

ПІДПРИЄМНИЦТВО. МЕНЕДЖМЕНТ. МАРКЕТИНГ

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ОРГАНИЗАЦИЯ РАБОТЫ МЕНЕДЖЕРА (РУКОВОДИТЕЛЯ)

Известно, что организация рабочего дня каждого руководителя влияет на многочисленные вопросы, относящиеся к функционированию предприятия в целом. Каждый менеджер, в связи со своим положением на предприятии, существенно влияет на деятельность своих подчиненных.

Следует также отметить, что существует взаимосвязь между спецификой компании и личностью руководителя (менеджера). Руководитель отвечает за выбор стиля руководства. Существует взаимосвязь между субкультурой среди подчинённых, а также особенностями и привычками менеджера. Практика показывает, что было бы хорошо, если бы каждый руководитель выбирал свой стиль руководства в соотношении с субкультурой, которая сложилась на данном предприятии. Существует много факторов, влияющих на деятельность менеджера, его вертикальных и горизонтальных связей. Новый руководитель не должен используя свою позицию, пытаться уничтожать все установленное его предшественниками. В литературе, относящейся к рассматриваемой теме, как правило нет прямого указания на конкретные типы компаний (фирм, предприятий). Как правило, данные вопросы рассматриваются в общем виде и функции менеджера определены по-разному. Однако следует учесть, что эффективно организованная деятельности менеджера является важным фактором эффективности функционирования предприятия в целом. Это утверждение является результатом прежде всего того, что менеджер, который нерационально организует собственную деятельность допускает много фактических ошибок и влияет на дезорганизацию работы непосредственных подчиненных и компании в целом. Неадекватная данной организации модель управления может привести к низкой эффективности работы предприятия.

Ключевые слова: менеджер, организация работы, совершенствование работы менеджера, функции менеджера.

The issue of efficient organization has been a subject of organizational research for many a year. Recently numerous research activities of that kind have been carried out in Poland. The researches have been done in the area of directors' activities. They have included not only industrial enterprises, commercial enterprises and utilities but combines, ministerial departments, bank branches, and administrative divisions of territorial structure as well. Results of the researches indicate that certain typical regularities occur regardless of management level and nature of organizational unit. The regularities authorize presentation of an "average manager" characterized by uniform tendencies in the area of the way he or she organizes own activities.

Critical analysis of an average manager's and commander's activity organization creates a basis for drawing a number of conclusions. They may be reduced to the following:

There are many similar elements in workday balance arrangement of particular Polish directors. An average manager works longer than it is determined by his or her nominal workday requirement. An average manager's day at work is divided into several different undertakings. Significant amount of the time is spent on meetings and conferences. As a result they have little time for calm conceptual work. Managers spend not more than 7% of total time on own activities. Therefore they are "men of go" working in a way that is not systematized. They continuously change activities from one to another, do not have enough time to thoroughly think over various issues and calmly make decisions.

It indicates occurrence of "impulsiveness" phenomenon in a manager's activity and arouses a fear of rashness affecting decision making.

The above mentioned style of work, within the frame of reference established by the principles of mental performance hygiene, cannot provide long term effectiveness of work.

On the basis of the mentioned researches conducted in Poland and other countries, one can state that there are numerous deficiencies in work and organization of management activities. They may be reduced to the following:

- working time is systematically exceeded;
- planning own activities makes an insignificant percentage of all the operations;
- operational issues take almost the whole day;
- there is not enough time for own conceptual activity.

Majority of managers spend not more than 90 minutes per day on independent planning and organizational, preparatory in general, activities. There are also such managers who spend only several minutes a day on the activities;

- excessive fragmentation of workday occurs as well, which means continuous shift from one activity to another. Researches show that an average time of uninterrupted work lasts for 7 to 8 minutes;
- waste of time for talking to different persons is quite common. Remarkable percentage of the talking could be done by employees of lower level within their competencies;
- there is also an excessive need for contact with and talking to superiors. Subordinates take superiors' time and demonstrate lack of independence in operation;
- correspondence and conferences take too much time. Majority of conferences are organized by persons that are not members of a given institution;
- there is an anxiety (too much time of managers is spent on hedging one's bets, too little time is spent on productive work);
- nervous tension, physical and mental fatigue are observed.

Professor Z. Dowgiałło provides data, after head of London medical service, saying that 40 % of people who suffered from first cardiac infarction used to work 60 hours a week. While in the Netherlands researches conducted by H. Luijk proved that managers' working time reached 70 hours a week. It was also found out that 32 % of working time had been wasted.

Results of research carried out in Sweden by Sune Carlson are very interesting too. They showed enormous fragmentation of directors-generals' workday, excessive involvement in conferences convened at the initiative of persons that were not employees of a company. The research demonstrates that approximately 80 minutes a day can be spent on independent conceptual activity.

Detailed results of research enabled development of illustrative chart (figure 1) demonstrating statistic values of own activity individual parameters. Data are not very precise but it does not hinder revealing tendencies of shaping particular values, which is useful for design of efficient organization model and referring to currently preferred methods of management by goals, exceptions and tasks. The model will make a basis for improvement of a manager's activity. It should be emphasized here that the hypothesis is of intuitive nature but based on logical premises resulting from analysis of individual parameters' occurrence in practice.

Effective time "T" is the sum of nominal time and additional time, regardless of its place of occurrence. Number 4 shows time spent on every type of joint undertakings including consultations, meetings, briefings and conferences in relation to effective time. Number 7 demonstrates scope of centralized decisions. It describes an amount of decisions made by a manager beyond his or her competencies and is expressed in percentage terms. Number 9 shows involvement in supervision and control activities, both included in internal audit plans, and connected with dealing with current issues.

It is justifiable to think where sources of inefficient organization of a manager's activity are located. Critical analysis of his or her activity will enable this. The analysis defines causes for

irrational working style. In accordance with military approach they can be divided into the two following groups:

- internal,
- external.

Figure 1

**Model of manager's activity organization
in reference to actual state (according to Kiezun)**

No	Work evaluation criteria	How it is	How it should be
		Research results	Model
1.	Effective workday	8,48-14,43 hours a day	8-9 hours a day
2.	Workday structure (number of activity shifts)	43-62 times a day	10-15 times a day
3.	Time for conceptual activity	5-13,6% of effective time	60% of effective time
4.	Forms of decision development - level of joint authority	20-60% T made during meetings	10-20% T made during meetings
5.	Level of planned activity	20% T planned activities	70% T planned activities
6.	Broadening one's mind	2-4% T independent study	20% T independent study
7.	Scope of centralized decisions	50% decisions beyond one's competencies	within one's competencies
8.	Forms of contact with subordinates	12% T institution inspection	15% T institution inspection
9.	Involvement in supervision and control activities	40% T	10-15% T

Internal causes include centralized working style and centralized management structure created by boss himself or herself. Not delegating his or her competencies makes him or her deal with every issue, even the least important one, in person. Boss decides on undertaken enterprises in maximum number of cases. He or she relieves others of their tasks though his or her subordinates, deputies and chiefs of subordinate cells, are specialized and well prepared. Such a way of conduct makes subordinates inform their boss about everything because he or she wants to be up-to-date. The way is also supposed to make him or her enjoy respect of subordinates and to demonstrate professionalism and irreplaceableness. Consequently it leads to the situation when a head of an enterprise becomes overburdened. Such a way to demonstrate efficiency causes a number of negative consequences:

- *it decreases quality of work done by subordinates (boss will correct it in his or her way anyway);*

- *it takes time away from superior because subordinate deprived of the simplest competencies has to communicate with superior in order to get his or her proposition approved;*
- *it stifles initiative and creative inventiveness of subordinates, causes embitterment and does not give satisfaction with work done, discourage subordinates from cooperating with superior and working in general;*
- *it limits powers of medium management levels reducing their role to links forwarding directives issued by superior authorities to executors and thus a number of well prepared subordinates is not involved in management process and not always sufficiently saddled;*
- *it disorganizes activities of manager.*

Internal causes also include interception and performance of tasks that remain beyond professional competencies of a manager and an organizational cell subordinated to him or her. Uncritical acceptance of all directives issued by superior authorities falls within this category as well. It most often happens to new and inexperienced chiefs who make their way. They want to show specific achievements of subordinate cell (unit) and, often from ambitious motives and because they are not aware of subordinates' capabilities, such bosses declare readiness for doing any job. It obviously disorganizes work of subordinates that are not prepared for carrying out a set task, do not know its subject matter and improvise in order to fulfill it. For sure a competent person would do it better and faster. Results of such conduct are as follows: embitterment of people, loss of a manager's authority, disorganization of his or her activities and subordinates' work.

It seems that in similar cases a manager should recommend certain appropriate solutions to superiors, especially in situations when their decisions might have a negative impact on style and methods of his or her work, cause disorganization in management of a subordinate team and negatively affect accomplishment of assumed objective of operation.

Among subjective causes for tendencies to deal with many issues in person, there is an important one consisting in excessive belief in one's skills and conviction that a manager should demonstrate professionalism in order to keep up his or her authority. It is an organizational error described as doing jobs that are too difficult for a manager and that should be done by experts who know a specific issue better than a manager does. This tendency has a long tradition dating back to times of primitive economic formations and clearly shaped in guild system. A manager of workshop was not called a "master" by accident. He was always the best skilled workman who excellently knew his trade. He did not only perform a managing function but played a role of occupation teacher in a team of employees (journeymen) as well. And thus model of a manager's authority was established in industrial environments and affected other professional circles. It is obvious that considering current complexity characterizing the process of enterprise functioning, the concept of a manager being the best expert in a company is not realistic. Nevertheless a tendency to demonstrate such a mystification may be observed in many cases.

However an opposite phenomenon seems to occur quite often in our conditions. J. Rudniański claims that a superior who does not make decisions falling within his or her competencies because of his or her fears, usually finds fulfillment in minor decisions remaining within competencies of his or her subordinates. A superior of that kind feels safe in such a situation. This may be an explanation of dialectic discrepancy between a tendency for collective discussion (and significant extension of responsibilities at the same time) and a tendency for centralized decisions in terms of minor issues. In this case important issues, falling within personal competencies of manager, are subjects of extremely labour-consuming collective considerations, while a superior handles simpler issues that might safely be dealt with by subordinates.

Unawareness of subordinate team in terms of both features of character and capability to perform specific tasks is closely connected with lack of adherence to principles in employment policy. Knowing people and their features well, a manager can easier influence shaping positive interpersonal relations and prevent conflicts that thus he or she has to settle himself or herself unproductively

wasting precious time. Knowledge of human team enables a manager to optimally utilize professional qualifications of employees and in this way to save time for organization of own activities. It matters when there is a need for performance of a crucial task in shortest period possible and at minimum involvement of a manager.

Another internal cause is the improper planning of activities and specific management forms and methods. They often result from lack of organizational skills and inability to cope with issues efficiently and quickly. Typical symptoms related to the cause include: unsystemized workday; summoning subordinates for minor affairs and frequent diverting their attention from work; giving orders ad hoc, without thinking them over; frequent interfering in process of production; frequent changes in executive deadlines and dealing with numerous issues at the same time. Frequent consultations, meetings, briefings and wasting precious time of subordinates organized by some chiefs in the name of quasi-collective management become a nuisance to subordinates. As a rule they are reduced to hearing and receiving executive orders. Therefore they are so-called “deaf” meetings and do not bring benefits. A well prepared conference characterized by atmosphere of untrammelled thought exchange may to a greater degree help a manager in making work more efficient and eliminating faults and shortcomings.

Another drawback is a frantic rhythm of work. Researches show that it is a typical working style for majority of institutions and at the same time nothing justifies such a style. Lack of composure and calmness, bearing a mutual grudge are to a great degree results of wrong planning and organizing. Anxiety is contagious, discourages, paralyses initiative and disorganizes operations of entire team and thus activities of a manager too.

Negative features of a manager’s character are an important factor affecting occurrence of failures in organization of his or her activities. Among the most negative one can recognize: excessive belief in own efficiency, failure to acknowledge subordinates’ arguments, restriction of rank-and-file initiatives, uncritical esteem of own personality, immodesty and tactlessness, criticism of others’ achievements, especially of those who have similar position in hierarchy. Professional characteristics of similar significance include: poor specialized qualifications, no increase in level of professional qualifications, replacing skills with routine or avoiding discussion on professional issues.

In turn a manager’s **excessive belief in own efficiency and failure to acknowledge subordinates’ arguments** cause reluctant execution of orders, lead to disloyalty to superior and decrease efficiency of team operation. Whereas a manager who wants to excessively demonstrate diligence by showy actions, wastefulness of assets and lack of recognition for subordinates’ work can count only on short-time effects. Some managers forget that one cannot thoughtlessly and because of ignorance squander enthusiasm and efforts of people. Many a time it happens that efforts of ordinary employees are wasted in order to get a job done during a few days while it is required or used by superiors after a few weeks or even never.

Subjective factors disorganizing activities of manager may be described seriously, presenting scientifically proven causes and effects of disorder, unconcern or ignorance. They may also be illustrated in a humorous form. Example of such a demonstration is a typology of mistakes, “sins” of a chief harming his or her work and closest surrounding. Author of typology, K. Haberkern, puts **postponing something till tomorrow** in the first place. It most frequently results from faults of character or inhibitions and fears of initiating unclear and vague issues or issues beyond one’s competencies. Collecting issues and postponing them till tomorrow leads to piling up unsolved problems, which considering pressure of their originators may have a negative impact on rhythmicity of work and quality of solutions. Work of subordinates suffers damage due to such conditions. Others, most often co-workers, experience negative consequences because the above mentioned “sin” is very frequently connected with another one.

Partial performance of work is the sin. As a rule it is a result of neurotic temper, inability to complete a job or an issue that has already been begun, difficulties with mobilization of energy necessary for its completion. Partial performance of work means that it has been carried out in a

superficial, fake or “responsibility-shift” way. This kind of system does not favour shaping good models of organization and decreases efficiency of entire team’s work. External pressure put on efficiency, circulation of undone issues and an increase in amount of new affairs are conducive to occurrence of another sin that may be defined as **dealing with all the issues at the same time**. Direct personality-related cause of the sin is lack of mental resistance and selective approach towards different affairs, defect of mind, flight of ideas, etc. Absence of organizational mechanisms compensating for these vaults of personality, for example structural enforcement of advisory utilization and emphasis on collective forms of decision making, may be favourable to moulding organizational arrogance and self-oriented approach. **Inclination to cope with everything in person** is also a sin. Adding causes of attitude occurrence, one can indicate a feeling of threat, distrust of employees, especially experts, underestimation of their qualifications, challenging them with cult of own qualifications and professionalism, which very often results in excessive burden of work on manager. It is directly connected with **conviction that one knows everything better**. From the organizational point of view an “I-know-better” approach poses a threat of disaster because it is a reflection of expensive pride, feeling of excessive self-confidence or often vanity. Voltaire used to say that doubt is not a pleasant condition, but certainty is absurd.

Another sin means **pretensions to versatile competencies**. It arises partially from personality, for example excited need for power, domination, motives of governance and partially from non-compliance with rules of task, responsibility and authority delimitation, which leads to disorder and competence chaos.

Blaming others for own mistakes makes another drawback of manager’s functioning. This sin characterizes weak people who demonstrate an excessive need for positive perception of own activities. It manifests itself in the fact that persons of that kind occupy themselves with useless and redundant things, they waste time and energy for performance of detailed and minor tasks. Important issues escape their attention and become neglected. Blame for such a situation is put on others. This attitude is determined by strongly excited need for achievements, low resistance of others to states of frustration and stress and easiness of blaming others for own failure.

Extreme example of pathological conduct of a manager is a concept of so-called **indispensable man**. He or she enjoys respect and esteem in own environment during his or her career and happens to be worth one’s weight in gold. Indispensable man morbidly loves power, wants more and more of it, not only at co-operators’ expense but at his or her superiors’ expense as well. Such a man creates vacuity around himself or herself applying available legal remedies and takes over whatever one can into range of his or her competencies. This type of manager does not take into consideration interests of managed institution and endeavours after maximum information without sharing it because it makes an indispensable man strong – he or she wants to be powerful. Indispensable man is constantly afraid of others becoming well informed and thus equally useful. None of his or her subordinates becomes independent because such a subordinate makes an actual, or at least potential, competition while this kind of manager must be indispensable. He or she puts clever and ambitious people off this manager’s institution, surrounds himself or herself with mediocrities in order to make an impression that indispensable man plays a role of saviour an institution could not do without. Indispensable man corrupts weak personalities that surround him or her because they are able to cooperate with the manager not due to their substantive values but due to their skill to endear oneself. There occurs a vicious circle: personnel corrupted by indispensable man corrupts a manager by flattering and toadying. Somebody said: „indispensable man gives an impression of a general surrounded by non-commissioned officers only. No colonel is required because he or she would at least make a potential competition”. Attitude of this kind is a factor disorganizing and destroying an organization. One should decidedly counter shaping such managing conducts on every level of management.

Further source of inefficiency is **subjective inability to use support of secretary or assistant** who should relieve a manager of many administrative issues. They restrict access of external and

internal clients and keep chief's reference files. Function of manager's time protection, if efficiently fulfilled by aide-de-camp or secretary, prevents inefficiency of his or her work.

There are also **external causes** of irregularities in organization of a manager's (a commander's) activities. Practice shows that they are to a great degree source of their occurrence. If one is in position of a subordinate it is very difficult to counter them. They include above all disorganizing activities of manager caused by superior authority. Directives of the authority and superiors ordering a specific way of conduct force a manager to change conditions and means of operation for achievement of temporary objectives desired by superiors. It causes delay or non-performance of previously planned activities, decreases level of assets efficiency and their non-optimal exploitation. Such decisions, apart from losses inevitable in cases of that kind, undermine authority and confidence in chief among members of subordinate team, and sometimes raise reluctance and disbelief in all his or her instructions. This form of leadership, thwarting meticulously developed plans, is very frequently applied. It means issuing orders by superiors in terms of activities that are not planned, thought-out or precise. A very short time is allocated for carrying out the activities. It sometimes results from protective regards and consists in reducing the time to the minimum. Dedicated personnel want to fulfill received tasks and use their own free time to do it. Applying this style of work favours improvisation, decrease in level of its quality and is socially harmful (demotivating) in the long run.

Another external cause is **unclear and imprecise tasking conducted by superior institutions**. Vague, general and, in many cases, unclear tasks specified after they are put forward by subordinates, which is apparently supposed to trigger off rank-and-file initiative, leads to waste of energy and time of a subordinate. It is usually preceded by a number of amendments, alterations and sequence of drafts. This way it reverses sequence of tasking and execution remarkably reducing efficiency of a team.

Raising this issue one should mention an important, and to a certain extent connected, form of operational efficiency – confidence in applying expenditure and confidence in operation. A subordinate carries out a task but is not sure whether his or her job, efforts and expenditure will not be wasted.

Quite significant, less and less frequently occurring though, external cause is **tasking organizational units or subordinates that are not competent to perform**. Such cases most often result from lack of knowledge what subordinate institutions or personnel are able to do and reliance on well-tried executor. A subordinate does not want to expose himself or herself to allegation of order non-performance and undertakes a task, though a competent employee would perform the task better and faster. It is again a cause for justified grievance of people forced to take on tasks that are not within their competencies.

There is also, last but not least, another cause - **excessive reporting** which is most often conducted for internal and statistic purposes. It is mainly demand for written reports while an issue might be solved by a phone call or oral report. This set also contains improper flow of information – detaining letters, sending them in the last moment before (or even after) deadline, implementing changes into started or completed jobs and excessive number of letters, guidelines and amendments to previously developed instructions. As practice proves these minor but onerous undertakings disorganize functioning of an enterprise and do not support rational and planned activities of a manager.

Improvement of a manager's activities

On the basis of researches one can state that a typical organization of a manager's workday is characterized by fragmentation in terms of numerous actions' performance, insufficient focus on key issues, exceeding a nominal workday limit. This is a model of an efficient manager who conducts many activities, is overworked and does not fulfill his or her tasks completely. Crucial issue is to arrange a model of manager who, above all, plans, inspires and deals with key problems in the scope of organization. In such a situation range of manager's interventions into an everyday routine operations is reduced to emergency and untypical situations. They also include actions falling within range of competencies. Target parameters of work characteristics

considering this kind of manager should be similar to the model proposed above. It is a model of a regulated work characterized by high percentage of planned activities (70%), considerable reserve for unpredicted actions and limited working time (up to 9 hours a day). **Exemplary manager does not get distracted in overflow of activities** and is able to focus on important, key issues. Therefore he or she does not perform more than 10 to 15 activities a day and substantial amount of his or her time is spent on conceptual activity, analysis, prognosis and decisions. At the same time a manager is up-to-date in terms of issues considering development of theory both in the scope of organization and management science and in the scope of fundamental area of a given organization's operational profile. He or she spends 20 % of time on independent studies. Properly functioning manager reduces significantly time of meetings and conferences, eliminates redundant consultations and improves course of collective involvement. Doing all these things he or she keeps direct contact with a crew by spending about 15 to 20 % of time in employee's premises on inspecting, seeing to personal issues, informing on goals of a company and taking care of needs and concerns of employees. Implementing such a model requires also a model setting of balance between managing functions. Considering this every manager should prepare specification of own organic functions and determine a level of detail characterizing his or her engagement in particular matters of organization.

One of the principles defining organization of a manager's activity is rule of **planned operations**. A manager must try to optimally limit activities that are spontaneous, unpredicted and unplanned. It is connected with a posture requiring high level of personal discipline and composure. Many a time we may observe how much disarray a nervous, reacting to every impulse, manager can cause.

Information collected by manager results in necessity for issuing respective decisions or gaining new data during contacts with subordinates. Nervous manager who is not composed enough immediately gets in touch with subordinates (in person or by phone). He or she does not wait for planned meeting included in a meeting schedule while in most cases such an "efficiency" is not really necessary. An effect of such a mode of operation is frequent diverting subordinates' attention from planned work, creating an atmosphere of anxiety, tension and specific mental stress, continuous waiting for *ad hoc* summons to a manager's office. In this way fragmentation of a manager's workday increases and so does number of unplanned activities of manager. This style favours making decisions that are not thoroughly thought over, often wrong or specified and formulated in an unclear way.

Effective use of working time needs, first of all, giving up **a rule of open door**, strict observance of time limits considering official contacts, both in person and by phone, and selective approach towards important and urgent issues.

First action, after arriving at workplace, should be specification of activity schedule for a given day and informing persons concerned on timing of meetings, arrivals, etc. It is crucial for them on account of necessity to specify their own activity schedule.

Next step should be to look over incoming correspondence, put down handling instructions on individual letters and draw conclusions for further work. Most significant conclusions and observations should be written down in a workbook or specially prepared record. Remaining correspondence, letters that do not need to be forwarded to subordinates in person, should be looked into then.

Having done the above, there is **time for conceptual work**. In this time a manager and other persons occupying management positions should independently (sometimes collectively) think over (or discuss) most important issues arising from superior's decisions or taken up on their own initiative and specify a way they should be dealt with. In most cases the actions will have a forecasting-planning or organizational nature. They will define prospects for further operations. Time spent on performance of the above mentioned actions may vary. It is desired, however, depending on level of management, that the time does not exceed **2 or 3 hours** as it was stated

earlier. There should be an absolute phone silence then. If necessary it may be extended over a period of another task's performance – seeing subordinates in order to consider matters reported by them. Every subordinate, especially in managing organs of higher levels, should have a designated timing of seeing superior. Duration of such meetings should also be specified and their frequency should be a resultant of two following factors: time capabilities of superior and needs of subordinate. If they are more frequent, time of their duration may be shorter, for example 15 to 25 minutes. If their frequency becomes even lower, let us say once a week or two weeks, then the duration time should be longer – 1 to 2 hours.

Superiors should not allow exceeding time limits of seeing a subordinate and subordinates should prepare their reports in a way enabling a time reserve for questions asked by a superior, presenting additional explanations if necessary, etc.

When seeing subordinates, mostly reduced to looking into propositions prepared by them, making decisions, assigning additional tasks and forwarding guidance or instructions is over, then one may designate some time for independent studies (if not conducted earlier within conceptual activity) or so-called current management may takes place. It usually consists in seeing superiors or cooperating cells in order to deal with different issues and directing subordinate institutions. Applying such an organization of workday, current management, in most cases, will take place during the second half of workday when there is a remarkable **decrease in efficiency of mental activity**.

Managers, depending on level of management and on purpose, have to make various decisions everyday. Their ranks are diverse. Decisions may be simple (routinized) and in this case they do not require much effort. They may also be difficult and very responsible or even risky. Improving organization of workday, one should strive for elimination or limitation of necessity for making decisions connected with significantly different levels of difficulty by the same person. It may be achieved by appropriate distribution of competencies. One should also adjust number of decisions made to capabilities of a given manager. Failing to take it into account and allowing violations may lead to decrease in decision making process and in consequence become cause for loss or damage.

Level of efficiency is remarkably affected by frequency of activity shifts throughout the workday. If tasks (activities) are simpler and do not require increased mental efforts, then frequency may be higher. But if tasks are more difficult and require thinking over, then number of different activities (tasks) performed during the workday should be limited.

An efficient manager makes efforts to observe a rule of planned contacts with subordinates by careful preparation of decision material collected on the basis of own thoughts and information gathered *ad hoc*. Atmosphere of peace and a manager's regulated operation mode spreads all over a workplace and becomes an important element of its functioning.

Regulated mode of a manager's activities is connected with application of personal work schedule. Possibility of planning activities carried out by a manager occurs when:

- we know exactly what has to be done;
- we know when it needs to be done;
- we can assess how long it will take.

On the basis of research results considering organization of managers' activities and conducted experiments, we can say that a manager's operations distinctly include two groups of actions:

- permanent,
- occasional.

Permanent actions may be further divided into two categories: regular (known time and type) and irregular (time of their occurrence is not known in advance). The former category covers reading correspondence, studying instructions, some conferences and the latter one includes phone calls and delegations.

Occasional actions may also be divided into two categories: expected (known time and kind of occurrence – conference on periodic plans) and sudden (unknown time and kind of occurrence).

Considering the above mentioned categories of actions, some (regular and occasional) may be planned in advance within periodic schedules.

As it results from considerations mentioned above, certain percentage of managers' time may be precisely planned within daily, periodic, weekly, monthly or quarterly schedules. Application of schedules requires, however, realization of their certain conventionality, which means sufficient flexibility and feasibility. Above all the plans must not be too tight and too detailed. Making such assumptions does not relieve a manager of obligation to maintain corresponding level of personal discipline in both respecting them and enforcing company personnel to respect them as well.

One of basic inefficiency sources in organization of a manager's activities is excessive burden of conferences and meetings. Having that in mind one needs to optimally improve organization of consultations and conferences in order to make them shorter and more effective at the same time. Irrespective of technical undertakings, it is necessary to systematically train all participants in brief formulation of their thoughts. A manager's continuous work on himself or herself, his or her care over precise and concise style of utterances are of a significant didactic importance.

The guidance presented above, certain hints telling a manager (a commander) how to conduct activities, make a set of propositions that are not connected with any specific environment or organization. They do not take a manager's personality into account either. Therefore much depends on his or her readiness for fulfilling the function, flexibility in general and in definite environment as well.

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Анотація. Ярослав Волейшо. Організація праці менеджера (керівника). Досліджено вплив організації роботи менеджера на функціонування підприємства. Передусім кожний менеджер, виходячи із свого статусу на підприємстві, істотно впливає на діяльність своїх підлеглих. Аргументовано існування взаємозв'язку між субкультурою підлеглих та менеджера, зроблено висновок про те, що новий керівник не повинен, використовуючи свою позицію, робити спроби відмовитися від напрацьовань попередника. Якщо менеджер нераціонально організує власну діяльність, то він допускає помилки в роботі і дезорганізує роботу безпосередніх підлеглих та компанії в цілому.

Ключові слова: менеджер, організація роботи, удосконалення роботи менеджера, функції менеджера.

Abstract. Jarosław Wolejszo. Organization of manager's (commander's) activities Organization of a manager's workday has certain impact on numerous issues. No one needs to be convinced that the thesis is right. It is not only creation of own image but affecting many affairs connected with the functioning of a company or its element. A manager, due to his or her position in an enterprise, is able to significantly influence the activities of subordinates. One should also consider the fact that there is a correlation between a nature of work, specific character of a company and personality of a commander (manager). He or she is the one who choosing style of leadership is many a time determined by nature of work and issues to be decided. Remarkable feedback activity takes place between subculture of the managed and certain personal features and habits of a manager. Practice indicates that it would be good if a boss selected his or her style of leadership with respect to the subculture that can be initially found in an enterprise. There are many considerations affecting organization of a manager's activity, his vertical and horizontal relations. It is not justifiable for a new boss occupying his or her position to destroy everything established by predecessors.

In numerous literature analyses treating of management and the functioning of organization there is no direct reference to a specific company (firm, enterprise). As a rule general issues are presented and the function of a manager is defined in different ways. The subject matter that have briefly been elaborated on above show unambiguously that efficient organization of a manager's activities is an important factor of an enterprise's functioning efficiency. Such a statement is a result of, above all, the fact that a manager who irrationally organizes own activities may make many factual errors and have a disorganizing impact on work of direct subordinates and the whole company. A manager's bad model may lead to a complete breakdown of institution efficiency. Even a traditional proverb, being a generalization of experience centuries old, draws one's attention to this phenomenon by the following saying: "like master, like man".

Key words: commander, organization of work, improvement of manager's activities, function of a manager's.

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ІНВЕСТИЦІЙНО-ІННОВАЦІЙНЕ РЕСУРСОЗАБЕЗПЕЧЕННЯ НАЦІОНАЛЬНОЇ ЕКОНОМІКИ

У статті проаналізовано інвестиційно-інноваційні ресурси національної економіки. Важливою складовою ефективного механізму формування, використання та активізації інвестиційно-інноваційних ресурсів визначено національну інноваційну систему. На фоні стабільності, а подекуди навіть зростання абсолютних показників інвестицій та інновацій, інвестицій в інновації, за наявності доволі потужного потенціалу науки, стан інвестиційно-інноваційного ресурсозабезпечення економіки залишається незадовільним, а інноваційна політика – малоефективною. Вирішення проблеми потребує комплексного підходу – у рамках національної інноваційної системи за рахунок: забезпечення умов її формування і розвитку; визначення і коригування цілей та пріоритетів; постійного вдосконалення структури; координування і стимулювання діяльності; інтеграції з міжнародними інноваційними системами.

Ключові слова: розвиток національної економіки, інвестиційно-інноваційні ресурси, національна інноваційна система

Постановка проблеми. Об'єктивним чинником прогресу людського суспільства є науково-технічний і технологічний прогрес. Особливістю сучасного етапу розвитку людства є перетворення знань та інформації на головний виробничий ресурс, а науки – на безпосередньо продуктивну силу. Інвестиції та інновації забезпечують поступальний і взаємопов'язаний