными и инвестиционными фондами.

Посредством решения вышеуказанных задач реализуется система развития малого предпринимательства, создаются и развиваются основные элементы нормативно-правового, финансового и инфраструктурного обеспечения развития малого предпринимательства. Обеспечивается взаимодействие предпринимательских кругов с органами власти, привлечения их к процессу подготовки и реализации решений, направленных на развитие экономических реформ.

Третья же цель бизнес-клуба предполагает решение следующих задач:

1. Вовлечение в научно-исследовательскую работу наиболее одаренных студентов.
2. Формирование норм предпринимательской этики МИПов.
3. Трудоустройство выпускников вуза и студентов.

И последним этапом стало определение форм реализации, посредством которых должно осуществляться решение задач бизнес-клуба.

К подобным инструментам мы отнесли следующие мероприятия, проводимые бизнес-клубом: бизнес-встречи, круглые столы, собрания, заседания, встречи с депутатами и председателями комитетов, презентации, пресс-конференции, бизнес-конкурсы, собеседования, семинары.

Рассмотренные в данном кейсе вопросы и проблемы позволяют сделать важный вывод о том, что деятельность бизнес-клубов не только немаловажна, но и во многом является определяющей в успешном развитии инновационного бизнеса. Грамотный процесс работы клуба может реально изменить к лучшему экономическую картину России уже сейчас.

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DEVELOPMENT STRATEGY OF BUSINESS-CLUB OF SMALL INNOVATIVE ENTERPRISES

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Abstract. In the modern economy, innovations began to play a special role as a tool to combat competitors, an effective means to attract consumers. For a young entrepreneur-leader, the task of introducing innovations into business is difficult to solve. And for an innovator who has nothing but his own invention, it is not so easy. And also, for young professionals who are ready to team up to launch a new, promising project. To help in such cases, business clubs are created. Scientific novelty: the author's definition of the term “business club”; the strategy of development of MIP business club is developed. Research methods: comparative analysis, monographic method, elements of simulation.

Keywords: business club, small innovative enterprise.

ТЕНДЕНЦИИ РАЗРАБОТКИ КОНЦЕПЦИЙ ТУРИСТСКО-ГОСТИНИЧНЫХ КОМПЛЕКСОВ (на примере Вологодской области)

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Аннотация. В данной статье описано состояние сферы туризма в России, рассматривается перспектива создания и развития тематической гостиницы в Вологодской области, а также обоснована перспективность сказочной концепции.

Ключевые слова: сказочный туризм, Великий Устюг, концепция гостиницы, Вологодская область, внутренний туризм.

В настоящее время туризм представляет собой неотъемлемую, динамично развивающуюся отрасль экономики России. Начиная с 2014 г. в Российской Федерации под влиянием целого ряда факторов, среди которых главным является девальвация рубля по отношению к основным мировым валютам, меняется структура туристского рынка: наблюдается сокращение выездного туризма и рост внутренних и въездных туристских потоков [1].

Согласно последним отчетам, опубликованным Ростуризмом, за 2016 г. объем оказанных услуг гостиницами по всей России превысил отметку в 213 млн руб., что на 11,3% выше, чем показатель за 2015 г. По объему туристских услуг, оказанных населению, также наблюдается положительная динамика: совокупный объем за 2016 г. составил 161 млн руб, что на 1,9% выше показателя за 2015 г.¹

¹ Официальный сайт Ростуризма. Статистические данные по РФ. URL: <https://www.russiatourism.ru/contents/statistika/statisticheskie-dannye-po-rf>

Наибольший интерес как у отечественных, так и у зарубежных путешественников вызвали Москва (21,5 млн туристов в 2016 г.), Краснодарский край (16 млн), Санкт-Петербург (7,5 млн), Крым (5,4 млн) и Татарстан (3,1 млн туристов)¹.

В нынешнем году в связи с проведением чемпионата мира по футболу ожидается еще больший приток туристов в Россию. На фоне этого масштабного события, а также на фоне роста туристического потока внутри страны, перед отраслью может встать серьезная проблема с перегруженностью основных туристических маршрутов.

Такая проблема стоит не один год перед многими европейскими странами. Туристы ежегодно приносят Лондону до 300 млн фунтов в год, в то время как доход с регионального туризма страны не составляет и половины от этой суммы². От наплыва туристов страдает не только качество предоставляемых им услуг, сохранность исторических объектов, но и качество жизни местного населения, для которых центр Лондона – это рабочая среда. Не один год в городе проводятся публичные демонстрации, призывающие власть контролировать туристский поток, а также широко обсуждается перспектива развития туризма за пределами Лондона – как единственно возможный вариант дальнейшего развития туризма в стране в целом³.

Сфера российского внутреннего туризма переживает сложный период, характеризующийся, с одной стороны, позитивными тенденциями, связанными с ростом интереса к внутренним туристским ресурсам, а с другой – относительной неразвитостью общего экономико-административного и социального инструментария.

В настоящее время в стране реализуется Федеральная целевая программа «Развитие внутреннего и въездного туризма в Российской Федерации (2011–2018 годы)», объем финансирования программы

¹ *Иванова О.* В России зафиксировали рекордный туристический поток // Российская газета. URL: <https://rg.ru/2018/03/22/reg-cfo/v-rossii-zafiksirovali-rekordnyj-turisticheskij-potok.html>

² *Tourism in London: Policy changes and planning problems.* URL: <https://www.tandfonline.com/doi/abs/10.1080/713693294?journalCode=cres20>

³ *Michael Kettle: Mass tourism is at a tipping point – but we're all part of the problem.* URL: <https://www.theguardian.com/commentisfree/2017/aug/11/tourism-tipping-point-travel-less-damage-destruction>

составляет 332 млрд руб. В федеральной программе по созданию туристских кластеров в исторических городах участвуют 26 регионов, в основе примерно 70 % кластеров – культурно-познавательный туризм¹. По словам главы Ростуризма О. П. Сафонова, в ближайшие годы количество прибытий может увеличиться на 5–6 млн поездок в год, что, безусловно, принесет значительную прибыль отрасли. Общее мнение, обусловленное прежде всего ожиданиями участников рынка, таково: ситуация для развития внутреннего туризма сегодня наиболее благоприятна, чем это было несколько лет назад [2]. Из этого следует, что туризм может и должен стать катализатором для экономического возрождения российских регионов.

Анализ тенденций развития туризма и гостеприимства показывает, что большими возможностями обладает сказочный туризм. Идея «сказочного туризма» не нова и успешно существует в России. Так, еще с 2012 г. в стране развивается культурно-туристический проект «Сказочная карта России», направленный на продвижение достопримечательностей регионов. Проект основан на историческом наследии страны – сказках, былинах и легендах. После старта проекта «Сказочная карта России» появились туроператоры, специализирующиеся на сказочном туризме. Первый среди них – компания «Волгатур» в Ярославской области. Прежде чем начать свою деятельность, компания провела исследования и установила, что сказочные тропы интересны не только детям, но и взрослым, не желающим расставаться с детством. Целевая аудитория оценена как широкая: дети (детские туры); семьи с детьми (семейные туры); взрослые и дети (сборные туры); взрослые (туры для корпоративных групп). Сегодня компанией реализуется более 15 сказочных маршрутов [3].

Наиболее популярны местности, где в мир сказки гости приглашаются на длительное время, т.е. где много объектов, занятий и развлечений. Это либо тематические парки, компактно сконцентрировавшие различные забавы, либо тропы (дороги), ведущие к ожидаемым и неожиданным объектам, расположенным на разном расстоянии друг от друга. Яркой формой организации являются

¹ ФЦП «Развитие внутреннего и въездного туризма в РФ (2011–2018 годы)». URL: https://rg.ru/pril/60/73/76/644_fcp.pdf

сказочные события: юбилейные или ежегодные фестивали, карнавалы, праздники, игры-соревнования, форумы. Таким регионом является Вологодская область, на территории которой сформирован аттрактивный объект «Резиденция Деда Мороза» в Великом Устюге.

Авторы статьи предлагают проект тематической гостиницы в Вологодской области, которая способствовала бы брендингу области, а в будущем сама могла бы стать объектом туристического интереса.

Вологодская область – это одна из самых перспективных, но не реализованных областей с точки зрения развития туризма. Край «Белых ночей», голубых озер и уникальных монастырей расположен на переплетении крупнейших речных, железнодорожных и автомобильных артерий. Область легко достижима как из столицы (расстояние между Москвой и Вологдой – 450 км), так и с Санкт-Петербурга. Кроме этого, область идеально подходит для путешественников,двигающихся со стороны Сибири в Санкт-Петербург. По данным рейтингового агентства «Экспорт – РА», Вологодская область занимает 11-е место по туристскому потенциалу. Оценивая факторы привлекательности Вологодской области, можно отметить, что первое место занимает богатейшее культурно-историческое наследие. На территории области на сегодняшний день находится 777 памятников истории и культуры, из них 218 объектов федерального значения и 1 объект всемирного наследия ЮНЕСКО, что делает область привлекательной, по крайней мере, в сегменте туров выходного дня.

В основе концепции гостиницы в Вологодской области предлагается использовать сказочный туризм. Исходя из этого, мы предлагаем концепцию сказочного отеля «ПУШКИН» в Великом Устюге.

Креативный формат путешествий все более востребован у современных туристов – искателей впечатлений, и такие «креативные дестинации» часто становятся самоцелью путешественника [4].

Туристский поток в Великий Устюг характеризуется сезонностью. Зимой спрос на размещение очень высок, в то время как всего в городе насчитывается порядка 30 средств размещения (включая квартиры и апартаменты, которые можно забронировать на booking.com). Но ни один отель не предоставляет никаких дополнительных услуг для детей, что было бы особенно актуально, учитывая контингент приезжающих.

Местные власти и СМИ также отмечают, что для развития и увеличения туристического потока в Великом Устюге город остро нуждается в новых качественных средствах размещения европейского уровня¹.

Авторы концепции гостиницы предлагают выбрать локацию гостиницы в шаговой доступности от водоема и недалеко от лесного массива. Таким образом, на гостиничном предприятии можно было бы предоставлять услуги проката инвентаря для активного отдыха на воде и для рыбалки, а также позиционировать себя как отель, в который можно сбежать из города и полноценно отдохнуть на лоне природы. Это позволило бы сократить убытки, которые неизбежно понесет отель в низкий сезон.

Вместимость гостиницы предлагается 55 номеров. Из них 5 номеров категории «джуниор сюит»; 5 номеров категории «люкс», а также 5 номеров категории «апартамент». Каждый номер и сам отель будут оборудованы в соответствии со стандартами трехзвездочного отеля. На территории гостиницы так же будет функционировать ресторан «Три богатыря».

Стиль отеля, включая номера, фасад, общественную зону и ресторан, будет выполнен в духе традиционных русских народных мотивов: мозаики с эпизодами из всеми любимых сказок народного творчества и творчества А. С. Пушкина, витражи, арки, расписанные традиционными узорами в цветах, свойственной русской культуре – желтом, красном и зеленом.

Концепция сказочного отеля является перспективной и конкурентоспособной, так как эксклюзивна для данного региона и удачно сочетается с основным направлением туризма в Великий Устюг. Основной сегмент путешествующих – это семейные пары с детьми, пенсионеры и иностранные туристы. Отель, выполненный в стиле русских народных сказок, обязательно найдет отклик у туристов.

Самая сильная сторона данной концепции – это возможность подарить гостям Великого Устюга бесценные эмоции и усилить их впечатление от поездки, чтобы взрослые могли почувствовать себя детьми и на миг вернуться в детство, а дети – поверить в то, что волшебство существует.

¹ Деду Морозу подарят новый дворец. URL: <http://foto-travel.net/2017/08/rossiya-dedu-morozu-podaryat-novyy-dvorets>

Анализ тенденций в проектировании гостиничных концепций показывает, что в «разработку концепции туристско-гостиничного комплекса должны входить:

- программы обслуживания, которые дают в интересной театрализованной форме информацию об исторических, этнографических, археологических, культурных особенностях развития народа, или сценарии мультфильма, сказки и т. д.;

- проектирование анимационного и интерактивного обслуживания: всевозможных шоу-программ, тематических праздников, мастер-классов по народному творчеству и историко-культурным интерактивным программам, квестам [5].

Исходя из этого для того, чтобы выделиться и оставаться рентабельными, мы предлагаем включить в услуги отеля анимацию: за счет ее организации на современном уровне отель сможет получать дополнительных доход и обеспечивать себе дополнительную рекламу. Анимация может включать в себя организацию тематических литературных вечеров сказочной тематики, постановку кукольных и театрализованных представлений с участием детей; организацию праздников и торжеств для гостей, выездных занятий для учеников школ. В теплое время года станет возможна организация квестов на территории отеля и близлежащих природных туристских объектах.

Также на территории гостиницы будет расположена «Аллея сказок» со скульптурами различных сказочных персонажей, с которыми туристы смогут сделать запоминающиеся снимки, а также заказать профессиональную фотосессию.

Для того, чтобы проект успешно функционировал, необходимо, чтобы о нем знало как можно больше потенциальных туристов. В качестве средств продвижения особо выделим социальные сети: Инстаграм, Вконтакте и Фейсбук (для зарубежных туристов), на которых будут вестись странички с новостями и конкурсами. В последнее время важную роль при выборе услуги или продукта стали играть отзывы на специализированных сайтах, а также рекомендации медийных личностей в социальных сетях, на что так же необходимо сделать упор. Помимо этого, планируется выпуск и распространение яркой сувенирной продукции на общественных мероприятиях городов Вологодской области, а также распространение печатной продукции в

виде закладок для книг, которые будут идти в подарок при покупке книг в магазинах-партнерах. Более того, в будущем планируется участие в выставках МІТТ и ПИР для привлечения партнеров и потенциальных клиентов, в том числе из зарубежных стран.

В заключение хотелось бы отметить, что Великий Устюг – перспективное и популярное направление, остро нуждающееся в качественных средствах размещения. Разработанная концепция гостиницы идеально впишется в туристскую среду города, что позволит ей быть не только рентабельной, но и в будущем стать самостоятельным туристским аттрактором.

Многие специалисты рассматривают сказку как эффективное педагогическое средство, поскольку в ней отражены основы добра и зла, воплощены присущие народу нравственные черты: любовь к Родине, отвага в борьбе со злом, верность в любви и дружбе. Сказка неотделима от красоты и способствует воспитанию благородства, сердечной чуткости к чужому горю, любви к природе [6].

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РОЛЬ ЛИЧНОСТИ СОЦИАЛЬНОГО ПРЕДПРИНИМАТЕЛЯ В УСПЕШНОЙ РЕАЛИЗАЦИИ СТРАТЕГИИ СОЦИАЛЬНОГО ПРЕДПРИЯТИЯ

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Впервые термин «предприниматель» был использован ирландским предпринимателем и экономистом XVIII века Ричардом Кантильоном (Richard Cantillon). Под предпринимателем этот экономист понимал человека, несущего риск, связанный с торговой деятельностью. Классик экономической теории Адам Смит (Adam Smith) подчеркивал важную роль предпринимателя как участника рынка свободной конкуренции. Известный мыслитель, социолог, политолог и экономист Йозеф Шумпетер (Joseph A. Schumpeter) рассматривал склонность к предпринимательской деятельности как личностную, а не профессиональную способность индивида, ставя на первое место именно психологические особенности, а не специальные знания или наличие ресурсов (Жохова, 2015 г.). Развивая идею предпринимательства в своей книге «Теория экономического развития» (Theorie der wirtschaftlichen Entwicklung, 1911 г.), этот исследователь описывал предпринимателя как *новатора, реализующего нововведения, являющиеся двигателем экономического прогресса.*

Термин «социальный предприниматель» является производным от понятия «предприниматель» и вмещает в себя все приведенные выше характеристики. Однако определение «социальный» расширяет и уточняет границы понятия.

Социальное предпринимательство как вид экономической деятельности, позволяющей оказать поддержку и защиту уязвимой группе населения, практикуется человечеством на протяжении многих веков. Примером социальных предприятий прошлых лет могут служить артели, богадельни, работные дома, приюты. Чаще всего эти организации в силу культурных и исторических причин основывались и развивались на базе монастырей. Примером российских социальных предприятий на рубеже XIX–XX веков могут служить Дома

трудолюбия, основанные отцом Иоанном Кронштадтским, где нуждающиеся люди могли получить работу и кров.

Но если в России на рубеже XIX–XX веков социальное предпринимательство находилось еще в зачаточном состоянии, и его развитие традиционно оставалось уделом духовенства, то в США в этот период уже вовсю процветали некоммерческие организации и благотворительные фонды, из которых позже в отдельную отрасль выделилось социальное предпринимательство. Европейское социальное предпринимательство как отдельная отрасль экономической деятельности чётко оформилось к середине XX века, когда традиционно развитый в европейских странах сектор социальной поддержки перестал справляться со своими задачами.

В рамках исследования социального предпринимательства, проведенного нами в 2016 г., было сформулировано следующее определение понятия «социальное предпринимательство»: это экономическая деятельность, главная цель которой состоит в смягчении или решении проблем, лежащих в области здравоохранения, трудоустройства, образования, защиты окружающей среды, повышения благосостояния населения, применяющая инновационный подход к использованию возможностей и ресурсов, предполагающая как высокую степень риска, так и повышенную ответственность за результаты деятельности. Считается, что социальное предпринимательство не просто лечит симптомы проблем, лежащих на поверхности, а атакует внутренние причины проблем.

Из определения следует, что социальные предприниматели ставят перед собой цели, не предполагающие извлечение дохода. Однако в отличие от благотворительных организаций, они стараются сделать это без привлечения сторонних поступлений, так как это – нестабильный источник финансирования. Таким образом, они не просто разово решают проблему, а создают возможности для решения проблемы на систематическом уровне.

Бизнес-модель социального предприятия построена на том, что коммерческий доход от его деятельности обеспечивает и поддерживает достижение социальных целей. При этом соблюдение баланса коммерческих и социальных целей является ответственностью социального

предпринимателя, который, *исходя из своей внутренней мотивации, направляет основную часть прибыли компании на реализацию социальной миссии.*

Большинство успешно функционирующих социальных предприятий обязаны своим успехом своим основателям – социальным предпринимателям, которые, имея высокую мотивацию к решению тех или иных социальных задач, упорно добиваются своих целей.

Как правило, идея о создании социального предприятия возникает у предпринимателя в связи с личным опытом: пережитым событием, необходимостью решить личную проблему, желанием реализовать свои убеждения.

Примером может служить история Банка Грамин (Bank Grameen, <http://www.grameen-info.org/>), которая началась с путешествия в 1976 г. профессора Юнуса по сельскохозяйственным регионам Бангладеш, когда он выдал свой первый займ суммой в 24 доллара. Вся сумма была возвращена благодарными жителями в оговоренные сроки и в полном объеме. Профессор решил расширить этот опыт, но поскольку ни одна финансовая организация не поддержала его начинаний, он сам организовал банк для решения проблем беднейшего населения страны. Уже к 1983 г. организация насчитывала 75 отделений в 5 провинциях страны. На сегодняшний день организация преобразована в Семейство Организаций Грамин, включающих в себя не только финансовые институты, но и телекоммуникационные и технологические компании. Организация является устойчивой и самокупаемой и самостоятельно создает рабочие места.

Кроме того, социальным предпринимателям часто приходится «изобретать велосипед», т. е. находить нестандартные решения для извлечения устойчивого дохода и поддержания самокупаемости предприятия.

Так, например, в Москве существует Музей народной игрушки «Забавушка» (<http://www.zabawushka.ru/>), основанный в 1998 г. российским предпринимателем Алексеем Санкиным. В основу экспозиции легла коллекция народной игрушки, собранная отцом Алексея. Основная задача музея – познакомить современных детей с многообразием традиционных промыслов, поддержать интерес к народной культуре.

В музее имеется открытый фонд экспонатов, с которыми дети знакомятся во время посещения – трогают, играют, самостоятельно расписывают. Для того, чтобы пополнять открытый музейный фонд, который расходуется во время занятий, музей размещает заказы на изготовление игрушек у мастеров, владеющих традициями народных промыслов. Принципиальная позиция руководителя музея заключается в том, чтобы в музее была представлена именно игрушка потомственных народных мастеров. Таким образом, миссия музея на самом деле заключается в сохранении и поддержании потомственных народных промыслов, а культурно-педагогическая деятельность является способом извлечения дохода.

Социальные предприниматели, движимые идеями о достижении социальной справедливости, как правило очень упорны в достижении своих целей. Они не ищут простых путей к достижению финансового благополучия, так как создаваемая ими бизнес-модель должна вмещать нестандартные задачи.

Так, предприниматель из Пермского края Вячеслав Горелов был увлечен идеей помощи подросткам, оказавшимся в сложной жизненной ситуации. Начиная с 1994 г., Вячеслав предпринимал различные инициативы для реализации своей идеи. Пережив несколько взлетов и падений, в 2003 г. он организовал Школу фермеров (<http://www.shkolafermerov.ru/>), где ребята из детских домов и неблагополучных семей осваивают профессию фермера. Предприятие является самокупаемым за счет продажи производимой сельскохозяйственной продукции и заключения договоров с детскими домами на организацию летних трудовых лагерей.

Школа фермеров стала квинтэссенцией опыта Вячеслава по организации различного рода зимних и летних лагерей и прочих образовательных проектов для ребят из неблагополучных семей, сирот, подростков, оказавшихся в сложной жизненной ситуации. Таким образом, главным ресурсом данного предприятия стал опыт его руководителя и его инновационный подход к решению поставленных задач.

Как видим, роль личности социального предпринимателя в успешном функционировании социального предприятия невозможно

переоценить! Социальный предприниматель является предпринимателем в полном смысле этого слова: он применяет нестандартные решения, рискует, упорно движется к цели, используя каждую преграду как повод для инновации.

Нельзя не отметить, что работа социального предпринимателя сложна в психологическом плане, требует дополнительных усилий для достижения поставленных целей и не всегда приносит желаемый доход. Удержание социального предприятия в русле некоммерческих интересов требует от социального предпринимателя фокусировки на изначальных целях, постоянного напоминания себе о том, ради чего было создано его предприятие.

Несмотря на высокие устремления, каждый социальный предприниматель может в определенный момент почувствовать снижение мотивации и поставить предприятие под угрозу отклонения от социальной миссии в пользу коммерческой выгоды. Именно поэтому для социальных предпринимателей очень важны вдохновение, одобрение и поддержка партнеров, сотрудников и авторитетных для предпринимателя людей (других социальных предпринимателей, благодарных бывших клиентов социального предприятия, лидеров общественного мнения и проч.).

Создание глобальной ценностной сети¹ вокруг социального предпринимательства является одним из условий успешного функционирования социальных предприятий и укрепления мотивации их руководителей.

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¹ Социальная сеть включает в себя всех клиентов, сотрудников и партнеров, которые непосредственно связаны с деятельностью организации. Ценностная сеть является частным случаем социальной сети, в которой особую роль играют отношения признания и одобрения целей и результатов деятельности предприятия. Ценностная сеть социального предприятия во многом совпадает с кругом людей, включенных во взаимодействие с ним, но не ограничивается им. Она может включать всех людей, благодаря которым предприниматель получает вдохновение и поддержку.

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УСЛУГИ СРЕДСТВ РАЗМЕЩЕНИЯ: КЛАССИФИКАЦИЯ И ЕЕ ВЛИЯНИЕ НА КАЧЕСТВО УСЛУГ

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Аннотация. Проанализирована существующая система классификации гостиниц, приводятся классификации гостиниц в различных странах. Показано, что услуги гостиниц различаются в зависимости от их категорий, что определяет качество предоставляемых услуг.

Ключевые слова: гостиница, классификация, признаки классификации гостиниц.

Индустрия гостеприимства предлагает своим клиентам различные виды услуг, но особую роль выполняют средства размещения. Постановлением Правительства Российской Федерации от 09.10.2015 № 1085 утверждены Правила предоставления гостиничных услуг в Российской Федерации, где дано определение гостиницы. Согласно указанному постановлению, гостиница – это «имущественный комплекс (здание, часть здания, оборудование и иное имущество), предназначенный для предоставления услуг» [1].

Гостиницы отличаются по следующим признакам: количеству номерного фонда, предоставляемым гостиничным услугам, сгруппированным в категории и классы. Гостиничные предприятия классифицируют по следующим показателям: уровню комфорта, вместимости номерного фонда, функциональному назначению, месторасположению, продолжительности работы, обеспечению

питанием, продолжительности пребывания, уровню цен. В соответствии с международной практикой все средства размещения подразделяются на коллективные и групповые. В соответствии с ГОСТ Р 51185-2014 «Туристские услуги. Средства размещения. Общие требования» к коллективным средствам гостиничного типа относят гостиницы, мотели, клубы с проживанием, пансионаты, меблированные комнаты, общежития [2]. К специализированным средствам размещения относятся санатории, профилактории, дома отдыха, туристские приюты, стоянки, туристские, спортивные базы, базы отдыха, дома охотника (рыбака), конгресс-центры, кемпинги, ботели, флотели, ротели. К индивидуальным средствам размещения относятся квартиры, комнаты в квартирах, дома, коттеджи, сдаваемые в наем.

Для классификации гостиниц в разных странах используются различные системы. Самая распространенная классификация – это система звезд, в соответствии с которой все гостиницы в зависимости от комфортабельности делятся на категории, условно обозначаемые звездами. Но есть страны, которые используют свою систему категоризации. Так, в Греции используется буквенная система классификации, в Великобритании – короны, в Испании – категории, в Китае каждая категория имеет название, например, «дом для гостей», «винный дом», на Мальдивах приняты такие категории, как *standard, de luxe, junior suite, presidential suite*.

Действующая в России классификация гостиниц (мотелей) вместимостью не менее 10 номеров осуществляется по категориям, которые соответствуют звездам. При аттестации гостиницы для присвоения определенной категории учитывают следующие требования: оснащенность номерным фондом, состояние здания и прилегающей территории, техническое оборудование, оснащенность мебелью, наличие предметов санитарно-гигиенического оснащения номера, общественных помещений, помещений для услуг питания, предлагаемые услуги на предприятии размещения, квалификация персонала и его подготовка.

В международной практике принята стандартная классификация средств размещения туристов, разработанная экспертами ВТО. Все средства размещения делятся на две основные категории: коллективные

и индивидуальные. Коллективное средство размещения – это любой объект, который регулярно или иногда предоставляет туристам размещение для ночевки в комнате или каком-либо ином помещении; однако число номеров, которое в нем имеется, превышает минимум, определяемый каждой страной самостоятельно (например, в России – 10, Италии – 7 номеров). К коллективным средствам размещения относятся гостиницы и аналогичные средства размещения.

Существующие гостиницы характеризуются следующими признаками:

- состоят из номеров, число которых превышает определенный минимум, имеют единое руководство;
- предоставляют различные гостиничные услуги, перечень которых не ограничивается ежедневной заправкой постелей, уборкой номера и санузла;
- сгруппированы в классы и категории в соответствии с предоставляемыми услугами, имеющимся оборудованием и стандартами страны пребывания [3].

В зависимости от конкретного оборудования и особенностей предоставляемых услуг в составе гостиниц различают гостиницы широкого профиля, гостиницы квартирного типа, мотели, придорожные гостиницы, курортные гостиницы, клубы с проживанием и пр.

Следующую группу составляют заведения, аналогичные гостиницам, которые обладают номерным фондом и предоставляют ограниченный перечень обязательных услуг (включая ежедневную заправку постелей, уборку номера и санузла). К ним относятся пансионы, меблированные комнаты, туристские общежития и т. п.

Индивидуальные средства размещения – это собственные жилища (квартиры, виллы, особняки, коттеджи), используемые посетителями-резидентами, в том числе и апартаменты таймшера, комнаты, арендуемые у частных лиц или агентств, помещения, предоставляемые бесплатно родственниками или знакомыми. Такие услуги предоставляются за плату, в аренду или бесплатно.

Классификация гостиниц – это определение соответствия конкретной гостиницы и номеров критериям или стандартам обслуживания. Принятая в каждой стране классификация содержит

категорию разрядности, которая является качественным параметром стандарта. Разрядность гостиницы влияет на ее престиж, формирование клиентской базы, стоимость гостиничных услуг и др. Все это в большей степени определяет выбор потенциальных клиентов при выборе средств размещения при нахождении вне места основного проживания.

В настоящее время существует более 30 различных классификаций, из них наиболее распространенными считаются следующие.

Классификация гостиниц по месторасположению:

- расположенные в черте города (в центре, на окраине). Центральными являются практически все гостиницы делового назначения, отели-люкс, гостиницы среднего класса;

- расположенные на морском побережье. В данном случае очень важным является расстояние до моря (50, 100, 150, 200, 250, 300 м);

- расположенные в горах. Обычно это небольшие гостиницы в живописной горной местности на туристском маршруте в наиболее удобном месте отдыха. В горной гостинице, как правило, содержится необходимое снаряжение для летнего и зимнего отдыха ее гостей, например, альпинистский и горнолыжный инвентарь, подъемники и др. [4].

По продолжительности работы гостиницы подразделяются:

- на работающие круглогодично;
- сезонные (работающие два сезона и односезонные).

По продолжительности пребывания клиентов различают гостиницы:

- для длительного пребывания;
- для кратковременного пребывания.

По уровню цен на номера гостиницы классифицируют:

- на бюджетные (25–35 долл. США);
- экономичные (35–55 долл. США);
- средние (55–95 долл. США);
- первоклассные (95–195 долл. США);
- апартаментные (65–125 долл. США);
- фешенебельные (125–425 долл. США).

При выборе гостиничных предприятий важно учитывать **классификацию по уровню комфорта**, что особенно важно для оценки качества гостиничных услуг. Для этого важно оценивать следующие основные критерии:

- состояние номерного фонда: площадь номеров (м²), долю одноместных (однокомнатных), многокомнатных номеров, номеров-апартаментов, наличие коммунальных удобств и т. д.;
- состояние мебели, инвентаря, предметов санитарно-гигиенического назначения и т. п.;
- наличие и состояние предприятий питания: ресторанов, кафе, баров и т. п.;
- состояние здания, подъездных путей, обустройство прилегающей к гостинице территории;
- информационное обеспечение и техническое оснащение, в том числе наличие телефонной, спутниковой связи, телевизоров, холодильников, мини-баров, мини-сейфов и т. д.;
- обеспечение возможности предоставления ряда дополнительных услуг.

Особое значение имеет существующая **классификация по вместимости номерного фонда**. Для многих клиентов данный критерий является важным при выборе средств размещения. Под вместимостью номерного фонда понимается число мест (номеров), которое может быть предложено клиентам одновременно. Многие страны используют следующий подход к классификации гостиниц по вместимости:

- малые – до 100–150 номеров;
- средние – от 100 до 300–400 номеров;
- большие – от 300 до 600–1000 номеров;
- гиганты – более 1000 номеров.

Важное значение для клиентов имеет и **функциональное назначение гостиничного предприятия**. Так, транзитные гостиницы предназначены для обслуживания туристов в условиях кратковременной остановки. Как правило, они располагаются вдоль магистралей и больших туристских потоков (железнодорожного транспорта, аэропортов, автодорог, водных путей).

Для удовлетворения потребностей деловых туристов особую роль выполняют целевые гостиницы, чаще всего к ним относятся гостиницы делового назначения, обслуживающие лиц, находящихся в деловых поездках и командировках. Гостиницы этой группы наиболее известны как гостиницы для конгрессного обслуживания (симпозиумов, съездов, собраний, конференций и т. д.). Гостиницы, обслуживающие деловых людей, должны соответствовать следующим требованиям: находиться вблизи административных, общественных и других центров городов; иметь в номерном фонде одноместные номера, номера-апартаменты, в номерах – рабочую зону наряду с зоной отдыха и сна, иметь специальные помещения для проведения деловых мероприятий, специальное техническое оборудование, оборудование для стоянок и гаражей, службы финансового обеспечения; обеспечивать возможность предоставления высококачественного питания.

Особое значение на рынке гостиничных услуг имеют гостиницы для отдыха (курортные, туристские). Концепция «курортная гостиница» предусматривает предоставление размещения, питания и ряда дополнительных услуг людям, стремящимся к отдыху и восстановлению здоровья. Сущность концепции туристской гостиницы сводится к следующим критериям: она располагается на туристских маршрутах и принимает клиентов с этих маршрутов; комплекс услуг, предлагаемых в туристской гостинице, формируется в соответствии с программой маршрута и заранее определяется ваучером или путевкой; для организации обслуживания в структуре туристской гостиницы предусмотрены турбюро или бюро путешествий и экскурсий.

Наиболее понятна многим туристам система классификации по «звёздам». Гостиницы категории одной звезды предлагают минимальный комфорт, обычно в них немного номеров, большая часть из которых многоместные, санузел, как правило, общий. В них нет дополнительных услуг, зачастую не предлагается питание. Гостиницы категории две звезды предлагают услуги ночлега и душа, а все остальное – за отдельную плату. Обычно в этом же здании располагается кафе или ресторан, номерной фонд скромный, с небольшим количеством одноместных номеров. Гостиницы категории три звезды наиболее распространены: там предлагается стандартный

набор услуг: ночлег, завтрак, санузел в номере, большой перечень дополнительных услуг. Гостиницы категории четыре звезды – объекты размещения повышенной комфортности: здесь уже речь идет не только о наборе услуг, но и об отличном дизайне, сервисе. Гостиницы категории пять звезд – свидетельство роскоши: их отличает выгодное местоположение, оформление номеров, дизайн, кухня в ресторане, предложение большого спектра дополнительных услуг. В таких гостиницах жить не только комфортно, но и престижно.

Таким образом, классификация гостиниц нужна для того, чтобы:

- во-первых, информировать потребителей (является неким индикатором, необходимым при выборе информации, которую клиенты должны иметь заранее, чтобы оправдать свои ожидания) [5];
- во-вторых, это стандартный перечень базовых и дополнительных услуг, которым пользуются турагенты и туроператоры при формировании турпакетов и предложений туристам, а также при заключении договоров с гостиницами;
- в-третьих, это инструмент маркетинга и продвижения самих гостиниц (на основе выбранной категории гостиницы могут продвигать специфические услуги и особенные отличительные от конкурентов характеристики [6];
- в-четвертых, учитывались государственными регуляторами стран, разрабатывающими и внедряющими системы классификации, направленные на повышение качества гостиничных услуг [7];
- в-пятых, классификация становится действенным инструментом оценки качества гостиничных услуг;
- в-шестых, в некоторых странах на основе принятой классификации могут применяться экономические инструменты, например субсидирование или налоговые льготы.

Важно отметить, что переход на систему обязательной классификации гостиниц в России поможет привести услуги, оказываемые различными средствами размещения, к существующим требованиям и экономически обосновать их ценовые показатели, что особенно важно для клиентов туристского рынка.

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Abstract. The existing system of classification of hotels is analyzed, classifications of hotels are given in various countries. It is shown that services of hotels differ depending on their categories that defines quality of the provided services.

Keywords: hotel, classification, signs of classification of hotels.

ДОПОЛНИТЕЛЬНЫЕ УСЛУГИ ГОСТИНИЦ И ИХ ВЛИЯНИЕ НА ПРИВЛЕКАТЕЛЬНОСТЬ СРЕДСТВ РАЗМЕЩЕНИЙ

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Аннотация. Индустрия гостеприимства – это значительная система хозяйства региона или туристского центра и важный компонент экономики туризма. Но для того, чтобы обозначенная индустрия развивалась, организации гостеприимства приносили доход и обслуживали все большее и большее число людей, гостиница как часть системы гостеприимства должна не только лишь оказывать услуги размещения, но и предоставлять сопутствующие дополнительные услуги.

На данный момент можно выделить три перспективных направления реализации дополнительных гостиничных услуг: инновационные технологии, сохранение традиций, необычные услуги.

В зависимости от финансовых возможностей, номерного фонда и типа отеля можно предложить ряд услуг, выделяющих гостиницу не только на региональном, но и на мировом рынке.

Ключевые слова: гостиничные услуги, гостиница, гостиничные технологии, средства размещения, дополнительные гостиничные услуги.

Гостеприимство выступает фундаментальным понятием человеческой цивилизации, по степени развития которой оказание гостеприимных услуг людям, которые оказались по разным причинам

вне дома, трансформировалось в профессию для всё большего и значительного количества людей, пока не стало отдельной индустрией. На сегодняшний момент индустрия гостеприимства – это значительная система хозяйства региона или туристского центра и важный компонент экономики туризма. Но для того, чтобы обозначенная индустрия развивалась, организации гостеприимства приносили доход и обслуживали все большее и большее число людей, гостиница, выступающая предприятием гостеприимства, должна не только лишь оказывать услуги размещения, но и предоставлять сопутствующие дополнительные услуги [2].

Особенности гостиничных услуг отличаются тем, что их оценку возможно дать только после их оказания. Клиенты не могут заранее увидеть и измерить услуги, но они могут воспользоваться внутренними восприятиями и ощущениями для оценки предприятия. Именно это может сказаться на существующем имидже гостиницы. Важно отметить, что спрос на гостиничные услуги не является постоянным, он зависит от целого числа факторов, таких как сезонность и заявленные потребности клиентов.

Существующий ГОСТ Р 51185-2014 «Туристские услуги. Средства размещения. Общие требования» определяет, что коллективные средства размещения независимо от категории должны предоставлять гостям следующие услуги [2]:

- вручение корреспонденции гостям;
- утренняя побудка (по просьбе клиента);
- ежедневная уборка номера горничной с заправкой постелей;
- смена постельного белья не менее одного раза в пять дней; смена полотенец не менее одного раза в три дня;
- предоставление утюга, гладильной доски.

Таким образом, нормативным документом установлены минимальные обязательные требования к дополнительным услугам в гостиницах всех типов, любой категории. Остальные требования могут оказываться в зависимости от типа гостиницы.

Дополнительными, или поддерживающими, являются услуги, которые придают основной услуге дополнительную выгоду и дают возможность отличить определенный продукт от конкурирующих с ним.

Дополнительные услуги в отличие от основной услуги не являются необходимыми в ходе предложения основной услуги. Важно отметить, что это предложение продавца больше того, что ожидает клиент, или сверх того, что для него является привычным.

В перечне дополнительных услуг предоставлены те услуги, которые клиент получает по своему требованию. Список дополнительных услуг может быть дополнен, видоизменен и дифференцирован с учетом размеров гостиницы, её месторасположения и целевого назначения, величины комфортабельности, потребностей клиентов и других причин. Так, А. О. Лубан предлагает следующую классификацию дополнительных услуг [3].

Таблица 1 – Классификация дополнительных услуг в гостинице

Виды дополнительных услуг	Описание
Спа-услуги	Массаж, бассейн, сауна, тренажерный зал, салон красоты и т. д.
Услуги ресторана	Room service, бар, завтрак, ужин, банкеты, кофе-брейк и т. д.
Услуги бизнес-центра	Конференц-зал и оборудование, печать, факс, ксерокс, услуги переводчика, бронирование билетов на все виды транспорта, заказ билетов в театр, кино, вызов такси, трансфер, обмен валют и т. д.
Бытовые услуги	Услуги химчистки, прачечная, глажка, ремонт одежды и обуви, камера хранения, аренда бытовых приборов, аренда автомобилей
Развлекательные услуги	Ночной клуб, бары, бильярд, теннис, казино, боулинг, анимационные услуги и экскурсионное бюро (организация и проведение экскурсий, оформление виз, услуги гида-переводчика и т. д.
Торговые услуги	Магазины, торговые автоматы, продажа сувениров и т. д.
Необычные услуги	Прокат платьев, трезвый водитель, сказка перед сном и т. д.

Чтобы предлагаемые услуги всегда были востребованными, важно проводить оценку удовлетворенности клиентов в целях совершенствования качества предоставляемых услуг. Важно иметь реальную оценку клиентов как основных, так и дополнительных услуг в целях внесения коррекционных мероприятий по их совершенствованию.

Сегодня важно внедрять в практику работы новые гостиничные технологии. Например, во время пребывания в гостинице клиенты, прибывшие группами, могут организовать видеоконференции, составлять общий план отдыха или работы, заказывать услуги и просто быть всегда на связи между собой, используя специальные программы, которые предлагаются на сайте гостиницы и привязаны к каждому номеру. Также клиенты, заходя в «личный кабинет» на сайте гостиницы, могут заказывать услуги и узнавать о них в режиме онлайн. Такие технологии дают возможность сделать определенную работу быстрее и удобнее [3].

По оценке специалистов, в большинстве случаев, пропорция дохода средства размещения от основных и дополнительных услуг находится в соотношении 60/40%. Следует отметить, что в курортных отелях ситуация противоположная: 40% своего дохода гостиница имеет от продажи номеров и 60% дохода получает на дополнительных услугах.

Можно отметить, что дополнительные услуги варьируются в зависимости от количества звезд гостиницы. Развитие турбизнеса неизбежно влечет за собой увеличение постоянных доходов, а также приводит к расширению портфеля оказываемых услуг, а главное – к постоянному росту качества обслуживания [4].

Комфортабельные отели обеспечивают круглосуточный и ежедневный прием и оформление постояльцев. При оформлении договора обязательно определяется перечень услуг, которые включаются в оплату за номер. В приказе Министерства культуры от 11.07.2014 г. № 1215 «Об утверждении порядка классификации объектов туристской индустрии, включающих гостиницы и иные средства размещения, горнолыжные трассы и пляжи, осуществляемой аккредитованными организациями» отмечено, что при присвоении гостинице конкретной категории вместе с прочими требованиями берут во внимание

номенклатуру и качество предоставляемых услуг, а также уровень обслуживания.

Дополнительные услуги особенно важны для формирования и поддержания имиджа гостиницы. Все чаще данный вид услуг трансформируется, носит рекламный характер, обновляется и предоставляется в зависимости от складывающейся ситуации. Например, заказать цветы, купить билеты в театр или кино, забронировать столик в ресторане, купить ж/д или авиабилеты теперь можно сделать, не выходя из номера. Для делового туризма важен целый комплекс дополнительных услуг, что привлекает деловых туристов. Особым фактором привлечения деловых туристов может быть наличие оснащенных и оборудованных бизнес-центров.

Многие гостиницы предлагают стандартные виды дополнительных услуг, таких как бесплатный трансфер из аэропорта и в аэропорт, заказ цветов, фрукты и алкоголь в номер молодоженам. Все это создает приятные впечатления и обеспечивает гостиницам лояльных клиентов.

Современные тенденции показывают, что дополнительные услуги в гостиницах и их число свидетельствуют об их звездности, но высокое качество данных услуг – показатель конкурентоспособности предприятия сферы гостеприимства [1].

Фактор профессионального предложения дополнительных услуг для каждой группы потенциальных и существующих клиентов становится особенно актуальным, так как непрофессиональное внедрение дополнительных гостиничных услуг подчас может принести организации значительно больше проблем (неудовлетворенность клиентов), чем пользы. Система дополнительных услуг в отличие от иных предложений гостиничного бизнеса требует нестандартных подходов к решению большинства вопросов. Правильная организация процесса внедрения и предоставления дополнительных услуг обуславливает возможность увеличения перечня предложений для клиентов гостиницы и привлечения дополнительных категорий клиентов.

По мнению Д. Е. Берестова, дополнительные услуги – это очень хорошее средство добиться расположения гостя и тем самым повысить

собственную конкурентоспособность. В этих целях необходимо выявлять, какие услуги актуальны в данном отеле, в данное время с учетом особенностей региона. На данный момент можно выделить три перспективных направления реализации дополнительных гостиничных услуг [1].

1. Инновационные технологии. Первым и главным направлением в дополнительных услугах являются инновационные технологии. Огромную роль здесь играет автоматизация производства и все те же новые технологии. Гостиничная сеть Aloft Hotels запустила новый сервис *Text it, Get it (TiGi)*, который позволяет постояльцам общаться с персоналом отеля и заказывать различные гостиничные услуги при помощи смайликов *Emoji*. Постояльцы могут избрать один из шести разных пакетов услуг, отправив работникам отеля смс с соответствующим смайликом. К примеру, чтобы получить пакет услуг *ReFresh* стоимостью 10 долл., гостям отеля необходимо отправить смс с изображениями. После этого постояльцу доставят зубную щетку, пасту, бритву, крем для бритья и дезодорант за 10 долл.; предложение «Турист» за ту же сумму даст возможность постояльцу получить проездной на метро, карту города и два напитка в баре отеля.

Гостиничная компания Starwood Hotels & Resorts Worldwide активно работает над концепцией интеллектуального номера. Ещё одним трендом в инновационных технологиях гостиничного бизнеса становится забота о здоровье гостя. Среди полезных инноваций, которые разрабатываются уже сейчас, можно выделить: подушки-массажеры, пижамы с сенсорами для измерения давления и уровня сахара в крови, хромотерапевтическое освещение в номере и гальванические панели в душевых кабинах, которые позволяют регулировать температуру, состав воды и даже содержание в ней витамина С. Основной упор будет сделан на индивидуальный подход к каждому клиенту.

2. Сохранение традиций. Вторым немаловажным направлением являются дополнительные услуги, в которых отражаются традиции региона или страны. Отель Viceroy Riviera Maya оказывает услугу «Мыльный Дворецкий». Оригинальность услуги состоит в следующем: в номерах отеля отсутствует обычное мыло в фирменной упаковке (хотя

есть гель для душа, шампунь, кондиционер и увлажняющий крем); вместо этого сразу после заселения в номер гостей навещает «мыльный» дворецкий с коллекцией натурального мыла местного производства. Мыло изготавливается местным населением на основе древних традиций майя и состоит из абсолютно органических компонентов, которые найдены на полуострове Юкатан.

Inter Continental Park Lane в Лондоне предлагает своим гостям молочный песок, сделанный в Шотландии, вместе с чашкой чая Веллингтона, что, несомненно, является воплощением английских традиций. Предложение дополнительной услуги, связанной с традициями вашего региона, будет оценено гостями. Это может быть **небольшая пачка монетных дворов** с местной символикой или особый вид завтрака; главное, чтобы данная услуга отражала быт и обычаи вашей страны или региона [1].

Сохранение традиций, адаптация той или иной услуги к культуре и быту вашего региона, добавление к обычной на первый взгляд услуге своих традиций и особенностей. На данный момент отели, оказывающие дополнительные услуги такого рода, пользуются вниманием публики и повышают привлекательность региона в целом.

3. Необычные услуги. Еще одним перспективным направлением являются необычные услуги, за счет которых гостиницы привлекают внимание. Например, некоторые роскошные отели предоставляют «временный шкаф» для гостей. Per Fodor's Travel, отель de Rome, предлагает своим гостям дизайнерские платья Schumacher без дополнительной оплаты, независимо от того, требуется ли им коктейльное или вечернее платье.

Британская гостиница в графстве Уоррингтон предлагает гостям, которые путешествуют одни, забронировать на период пребывания в отеле золотую рыбку. Как считает владелец учреждения Джеффа Райли, животное по кличке Хэппи снимает стрессовое состояние и делает пребывание в отеле более приятным.

Andaz Liverpool Street – Hyatt Hotels and Resorts в Великобритании – еще один английский отель с неординарным сервисом, предлагающий своим клиентам чтение сказок перед сном.

Администрация гостиницы привлекает для чтения сказочных историй известных писателей и журналистов.

Создание новой, уникальной (единственной в своем роде) услуги привлечет внимание и выделит вас среди других гостиниц. Она может быть малозатратной и не требовать много ресурсов, однако благодаря таким услугам доходы отеля могут существенно увеличиться [1].

Таким образом, в зависимости от финансовых возможностей, номерного фонда, типа отеля можно предложить ряд услуг, выделяющих вас не только на региональном, но и на мировом рынке. Гостиничные услуги должны отвечать современным стандартам гостиничного бизнеса. Создание и внедрение услуги должно определяться возможностью существующего номерного фонда, целевой группой клиентов и их потребностями, типом отеля и т. д. Услуги должны быть целесообразны и разумны. Важно учитывать загрузку гостиницы и региона в целом, прибыль и расходы, а также классификацию гостиницы.

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Abstract. At the moment, the hospitality industry is a significant system of regional economy or tourist center and an important component of

the economy of tourism. But in order to the industry has evolved, organizations of hospitality revenue and serve more and more people, hotel acting company of hospitality should not only provide hosting services, but provide complementary services.

At the moment it is possible to allocate 3 perspective directions of realization of additional hotel services: innovative technologies; preservation of traditions; unusual services.

In General, depending on the material capabilities, the number of rooms, the type of hotel you can create a number of services that distinguish you not only in the regional market, but also worldwide.

Keywords: hotel services, hotel, hotel technologies, accommodation facilities, additional hotel services.

ВЛИЯНИЕ ТУРИСТСКОЙ ДЕЯТЕЛЬНОСТИ НА ФОРМИРОВАНИЕ КОМАНДНОГО ВЗАИМОДЕЙСТВИЯ СРЕДИ СТУДЕНТОВ

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Аннотация. В статье произведен анализ влияния туристской деятельности на процесс командного образования в студенческой среде. Для определения уровня командного взаимодействия были использованы психологические методики, которые показали уровень сплоченности и эмоционального состояния в четырех студенческих группах Южно-Уральского государственного университета.

Ключевые слова: командное взаимодействие, туризм, студенческая группа.

В современных условиях важную роль в развитии сферы сервиса играют коммуникационные технологии. Умение общаться и выстраивать отношения с другими людьми становится неотъемлемой частью профессиональной компетентности работников. Большое внимание в исследованиях уделяется способности человека работать в команде. Командное взаимодействие представляет собой такой тип взаимоотношений, который выражается в комплексе мер, направленных на достижение каждым членом команды общих целей, а также проявление таких качеств, как толерантность, сплоченность, ответственность каждого, взаимодействие друг с другом.

Командный метод работы – один из самых эффективных в управлении организацией. Отношения между сотрудниками строятся на принципах взаимозависимости, при этом они имеют общее видение ситуации и стратегических целей, а высшим уровнем будут являться разделение лидерства и ролей, наличие общих правил и норм; при достижении целей раскрывается потенциал всех сотрудников.

Командное взаимодействие также является предметом изучения психологии. В советской психологической литературе считалось, что при успешном взаимодействии наступает особая степень тесноты межличностных отношений, когда все члены группы в наибольшей мере разделяют цели её деятельности. Важнейшая особенность коллектива состоит в том, что именно в нем личность получает наиболее благоприятную возможность для осуществления своего самоопределения и саморазвития. С этой идеей активно выступали Л. И. Уманский, А. В. Петровский, К. К. Платонов.

Советский психолог А. В. Петровский утверждал, что именно в таком коллективе с наибольшей силой проявляются элементы групповой активности, которые приведут к наивысшему уровню сотрудничества. Вначале реализуются непосредственные контакты между людьми, основанные на эмоциональной приемлемости или неприемлемости, затем отношения опосредуются характером совместной деятельности и, наконец, развиваются отношения, основанные на принятии всеми членами группы единых целей групповой деятельности [2].

Метод командного взаимодействия может способствовать также активному вовлечению обучающихся в образовательный процесс, формированию коммуникативных умений, более глубокому пониманию теории, а также повышению уровня самооценки.

Таким образом, можно сказать, что идеология командообразования популярна на различных уровнях, а многообразие форм свидетельствует о востребованности построения команды. Одним из самых ярких и запоминающихся средств сплочения коллектива является туризм. Хочется отметить, что командное взаимодействие в условиях туристской деятельности является эмоционально более привлекательным для разных групп клиентов.

Туристская статистика утверждает, что в развитых странах около 80% компаний используют поездки для поощрения наиболее отличившихся сотрудников, несмотря на их организационные сложности и высокую стоимость. Организаторы корпоративных поездок и инсентив-туров стремятся создать уникальные программы, которые в сочетании с качественным обслуживанием доставили бы большое удовольствие их участникам и оставили бы у них незабываемые впечатления.

Туризм рассматривается компаниями как незаменимый инструмент мотивации персонала, а также создания положительного образа компании среди ее клиентов. Наиболее близки к определению «командообразующий туризм» такие понятия, как «деловой туризм» (временные командировки и поездки со служебными целями, включая участие в конференциях, конгрессах и т. д. без получения доходов в месте командировки) и «корпоративный туризм» (вид туризма, направленный на восстановление духовных, физических, нравственных сфер человека в соответствии с его культурными, познавательными, оздоровительными запросами, осуществляемый корпорациями в целях повышения комфортности условий труда и развития положительной мотивации сотрудников на эффективный труд).

В этом же разделе можно выделить инсентив-туризм как глобальный инструмент управления, который использует путешествия для мотивации и поднятия эффективности деятельности в организации.

За недостатком исследований темы «Как туризм влияет на командное взаимодействие» и для обоснования теоретических выводов было проведено эмпирическое исследование, целью которого стало выявление уровня командного взаимодействия среди студентов Южно-Уральского государственного университета на основе их включенности в туристскую деятельность. В исследовании приняли участие студенты 1-го, 3-го и 4-го курсов, всего 88 чел.

Для проведения исследования были выбраны группы студентов туристского профиля, активно участвующие в путешествиях по Уральскому региону (студенты группы 451, всего – 21 чел.), а также студенты-первокурсники направления 43.03.02 «Туризм» (студенты группы 151, всего 32 чел.). Для сравнения в исследование были вовлечены студенты направления «Технология художественной обработки материалов» (ТХОМ), не участвующие в туристской деятельности (студенты группы 321, всего 23 чел.; и студенты группы 421, всего 10 чел.).

Среди четырех групп лишь студенты 4-го курса специальности «Туризм» принимали ежегодное участие в выездных занятиях каждый семестр в течение 3 лет. За это время они посетили такие города, как Екатеринбург, Казань, Пермь, Уфа, Тюмень и др. В среднем такие

поездки длились 4–5 дней и включали обширную экскурсионную программу, производственные экскурсии, мастер-классы, конкурсы профессионального мастерства для студентов туристских специальностей и т. д.

Для определения уровня командного взаимодействия в группе были выбраны следующие психологические методики:

– методика В. В. Шпалинского, направленная на изучение социально-психологического климата в группе;

– методика К. Э. Сисора, которая позволяет диагностировать степень интеграции группы, её сплочение в единое целое.

Диагностика психологического климата в малой производственной группе (методика В. В. Шпалинского, Э. Г. Шелеста) предполагает следующие уровни благоприятности психологического климата:

- высокий (42–65 баллов);
- средний (31–41 балл);
- незначительный (20–30 баллов);
- неблагоприятный (менее 20 баллов) [5]. Полученные данные представлены в виде таблицы 1.

Таблица 1 – Диагностика психологического климата в малой производственной группе

№ группы	№ вопроса													Результат
	1	2	3	4	5	6	7	8	9	10	11	12	13	
1	4	4	3	3	3	3	4	1	3	3	2	3	3	39 – средняя
2	3	3	3	3	3	3	4	3	3	2	3	3	4	40 – средняя
3	3	5	4	4	5	3	3	3	3	1	2	3	3	42 – высокая
4	3	4	4	3	4	4	4	3	3	3	3	3	3	44 – высокая

Каждому порядковому номеру в таблице соответствует своя группа: 1 – группа первого курса «Туризм»; 2 – группа третьего курса ТОХМ; 3 – группа четвертого курса ТОХМ; 4 – группа четвертого курса «Туризм».

Представим данные графически (см. гистограмму на рис. 1).

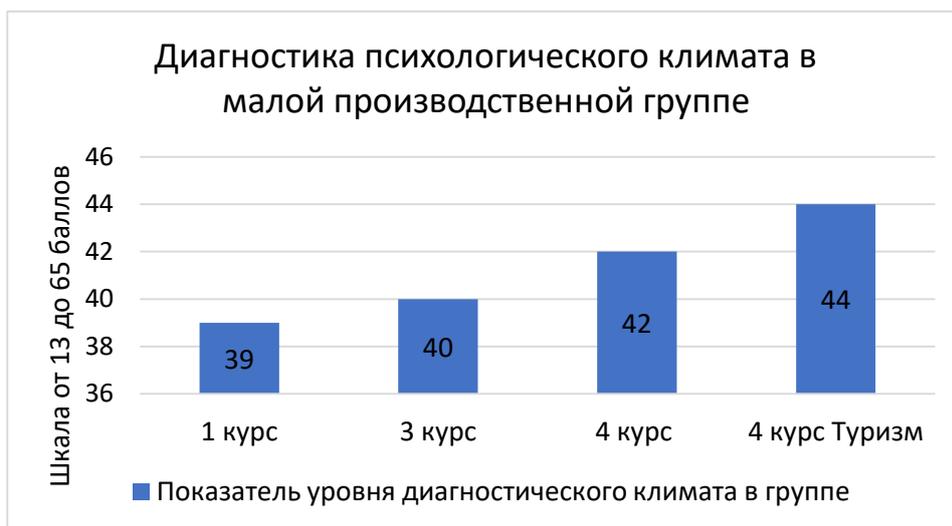


Рис. 1 – Сравнительные результаты отношения респондентов к своему коллективу и эмоциональному фону в нем

Группа студентов 4-го курса «Туризм», у которых состоялись выездные интерактивные занятия, получила самый высокий результат (44 балла), что свидетельствует о высоком уровне благоприятности климата в группе. Члены коллектива отличаются наличием доброжелательных и доверительных интонаций в деловом общении, наличием неформального общения друг с другом, у них преобладает открытость, а отношение к руководителю имеет позитивный характер. Они чаще стремятся к спокойному и упорядоченному окружению, в котором события происходят и развиваются плавно, а отношения с другими безмятежны и свободны от разногласий; они преданы тому, что делают и склонны помогать друг другу даже в ущерб себе.

А члены групп со средним климатом хотят повысить уверенность в своей ценности, каждый из них пытается отстаивать свои притязания либо ожидает признания другими им самим созданного идеализированного «Я»-образа. Каждому члену данного коллектива нужно, чтобы его признавали, он хочет всегда сохранять свои позиции и поступать по-своему, несмотря на сопротивление или противодействие со стороны окружающих.

Вторая методика связана с определением индекса групповой сплоченности по К. Э. Сижору [6]. Групповая сплоченность – параметр, показывающий степень интеграции группы, ее сплоченность в единое целое; этот показатель можно определить с помощью методики, состоящей из 5 вопросов с несколькими вариантами ответов. Ответы кодируются в баллах согласно приведенным в скобках значениям (максимальная сумма – 19, минимальная – 5 баллов).

Согласно данной методике уровни групповой сплоченности оцениваются следующим образом: высокий уровень – 15,1 балла и выше; уровень выше среднего – 11,6–15 баллов; средний уровень – 7–11,5 балла; уровень ниже среднего – 4–6,9 балла; низкий уровень – 4 балла и ниже.

По каждому вопросу найдено среднее арифметическое среди ответов на 1, 2, 3, 4 и 5 вопросы и суммировано, чтобы получить итоговый ответ, который можно увидеть в таблице 2.

Таблица 2 – Определение индекса групповой сплоченности

№ группы	№ вопроса					Результат
	1	2	3	4	5	
1	3,1	3,5	1,9	1,9	1,9	10,6 – средний уровень
2	3,1	3,4	1,9	1,7	1,6	10,2 – средний уровень
3	4	3,7	2,2	2,1	1,8	13,8 – уровень выше среднего
4	4,2	4	2,1	2,2	2	14,5 – уровень выше среднего

Каждому порядковому номеру в таблице соответствует своя группа: 1 – группа первого курса «Туризм»; 2 – группа третьего курса ТОХМ; 3 – группа четвертого курса ТОХМ; 4 – группа четвертого курса «Туризм».

Представим данные графически (см. гистограмму на рис. 2).

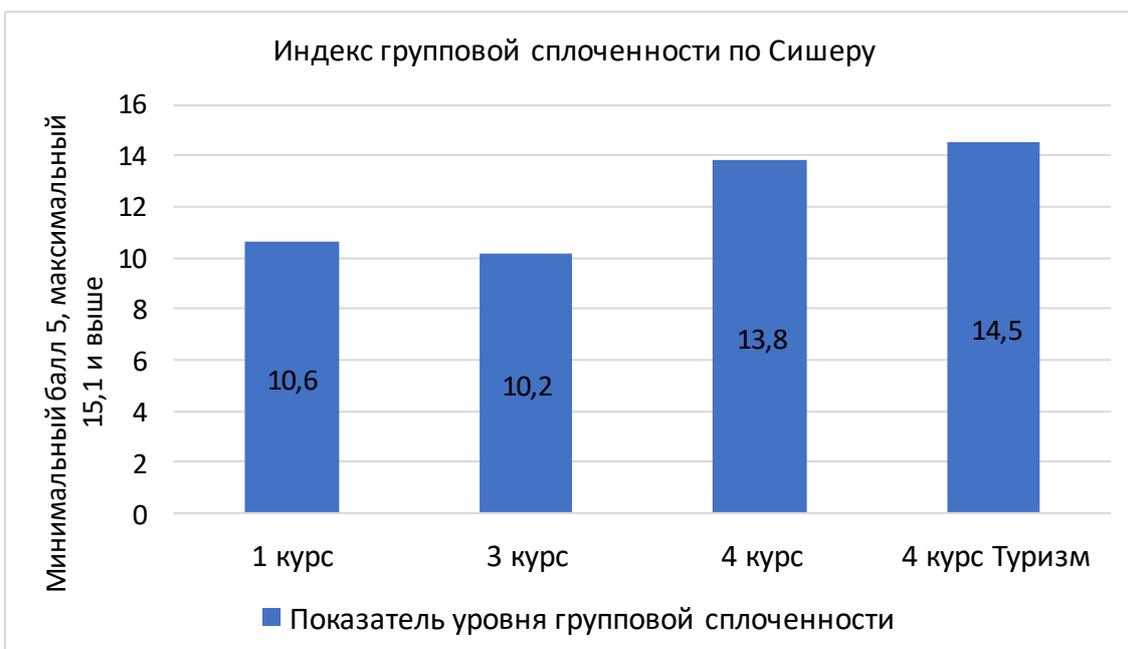


Рис. 2 – Сравнительные результаты сплоченности коллективов

Следовательно, самый высокий показатель уровня сплоченности показала группа 4 – студенты четвертого курса, специальность «Туризм». Результаты диагностики позволяют утверждать, что студенты СТ-451 оценивают отношения в группе как довольно сплоченные и единые. Это означает, что в студенческом коллективе присутствует благоприятная, дружественная атмосфера, нацеленная на взаимопомощь и взаимоподдержку.

Таким образом, с помощью такого метода сплочения, как туризм, можно настроить психоэмоциональный климат в коллективе студентов на высокий уровень, а также повысить уровень сплочения, что положительно скажется как на успеваемости учащихся, так и на взаимоотношениях.

Основываясь на полученных данных, можно заключить, что результаты эмпирического исследования показывают возможность влияния совместных путешествий в течение нескольких лет на уровень командного взаимодействия и способствуют созданию благоприятных взаимоотношений в студенческой группе. Формирование командного взаимодействия – важная составляющая процесса становления грамотного и компетентного специалиста в сфере сервиса и туризма, так как дает опыт работы с человеческим коллективом и возможность

получить навыки установления позитивных взаимоотношений с другими людьми.

Дальнейшее исследование в намеченном направлении будет содержать информацию о социометрических показателях группы СТ-451, а также о формировании тура для первого курса в целях проверки нашей теории о положительном влиянии туризма на командообразование, после чего студенты повторно пройдут диагностику.

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Abstract. The article analyzes the influence of touristic activity on the process of team work among students. To determine the level of team interaction, certain psychological methods have been used that showed the level of cohesion and emotional state inside four groups of students of the South Ural State University.

Keywords: team work, tourism, student group.

КАК ПОСТРОИТЬ КОМАНДУ МЕЧТЫ ДЛЯ УПРАВЛЕНИЯ СОБЫТИЯМИ?

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Аннотация. Чтобы событие стало успешным, вам нужны преданные люди, которые готовы вкладывать свой опыт, время и знания в организацию мероприятия. В статье рассматривается опыт построения команды организаторов Международного форума «Молодежь в мире туризма».

Ключевые слова: событие, управление событиями, команда, роли.

Событийный менеджмент представляет собой профессиональную деятельность, которая предполагает полный комплекс действий по планированию и управлению событиями от постановки задач до успешного завершения проекта.

Построение настоящей команды организаторов события может принести ощутимую пользу успеху события во многих аспектах, таких как:

- быстрое решение проблем. Даже при наличии идеального плана его реализация проходит не всегда гладко. Работая в команде, вы всегда быстро и эффективно решаете проблемы, а также собираете

рабочие идеи и решения, которые помогут вам избежать подобных проблем в будущем;

- снижение уровня общей напряженности и стресса. Имея возможность делегировать некоторые задания другим членам команды, вы можете уменьшить нагрузку и поддерживать положительную атмосферу;

- обучение. Командная работа способствует обмену знаниями, ведь один человек не может быть экспертом во всех областях, связанных с организацией событий. Именно поэтому сотрудничество важно на всех этапах подготовки мероприятия;

- создание уникального продукта. Коллективное мышление и обмен идеями в команде помогают делать события уникальными.

Рассмотрим опыт построения команды организаторов события на примере подготовки и проведения Международного форума «Молодежь в мире туризма» – научно-образовательного и креативного пространства для студентов, магистрантов, аспирантов, в котором участники получают возможность представить для обсуждения и публикации свои научные идеи, продемонстрировать творческие способности и обретают новых друзей. Авторами идеи проведения форума стали доценты кафедры социального управления РГПУ им. А. И. Герцена: кандидат исторических наук Анисимов Тимур Юрьевич и кандидат экономических наук Чурилина Ирина Николаевна. На стадии начала проекта форума они выполняли роли генераторов идей.

Форум традиционно проходит весной, и архитектура его программы представляет собой сочетание делового и конкурсного форматов:

- Международная студенческая научно-практическая конференция «Молодежный туризм в России: ресурсы, тенденции, перспективы», которая проводится в целях популяризации и научного обоснования развития туризма среди молодежи как одного из наиболее динамично развивающегося сектора туристического рынка;

- фотоконкурс «Природа России в объективе молодых»;
- конкурс экскурсионных маршрутов «Открой любимую Россию»;

- конкурс портфолио «Горячий ТурСТАРТ»;
- конкурс организаторов молодежных событий *EventProf*.

Когда мы говорим о команде организаторов, мы имеем в виду ключевых лиц, которые поддерживают цели мероприятия и осуществляют его планирование и реализацию. Создание хорошей команды – одна из наиболее важных составляющих для планирования, подготовки и проведения успешного события. В зависимости от имеющихся ресурсов, типа и масштаба мероприятия принято выделять зоны ответственности, в рамках которых участники команды выполняют определенные задачи.

На этапе формирования идеи и видения форума в команду организаторов входили лишь пара человек, однако впоследствии, исходя из необходимости решения разнообразных задач, структура команды приобрела окончательный вид.

На рис. 1 разными цветами обозначены ключевые направления в процессе подготовки форума, где каждое из них имеет своего ответственного исполнителя с определенным набором функций.



Рис. 1 – Команда организаторов форума «Молодежь в мире туризма»

Организационный комитет представляет собой самоуправляемый совещательный орган, осуществляющий координационную деятельность по подготовке и проведению форума. В состав оргкомитета были приглашены руководители и преподаватели института экономики и управления РГПУ им. А. И. Герцена, а также представители организаций-партнеров, среди которых Санкт-Петербургское государственное казенное учреждение «Городское Туристско-Информационное Бюро», Северо-Западное региональное отделение Российского союза туристской индустрии, Гранд Отель Эмеральд, Cronwell Hotels & Resorts, Исторический театр-макет «Петровская Акватория», Тайга Hostel & Hotel, «Петербургское такси 068».

Ивент-менеджер управляет командой и берет на себя ответственность за достижение целей форума и реализацию показателей эффективности события. Были определены следующие основные показатели эффективности форума:

- количество участников – не менее 50;
- количество публикаций в сборнике – не менее 50;
- издание сборника конференции до ее начала;
- количество поданных конкурсных заявок – не менее 30;
- количество партнеров – не менее 10;
- количество спонсоров – не менее 5;
- количество упоминаний в СМИ – не менее 3;
- количество положительных отзывов – не менее 80% участников.

На роль ивент-менеджера (лидера команды организаторов) был назначен ассистент кафедры социального управления Михаил Сергеевич Пашоликов. Исходя из основных функций, возложенных на менеджера, он выполнял роли координатора и мотиватора. Ивент-менеджером был разработан план реализации события – инструмент управления, который подробно излагает ключевые этапы и отображает их на временном графике (рис. 2). План реализации помогает команде точно понимать обязанности и гарантирует выполнение всех необходимых задач в срок.

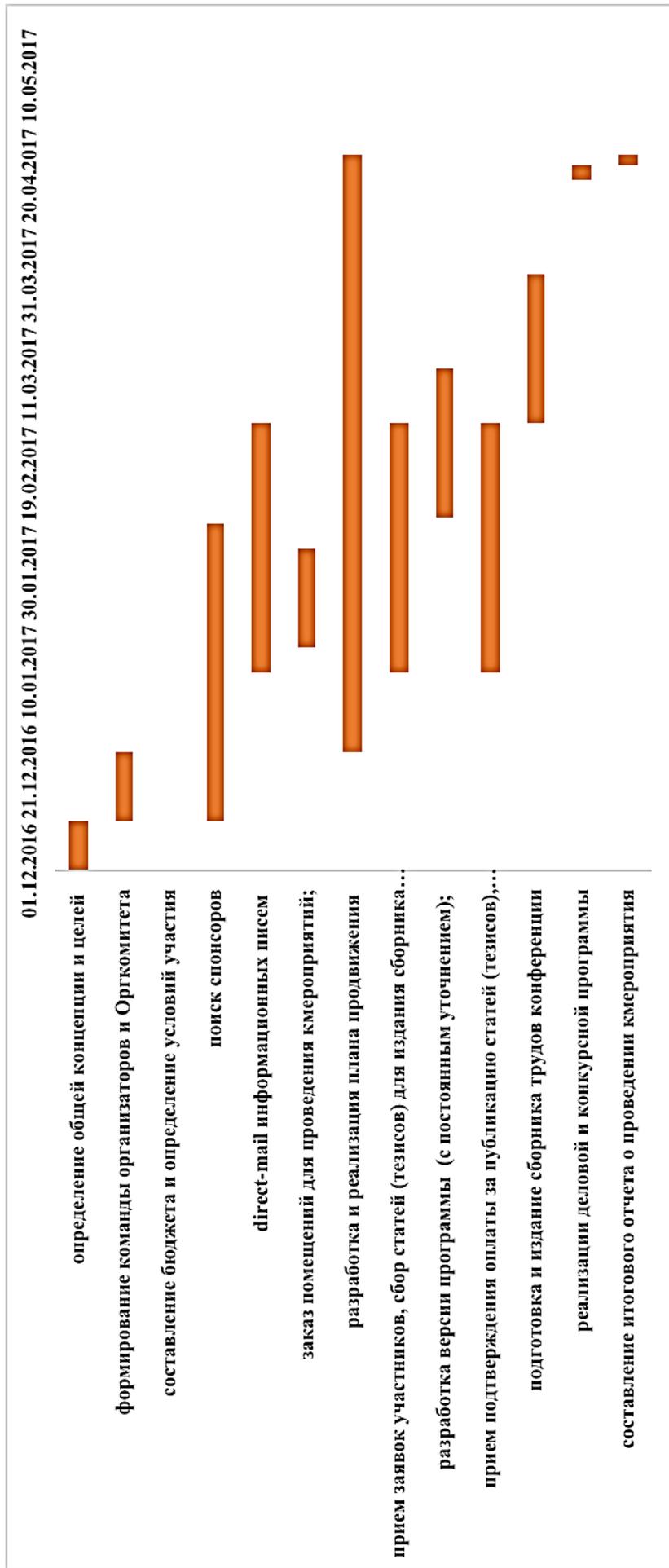


Рис. 2 – План реализации форума

Исходя из представленных задач была сформирована команда, в которую вошли инициативные студенты 3-го курса, обучающиеся по направлению подготовки 43.03.02 «Туризм». Распределение функций внутри команды и закрепление зон ответственности происходило исходя из личных предпочтений каждого из участников, а также наличия опыта выполнения аналогичных задач. Рассмотрим более подробно функциональные обязанности каждого из участников команды.

Координатор деловой программы. Деловая программа форума включает в себя не только содержательное наполнение, но и расписание самого мероприятий от его начала до завершения.

К основным функциям координатора деловой программы форума относится разработка, согласование и утверждение тем деловой программы мероприятия, поиск и привлечение спикеров, сбор и анализа тезисов, координация и поддержать выступающих на всех этапах подготовки форума. Исходя из содержания функциональных обязанностей координатор деловой программы выполнял роль эксперта, критически обдумывая возникающие проблемы и оценивая идеи и предложения.

При выборе координатора деловой программы предпочтение было отдано кандидату, который обладал точностью и вниманием к деталям, отличными навыками устной и письменной коммуникации, целеустремленностью и способностью самостоятельно инициировать и решать задачи, способностью работать с минимальным контролем за собой и умением самостоятельно расставлять приоритеты.

Управляющий площадкой проведения. Любое событие требует определенного места для проведения. Процесс обеспечения форума площадкой был реализован ответственным за данное направление в несколько шагов: анализ формата, масштаба и тематики мероприятия для подбора площадок, отвечающих запросам форума; изучение возможных мест проведения; выбор площадки и осуществление визита на нее; согласование стоимости аренды и ее сроков; подготовка помещения для проведения и проверка функционирования оборудования. Стоит отметить, что помещения для проведения мероприятий форума были бесплатно предоставлены партнерами – Гранд Отель Эмеральд, Cronwell Hotels & Resorts.

Менеджер по продвижению. Продвижение – это ключевой фактор успеха любого мероприятия. Основная его цель состоит в привлечении внимания к событию, что напрямую влияет на количество участников. Основными функциям менеджера по продвижению форума стали разработка и реализация концепции продвижения события, а также подготовка отчетной документации по итогам ее реализации. Как можно заметить, от менеджера по продвижению требуется с легкостью проводить необходимые изменения, применяя нестандартные решения, поэтому ему досталась роль творца.

Фандрайзинг-менеджер. Фандрайзинг (от англ. *fundraising*) в событийном менеджменте предполагает процесс привлечения внешних ресурсов, необходимых для реализации какой-либо задачи, которые организатор не может обеспечить самостоятельно. Основная роль в команде – исследователь ресурсов. В сферу ответственности фандрайзинг-менеджера форума вошли задачи по созданию базы потенциальных доноров, созданию коммерческих предложений и презентаций, рассылке информационных материалов, управлению процессом подачи заявок на гранты, подготовке отчетной документации.

Менеджер по работе с волонтерами. Работа с волонтерами в процессе подготовки и проведения форума предполагает их привлечение и проведение собеседований, детальную разработку описания их функциональных обязанностей, обучение и поддержку в ходе всего мероприятия, оценку их деятельности, признание вклада и поощрение. Как можно заметить, менеджер по работе с волонтерами выполнял роль доводчика.

В рамках подготовки и проведения конференции «Молодежный туризм в России: ресурсы, тенденции, перспективы» волонтеры привлекаются для формирования базы потенциальных участников и рассылки информационных писем и приглашений, аккредитации участников, навигации по площадке проведения и организации кофе-брейка.

Основными критериями отбора волонтеров стали:

- дружелюбие, стремление оказывать содействие в решении разнообразных проблем;

- коммуникабельность, грамотная речь и владение английским языком;
- умение и желание работать в команде;
- стрессоустойчивость и готовность к продолжительному рабочему дню.

Менеджер по работе с участниками. Основное содержание работы с участниками состоит в рассылке информационных писем и приглашений к участию, ведение деловой переписки и разъяснение основных составляющих деловой программы, оказание консультационной поддержки участникам по вопросам процессов оплаты и составления договоров, решение неотложных вопросов с делегатами непосредственно в дни работы форума. При выборе кандидата на должность менеджера по работе с участниками учитывались следующие основные качества претендентов:

- обладание отличными коммуникативными навыками (грамотный устный и письменный русский и английский языки);
- владение навыками ведения деловой переписки;
- наличие организаторских способностей.

Менеджеру по работе с участниками досталась роль исполнителя, поскольку от него требовались сконцентрированность и высокая степень аккуратности в работе.

Стоит отметить, что, несмотря на подробно разработанный план реализации форума и четкое распределение обязанностей внутри команды, в процессе подготовки мероприятия возник ряд сложностей. В таблице 1 актуализированы основные трудности, с которыми столкнулись организаторы, а также решения, которые были найдены для преодоления возникших проблем.

Таблица 1 – Перечень проблем и их решений в процессе подготовки форума

Проблема	Решение
Затягивание сроков официального согласования информационных писем и условий участия	Создание аккаунтов в социальных сетях и размещение предварительной информации в них

Проблема	Решение
Ограничения бюджета	Оптимизация затрат. Изменения условий участия. Нахождение спонсора
Потеря мотивации и выход из состава команды участника	Перераспределение обязанностей среди остальных участников
Срыв сроков выхода сборника	Рассылка сборников после проведения

В заключение, оценивая результаты работы организаторов форума «Молодежь в мире туризма», можно предложить следующие рекомендации, которые будут полезны лидеру и команде подобных мероприятий:

- *правильные люди для работы*: поиски подходящего человека для работы иногда могут стать настоящей проблемой, но в конечном итоге они станут решающим фактором успеха вашего мероприятия. Построение правильной команды может занять много времени, но действительно успешные мероприятия основаны на компетентном и сплоченном персонале;

- *говорите друг с другом*: постоянно убеждайтесь, что вы и ваша команда одинаково понимаете ключевые аспекты вашего мероприятия. Проводите короткие встречи с командой в начале и конце каждого дня. Это позволит вам быть уверенным в правильности выполнения всех задач;

- *оценивайте своих коллег*: поддерживайте моральный дух, обязательно сообщайте своим коллегам, насколько вы цените их вклад в результаты деятельности. Когда участники хвалят вас за мероприятие, убедитесь, что все в вашей команде знают, что они сыграли определенную роль в этом достижении.

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HOW TO BUILD THE DREAM EVENT MANAGEMENT TEAM?

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Abstract. To put an event on the road to success, you need committed people who are willing to invest their expertise, time, and knowledge into event organization. The article considers the experience of building a team of organizers of the international forum “Youth in the World of Tourism”.

Keywords: event, event management, team, role.

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