

UDC 005.95

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**ПРИНЦИПЫ СОЗДАНИЯ КОМАНДЫ – ЭФФЕКТИВНЫЙ
ИНСТРУМЕНТ УПРАВЛЕНИЯ**

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**PRINCIPLES OF TEAMMAKING AS THE EFFECTIVE INSTRUMENT
OF MANAGEMENT**

В работе автором предложен действенный механизм создания эффективной управленческой команды в современных условиях хозяйствования; принципы, методы и способы работы в команде; способность работы на результат через призму личностных качеств каждого представителя команды, учитывая психологические аспекты.

Ключевые слова: команда, лидер, проэкт, человеческие ресурсы, психологические факторы, новачки, принципы работы, креативность, интенсивная работа.

The article deals with an active mechanism of creating an effective managerial team under modern economic conditions; principles, methods and ways of work in

team; the possibility to work for getting a result in the light of personal qualities of each representative of a team taking into account their psychological aspects.

Key words: team, leader, project, human resources, psychological factors, beginners, work principle, creativity, intensive work.

The statement of a problem. The effective organization of the system work of team management for business is the main reason of a successful work, good organization and the fulfillment of which is the guarantee of success.

The following famous scholars in this area dedicated their works to team management: A. Chundler, A. Ansoff, M.X. Mescon, U. Woodcock, B. Karloff, U. Howard and others. Besides foreign developers, national scholars have been investigating this issue for a long time, they are: A.Ya. Kybanova, S. Kapustina, O.S. Vykhansky, O.N. Hromova, T.Yu. Bazarov, who emphasized, “Modern managers consider culture of their company as a mighty strategic instrument giving a possibility to orient all subdivisions and separate persons to common goals, mobilize initiative of workers and support productive communication between them”. Authors in their works suggest that personnel planning should be in the form of principal complex programs according to strategy of management of company development taking into account the main directions and tendencies of scientific and technical progress, estimation of team members and results of their labor activity and improvement of methods of team work.

A team is a group of people working together, combining their own aim with the common one and consciously cooperating with each other to achieve their common aim and doing it with pleasure.

The purpose of the article. Building modern mechanism of management of an organisation: from an effective team to productive and competitive organisation.

The statement of the main material. Teamwork is one of the actual directions at the given moment in modern world of management. Life shows that for the work on a project it is necessary not only to gather perfect specialists but also costs are necessary. It is necessary to teach workers to be a single whole and to create a

coordinated mechanism. However, to create a real team is not so simple, it is a real science [1].

Top manager of the company “Microsoft” said, “If you have a good family, then a team is the best family in the world. All are friends and love each other, and help each other. Who should take away a basket is not a question, that person who leaves he takes away it. Somebody was appointed and he according to the schedule does his job. Everybody can help each other and can be happy to do this”.

Ability to work in a team is an essential work function of each worker. Working in a team leaders should be energetic but not rude, they should be able to discuss necessary problems for a project but not be distressed in case if a team has another opinion, and, what is more, everybody in a team should respect team members’ work and point of view about a project.

It is known, that profit maximization depends on professional and successful work of a team. Personnel manager is the key person of management of human resources of a project. This person should be not only perfect manager but also a professional psychologist, because economic reasons and, mainly, psychological are of primary importance [2].

Team management requires patience and ability to delegate authority. It is necessary to have an imagination about skills of each member of a group and disseminate parts of a project to those members having corresponding habits in this area. Team management provides the leadership of discussions and recognition of different opinions. A team will not be able to show everything it can do without correspondent leader habits.

In permanent team, everything is adapted to the manner of making other members. However, before start to work, it is necessary to predict the possibility of everybody to express his own opinion during discussions, some managers recommend to make main rules and principles of teamwork [3].

Among all possible principles for teamwork, the following ones should be emphasized:

Table 1**Teamwork principles [4]**

Teamwork principles	Content of principle
1. Principles of collective doing work.	Each team member does that part of common task, which was given him by a team and not that he was authorized usually to do.
2. Principle of collective responsibility	If task is not fulfilled, all team is responsible for it.
3. Principle of the only form of stimulation for a final result for a team.	Payment and other forms of stimulating team members are discussed with leaders beforehand. "Stimulation fund is created". Fund allocation is inside a team without leaders or customers participation.
4. Principle of autonomous self-government of a team.	Management of team members is done by team leaders but not by administrative leaders of an organization.
5. Principle of increased executive discipline.	Each team member answers for the final team result with his life. Each team member free takes the given principle.
6. Principle of free will to be in a team.	This is the key principle of team making. Only that candidate can be in a team, who free shows his readiness to be in a team knowing and understanding all conditions of a team activity.

Team members, except functional roles depending on the competency in some area, play social roles defining how the given member influences the process of done work. English investigator Belbin was the first who distinguished the following social roles of team members [5]:

- a thinker is characterized by increased creativity;
- an executor implements ideas and introduces arrangement in team actions;
- an estimator fulfills unprejudiced and critical analysis of a situation;
- an investigator of resources knows the art of negotiation and effective communication;
- a motivator is oriented on decisions of the given task and stimulates his colleagues to work more intensive;
- a collectivist harmonizes relations in a team and accommodates differences;

- a coordinator clearly formulates goals and he is a social leader; specialist has rear skills and habits.

The same person can play some roles simultaneously. The wider is range of roles the better team “player” he is.

The role of a team coordinator becomes special, the main task of which is to start the mechanism of self-realization, support a team development, accommodate differences, control emotions and free reach coordinative goals.

A big quantity of team management methods is used nowadays. The methods used by Ukrainian companies are essentially different from those ones used by world leading companies such as “Google”, “Apple”, “Toyota”, “BMW” and others. However, Ukrainian leading companies try to implement new team management methods gaining the experience of business “giants” to have an effective and successful teamwork.

Among different variants of team management methods, the main three can be recognized: authoritarian, democratic and delegation method, the methods of which are widely used in all spheres of productive and creative activity of teams [6].

Authoritarian method is the most inquired in the period of team formation when skills of common work, vision of goals and ways are not formed. The manager, as a leader, shares his own vision, experience and effectively allocates resources. In this situation, a leader should have an authority among his subordinates not only as a person having power but also as a specialist, a skillful manager and a good instructor. There are disadvantages in authoritarian method: it decreases creative initiative of subordinates, makes worse social and psychological climate in a team and causes personnel turnover.

Democratic method is the most suitable for forming team relations on the base of good will and openness of leaders and subordinates. This is educative method. It supports gaining experience for joint actions, combines purposefulness connecting with tasks and people, methods of conviction and compulsion, supports initiative, interest of a person in his development, understanding tasks owing to the process of

common decision making. The disadvantages of the given method are the following: additional spending of time for discussion of problems and in case of its deficiency, its effectiveness decreases sharply.

The delegation method is widely discussed among managers, it is the most complex one in use because it is for managers, who understand the situation very well, understand the levels of collaborators and share them only those duties they can do. The given method should be used only in high effective teams, which learned all levels of forming and development and have perfect motivated specialists. In this situation, a leader decides what, when and who can do something, and it causes irritation. Such team needs a leader, who is always ready to advise. Delegating the authority, he increases the employer's status what is important for those people, who have experience, knowledge and high qualification and want to work independently, and see in this the next stage of self-development.

For example, the volume of correspondence and discussions should be decreased [7].

Ability to listen carefully is an important point in management. Building relations in a team is impossible without communication between coworkers. Active listening, constant visual contact and support of interest in questions during a talk will help to interest a coworker in communication and make it better. It is necessary to listen to people and do not wait the time to talk and give an interlocutor the possibility to be open. Pay attention to not only received information but also follow the gestures and try to understand and feel what was not said.

There can be conflicts in teamwork. Conflict is a zone of increased tension; it is always visible, because it has some external features: high level of tension in a team; decrease of ability to work; worsening of industrial and financial indications; change for the worse relations between suppliers and customers, etc.

It is necessary to differentiate productive, constructive conflict from rivalry and intrigues. During the conflict, which is considered constructive, only ideas and concepts are discussed, in no case, personal qualities of participants. Besides, during

such conflict intensification of emotions, caps lock voice and mutual blames. Such scenes can look like serious quarrels. However, in teams, able for a constructive conflict, it is understandable that its purpose is to find optimal problem decision during the shortest period.

Conclusions. Summarizing we can make the following conclusions: under modern conditions, the main resource of management is availability of an effective team. The role of persons making the process of management increases sharply. The people's life and prospects of company's development depend on qualification, business activity, and ability to interact and achieve social significant result.

The most necessary personal quality among professionalism is specialist's ability to act in a team. The key reason of an effective work of a team is the ability of team member "to get the result". However, in practice, psychological aspect removes from the results of activity to interpersonal competition, what causes hidden and clear confrontation. Moreover, this in its turn leads to business and economic decrease; it forms tension inside the team and ruins the personality.

The possibility to work in a team gives every person serious support and prospects to develop as a person.

Thus, successful forming and effective functioning of teams in a company provide intensification the role of a manager as a leader, changes in the system of management and communication in a company, changes of organizational culture and styles of management leadership.

Having investigated the given issue, the following practical advices for an effective management of a team to achieve the goal can be emphasized:

1) While transformation to team management it is necessary not simple to create teams but form labor processes.

2) Change of assessment of individual indications of work or their total cancelation.

3) Ascertainment of concrete and strict tasks to increase effective teamwork.

4) Creating proper work surrounding.

5) Interference in team business if it has problems.

Using these advices supports creating and management of teams under crisis conditions and achievement of effective results.

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