

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
СУМСЬКИЙ ДЕРЖАВНИЙ УНІВЕРСИТЕТ  
ФАКУЛЬТЕТ ІНОЗЕМНОЇ ФІЛОЛОГІЇ  
ТА СОЦІАЛЬНИХ КОМУНІКАЦІЙ**



**СОЦІАЛЬНО-ГУМАНІТАРНІ  
АСПЕКТИ РОЗВИТКУ СУЧАСНОГО  
СУСПІЛЬСТВА**

**МАТЕРІАЛИ V ВСЕУКРАЇНСЬКОЇ НАУКОВОЇ КОНФЕРЕНЦІЇ СТУДЕНТІВ,  
АСПРАНТІВ, ВИКЛАДАЧІВ ТА СПІВРОБІТНИКІВ**

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If the company has been working in the market for a long time and has a certain image, it would be appropriate to set a minimum period, during which the documents should be submitted to simplify the registration procedure, for example, for the last 5-7 years. This is the period during which it is difficult not to notice deficiencies or problems of the company, and at the same time to receive a simplified procedure for registration of foreign investment for both parties.

Another major challenge in the implementation of investment projects is the choice of an investor who is really interested in the company. Sometimes there are situations, when the investors come not to support the existing production, but to obtain their own enrichment and maximum withdrawals from the company for their private needs. Perhaps, the most urgent problem today for Ukraine and for the region is the return of foreign investors that have been lost due to the military conflict, in which Ukraine was involved. A large number of investors hedging their money and their interests brought funds abroad, and even more some of them just refused to cooperate with the state in which military operations are conducted.

FDI are valuable for the region, first of all, because they make possible to reach a new level of development. FDI, being properly and clearly arranged, enable the region to use the latest production technologies, update fixed capital in time, create new jobs and attract not only manpower from particular region, but also from close arranged administrative units. Sumy Region State Administration, as the local executive body, performs a number of tasks on involvement of foreign direct investments to the region. Within the powers defined by the legislation of Ukraine, it performs tasks related to foreign trade and investment activities. Creating a favorable investment climate in the region, encouraging foreign investors, organizing diplomatic visits on foreign investment problems have resulted in implementation of projects, which created two industrial parks in the region and attracted foreign investors to cooperate in many industrial enterprises of the region.

## **BASIC MANAGEMENT SKILLS**

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Speaking about basic management skills it is very important to mention that all they are applied all over the world. In general overview

they might be divided in planning, organizing, directing, coordinating and reporting. All skills to be used in professional field need respect, understanding and involvement.

Let us overview every skill separately. The planning process involves the task of understanding the purpose, and then creating the mission and objectives for the organisation. The mission should be fairly specific, clear and unique to the organisation. Usually the terms planning and strategy are used interchangeably. There are different types of plan: comprehensive, annual work plan, long-range plan, strategic planning. Strategic planning involves analyzing competitive opportunities and threats, as well as the strengths and weaknesses of the organization, and then determining how to position the organization to compete effectively in their environment. Strategic planning has a long time frame, often three years or more. Strategic planning generally includes the entire organization and includes formulation of objectives. Tactical planning is intermediate-range (one to three years) planning that is designed to develop relatively concrete and specific means to implement the strategic plan. Middle-level managers often engage in tactical planning. Operational planning generally assumes the existence of organization-wide or subunit goals and objectives and specifies ways to achieve them. Operational planning is short-range (less than a year) planning that is designed to develop specific action steps that support the strategic and tactical plans.

Organizing is the function of management that involves developing an organizational structure and allocating human resources to ensure the accomplishment of objectives. The structure of the organization is the framework within which effort is coordinated. It is usually represented by an organization chart, which provides a graphic representation of the chain of commands within an organization. Organizing also involves the design of individual jobs within the organization. Decisions must be made about the duties and responsibilities of individual jobs, as well as the manner in which the duties should be carried out. Decisions made about the nature of jobs within the organization are generally called “job design” decisions. Organizing at the level of a particular job involves how best to design individual jobs to most effectively use human resources. Traditionally, job design was based on principles of division of labor and specialization, which assumed that the more narrow the job content, the more proficient the individual performing the job could become. However, experience has shown that it is possible for jobs to become too narrow and specialized.

Directing is said to be a process in which the managers instruct, guide and oversee the performance of the workers to achieve predetermined goals. Directing is said to be the heart of management process. Planning, organizing, staffing are not important if direction function does not take place. Directing initiates action and it is from here actual work starts. Direction has got following characteristics:

- Pervasive Function - Directing is required at all levels of organization. Every manager provides guidance and inspiration to his subordinates.
- Continuous Activity - Direction is a continuous activity as it continuous throughout the life of organization.
- Human Factor - Direction function is related to subordinates and therefore it is related to human factor. Since human factor is complex and behaviour is unpredictable, direction function becomes important.
- Creative Activity - Direction function helps in converting plans into performance. Without this function, people become inactive and physical resources are meaningless.
- Executive Function - Direction function is carried out by all managers and executives at all levels of an enterprise, a subordinate receives instructions from his superior only.
- Delegate Function - Direction is supposed to be a function dealing with human beings. Human behaviour is unpredictable by nature and conditioning the people's behaviour towards the goals of the enterprise is what the executive does in this function.

By coordination, we mean organizing the project, i.e., bringing together the various individuals and tracks of activity into one cohesive plan, allowing the whole project to move forward on-time and on-budget. Project management is called on to tackle large scale, complex projects, requiring coordination.

How to get coordination in your project: to achieve coordination in your project make sure that the project as a whole, as well as each major track of activity is assigned to a team leader. This group of team leaders should meet once a week, or every two weeks at most, to review the overall plan, the progress to date within each track of activity and any challenges that have arisen.

Thus, you can see, it's important for every manager to combine and use all skills in his job. It is not easy to be good in everything but if you want this you will achieve your dreams and desires.