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– нет. Если Минская область занимает второе место по темпам развития и имеет по каждому анализируемому показателю темпы выше среднего по стране, то темпы развития торговли в Витебской области по четырем показателям крайне отличаются. Темп роста розничного товарооборота на душу населения по сравнению со всей страной имеет только 0,4, а темп роста рентабельности продаж составляет практически 2,3. В сумме по темпам роста анализируемых показателей Витебская область занимает первое место.

Четвертую позицию по состоянию розничной торговли в 2010-2011 г. занимает столица республики город Минск. По таким показателям как розничный товарооборот на душу населения и рентабельность продаж данный регион занимает уверенные первые места, а по таким показателям как количество объектов розничной сети на 1000 человек и торговая площадь на 1000 человек Минск занимает последние седьмые места. В это же время темпы развития розничной торговли в Минске самые низкие по республике. Все это в совокупности говорит об уже сформированном рынке розничной торговли в г. Минске, о доминировании небольших торговых объектов с высокой товарооборачиваемостью торговой площади.

Могилевская область занимает пятое место по уровню развития торговли в 2011 году и четвертое место по темпам развития с 2006 по 2011 годы. На шестом месте в 2011 году по обоим направлениям сравнительного анализа располагается Гродненская область. В данном регионе произошло снижение темпов роста двух показателей – торговой площади на 1000 человек и рентабельности продаж, что обусловило существенную потерю позиции относительно других регионов. Последнее седьмое место среди всех регионов Беларуси занимает Гомельская область, не смотря на то, что темпы развития анализируемых показателей находятся на пятом месте.

Проведенный анализ показал неравномерность развития розничной торговли в Республике Беларусь. Наиболее развита она в Минской области, которая занимает высокие места по анализируемым показателям. Кроме того данный регион продолжает активно развиваться. Наименее развита относительно других регионов Беларуси по анализированным показателям сеть розничной торговли в Гомельской области.

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ALPHA MANAGERS – AN ADVANTAGE OR DISADVANTAGE FOR THE ORGANIZATION

Nikolova D. R., Kuneva V. A., Lesidrenska S., Dr.
Technical University of Varna, Bulgaria

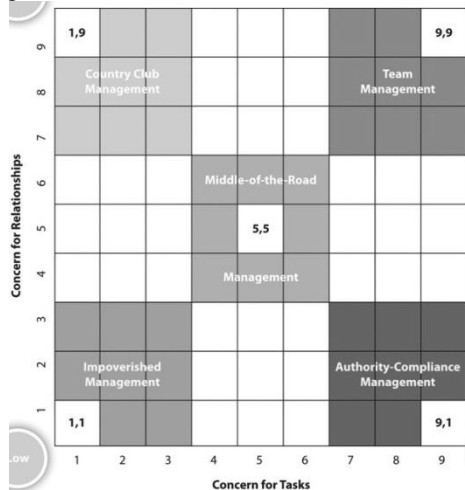
The role of the manager is crucial to the organization. Managers set goals, develop strategies and define tasks of workers, create environment for the

development of people and give meaning to their activities. Professional skills are of vital importance to manager’s success. These very skills are the distinguishing characteristics of alpha managers. The aim of the following paper is to present some of the most established ideas in the field of leadership styles, to compare them with the concept of alpha managers and draw some conclusions important to management.

Managerial leadership style is a set of principles, approaches, methods and rules. The object of our interest is alpha managers’ style. There is no need to quote scientific researches to realize that an alpha-male is present not only in nature, but in our familiar surroundings too. Most people feel psychological discomfort of continuously increasing responsibility. This is not a problem for alpha managers. They find the decision-making and responsibility as a condition for psychological comfort. Alpha managers are confident and know exactly what they want to achieve.

The theory of management defines numerous styles of leadership. For the purposes of this paper we will pay attention to three main styles: authoritarian, democratic and liberal (laissez-faire).

Authoritarian and democratic leadership might be based on Douglas McGregor’s Theory X and Y. According to the theory X, based on the classical school, the leader perceives his/her employees as people who dislike work and avoid it if possible. In the basis of Theory X lies the idea that people should be forced to do the necessary – management focuses on norms and control. Theory Y, on the contrary, is based on positivism. The core of this theory is the idea that work is a natural activity; such as play and relax. Here people are able to exercise self-control and to manage their own businesses.



Theories X and Y are trying to link management models with leadership styles. Authoritarian control suppresses initiative and creative activity, as well as the sense of job satisfaction. As no less important shortcomings we can note that

people are indifferent to the purposes of the organization, and the tense socio-psychological climate. The following motto may be applied for them: "Do what I say and do not ask."

Discretion in making management decisions and non-external administrative intervention is found in *democratic style*. Democracy is associated with the delegation of authority, freedom of judgment and actions of the manager in decision-making. We've met leaders who say: "This is what we must achieve. I would like to hear from each of you what he can contribute to these results."

In the delegative style, the leader allows the employees to make the decisions. They have almost complete freedom in setting goals, their realization and control of the work. *Delegative style* is successful only for highly motivated and competent employees.

In an attempt to find the most effective leadership style Robert Blake and Jane from the Mouton University of Texas developed a theory based on two-dimensional matrix called "Grid of leadership". The grid depicts two dimensions of leader behavior: concern for people (accommodating people's needs and giving them priority) on y-axis and concern for production (keeping tight schedules) on x-axis, with each dimension ranging from low (1) to high (9), creating different positions in which the leader's style may fall.

For Blake and Mouton the most suitable method is the one where managers should aim for the 9,9 combination, a goal-centered team approach that seeks to gain optimum results through participation, involvement, commitment and conflict-solving of everyone who can contribute.

Alpha manager thinks formally and analytically. He/she has high standards and his/her word is a law. He/she necessarily verifies for the implementation of the task. Usually he/she is adored by his employees. The alpha manager is both soul and volitional center of the company.

Leadership	Advantages	Disadvantages
Self-confidence	Confident action and good intuition	Closed for tips
High intelligence	Sees the non-obvious, prone to insights	Makes fun of his/her employees
Action-oriented	Efficient	Impatient
High requirements	Sets and achieves goals	Constantly dissatisfied
Direct communication	Induces action	Instills fear
Disciplined	Productive	Tendency towards unrealistic goals

According to studies, almost 70% of top managers are from an alpha type. The modern corporation is hard to be described without an alpha manager.

Let us introduce the advantages and disadvantages of one alpha manager-through a table, he/she already loves it:

After the thorough examination of the above characteristics, we came to the conclusion that the use of only one type of leadership style in its pure form is not possible or appropriate. The preferred style of work depends on many complex and personal factors. These factors include the specifics of the work, the need for quick decisions, willingness to take responsibility, reliability and experience of those who will do the work. A good leader selects a combination of styles adapted to the conditions.

So we can come to a basic conclusion: The alpha manager is just as vital for the economy as our NPP "Kozloduy", and it's hard to work without his/her energy. The important thing is just to be closely monitored, several security systems, and why not a mandatory cooling system. Or to say it more clearly – do not let it do "Boom!"

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MODERN ENTERPRISE MANAGEMENT IN LARGE CORPORATIONS: THE EVOLVING ROLE OF INFORMATION AND COMMUNICATION TECHNOLOGIES

Nkeokelonye G. D., Vernyudub N. O.

Sumy State University, Ukraine

We have seen only 13 years of human existence into the 21st century thus far, yet the impact and pace of advancements in computing technologies have never been more rapid and widespread than in the last 10 years. The world has moved from connected to hyper-connected. Between March 2003 and March 2013, the number of internet connected devices has risen 352% from 608 million to 2.749 billion connected devices according to data from the Internet Usage Statistics and International Telecommunication Union (ITU). We are moving from use of relatively heavy, static “top” computers (desktops and laptops) to lighter, mobile form factors. As consumer electronics and information technology landscapes dramatically change the way people live, businesses have not been without challenges to respond to the changes or impacted by the shifting landscape; therein also exist massive opportunities. The workplace in large, geographically dispersed corporations has been witnessing intriguing transformations as well. As companies scale in operational size and become more distributed to meet the global market needs with a local approach, management of internal business processes and customer relationships across geographies, using the most reliable and cost-effective enterprise-class technology solutions stands critical to driving business