

been strong employment growth sectors throughout the last 20 years and will likely continue to be strong sources of growth.

A ranking of industries by their likely growth rate at present-day stage follows. More technical, higher skilled workers are needed in these jobs. Topping this list of high-growth industries are computer and data processing services, followed closely by communications, research and testing services, management and public relations, health care, legal services, educational services and engineering services—all industries relying on a well-trained, highly educated work force.

Fastest Growing Industries are:

1. Computer and Data Processing Services;
2. Communications;
3. Research and Testing Services;
4. Management and Public Relations;
5. Health Services;
6. Residential Care;
7. Agricultural Services;
8. Educational Services;
9. Personnel Supply Services;
10. Legal Services;
11. Amusement and Recreation Services;
12. Private Households;
13. Commercial Sports;
14. Engineering and Architectural Services;
15. Fabricated Structural Metal Products;

The importance of education and the need for work force training is probably best seen when looking at how this projected industrial growth translates into occupational change. This list tends to be dominated by occupations that employ a lot of people at the start of the forecast period, and grow moderately thereafter.

In some cases expected rapid growth rates in smaller occupational categories will drive large occupational growth, as is the case with computer scientists.

MANAGEMENT'S ROLE AND DESIGN-MAKING

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Our society is made up of all kinds of organisations, such as companies, government department, unions, hospitals, schools, libraries and the like/ they are essential to our existence, helping to create our standard of living and our quality of life. In all these organisations, there are people carrying out the work of a manager although they do not have that title. The vice - chancellor of a university, the president of a students' union or a chief librarian are all managers. They have a responsibility to use

the resources of their organisation effectively and economically to achieve its objectives.

A French industrialist, Henry Fayol, wrote in 1916 a classic definition of the manager's role. He said that to manage is "to forecast and plan, to organise, to command, to coordinate and to control". This definition is still accepted by many people today, though some people writers on management have modified Fayol's description. Instead of talking about command, they say a manager must motivate or direct and lead other workers.

An interesting modern view on managers is supplied by an American writer, Mr. Peter Drucker. In his opinion, managers perform five basic operations. Firstly, managers set objectives. They decide what these should be and how the organisation can achieve them. For this task, they need analytical ability. Secondly, managers organise. They must decide how the resources of the company are to be used, how the work is to be classified and divided. Furthermore, they must select people for their job to be done. For this, they not only need analytical ability, but also understanding of human beings. Their third task is to motivate and communicate effectively. They must be able to get people to work as a team, and to be communicating effectively with all levels of the organisation - their superiors, colleagues and subordinates. To succeed in this task, managers need social skills. The fourth activity is measurement. Having set targets and standards, managers have to measure the performance of the organisation, and of its staff, in the relation to those targets. Measuring requires analytical ability. Finally, Peter Drucker says that managers develop people, including themselves. They help to make people more productive, and to grow as human beings. They make them bigger and richer person.

In Peter Drucker's view, successful managers are not necessarily people who are liked or who get on well with others. They are people who command the respect of workers, and who set high standards. Good managers need not be geniuses but must bring character to the job. They are people of integrity, who will look for that quality in the others.

In carrying out management functions, such as planning, organizing, motivation and controlling, a manager will be continually making decisions. Decision-making is a key management responsibility.

Some decisions are of the routine kind. They are decisions which are made fairly quickly, and are based on judgment. Because a manager is experienced, he knows what to do in certain situations. He does not have to think too much before taking action. For example, a supervisor in a supermarket may decide, on the spot, to give a refund to a customer who has brought back a product. The manager does not have to gather a great deal of additional information before making the decision.

Other decisions are often intuitive ones. They are not really rational. The manager may have a hunch or a gut feeling that a certain course of action is the right one. He will follow that hunch and act accordingly. Thus, when looking for an agent in an overseas market, a sales manager may have several companies to choose from. However, he may go for one organisation simply because he feels it would be the most suitable agent. He may think that the chemistry between the two firms is right. Such a decision is based on hunch, rather than rational thought.

Many decisions are more difficult to make since they involve problem-solving. Very often, they strategic decisions involving major courses of action which will affect the future direction of the enterprise. To make good decisions, the manager should be able to select, rationally, a course of action. In practice, decisions are usually made in circumstances which are not ideal. They must be made quickly, with insufficient information. It is probably rare that a manager can make an entirely rational decision.

The process of decision-making consists of four phases:

1. Defining the problem
2. Analysing and collecting information
3. Working out options
4. Deciding on the best solution.

Before making a decision, the manager will carefully assess the options, considering the advantages of each one. Having done this, he will have to take a decision. Perhaps, he will compromise, using more than one option. Thus, the manager of the department store may solve his problem by making changes in the product range, increasing advertising and improving the interior of the store.