

ваит развитие у управленческого персонала новых, специфических навыков.

Каковы же основные направления их развития?

1. Гибкость, скорее даже пластичность (своевременная смена приоритетов, методов достижения целей, даже сама способность своевременного реагирования) представляется, на сегодняшний день, одним из наиболее стратегических управленческих навыков.

2. Способность выполнять посреднические функции в экономическом, социальном и интернациональном плане.

3. Умение концентрировать и диверсифицировать объекты управления.

4. Навыки управления "мультикультурными" командами.

5. Активное изучение, восприятие и применение на практике новых методов мотивации "мультикультурных" команд.

6. Управление не "постановкой цели", а "определением пути ее достижения".

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Проблемы малого бизнеса **The Problems of Small Business**

The health of the economy requires the birth of new enterprises in substantial numbers and the growth of some to a position from which they are able to challenge and supplant the existing leaders of industry. This seedbed function, therefore, appears to be a vital contribution of the small firms sector to the long-run health of the economy.

What exactly is a small business? We use the term 'small business sector', and 'small business management' to describe a certain group of enterprises, and how they are run. In practice, it is hard to define small firms, much depends on the industry in which they operate and the personalities of those that run them.

The survival of small firms as an organisational form was the issue in 1971, but they are now heralded as leaders in providing employment and growth in a restructuring of advanced economies.

Although many new enterprises are born every year and others expand, a large number also fail and die. Small business is a 'turbulent' sector with huge movements in and out.

It is a combination of these less controllable, external factors together with the more controllable, internal factors, arising from the personal attributes and skills of the owner manager, which influence:

1) the likelihood of a new firm starting up – there are many environmental as well as personal influences on the formation of small firms.

2) its chances of survival – once established it is vulnerable to circumstances beyond its control as well as the possibility of internal mis-management.

Influences on small firm formation and survival:

internal influences: owner-manager motives, personal attributes, technical skills, management competencies;

external influences: macro-environment – political, economics, social, technological; micro-environment – local economy, market sector, competitors customers.

Increasing rates of small business formation are associated with a higher likelihood of failure. Unfair competition from larger firms, the burden of government regulations, penal bank charges, high interest rates and the recession all contribute to make life in the small business a constant struggle. Smallness, and therefore lack of resources, seems to mean that small firms will always be the most vulnerable members of the business community.

Uncertainty is a key feature of the small business environment. Some researchers see it as one of the central distinctions between small and large firms. They identify the inability to control prices because of market power and dependency on a relatively small customer base as major factors that make the management environment in small firms more uncontrollable.

The Small Business Research Trust canvasses the opinions of a panel of small business owners on the problems they face. Issues listed include: interest rates; cash flow and payment; low turnover; lack of skilled employees; total tax burden; premises, rent and rates; inflation; government regulations and paperwork; access to finance; competition from big business; high rates of pay.

Changes to the business environment are reflected in how important these issues are perceived to be.

How can small firms best cope with the uncertain and changing environment? Some research indicates that adjustment is the key. Those firms that are most active in making adjustments in what they do.

And how they do it, seem to have a greater chance of survival than those who carry on as before. Important adjustments to consider include: market development; production processes; employment and labour processes; ownership; location.

Малый бизнес является сектором выживания, втягивающим в реформаторский процесс людей, потерявших работу. В результате малый бизнес может способствовать обеспечению экономической и политической стабильности в обществе.

Сектор малого бизнеса находится впереди не только по числу занятого в нем персонала и созданию новых рабочих мест, но и по числу банкротств.

Существует ряд факторов, которые влияют на деятельность малых фирм; их способность выжить. Выделяют внутренние факторы (образование, опыт работы, способность управлять, личные качества владельца предприятия) и внешние на макро- и микроуровнях.

Неконкурентоспособность в борьбе со средними и большими предприятиями, чрезмерное регулирование правительством, нехватка ресурсов, неспособность контролировать цены на рынке, инфляция, нехватка квалифицированных работников делают малый бизнес уязвимым сектором экономики.

Для того чтобы выжить, малые предприятия должны быстро реагировать на изменения в спросе, налаживать производство новых товаров и услуг, расширять свою долю на рынке.

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Вопросы разработки и использования ПО **Problem Aspects of Software Developing and Using**

Software accounts to a considerable extent for the most valuable advances of the 20th century. But as the customer wants new features the bugs, which are the dark side of rapid innovation, occur.

Regulatory authorities are investigating thousands of complaints about glitches injuring every conceivable type of computer service, but no agency could accomplish the myriad tasks under its control.

The Year 2000 bug has drawn attention to the topic but Y2K is only a tiny fragment of software mosaic. The problem is more than that of working hours and money spent for exterminating bugs and amending source codes – bad software has been implicated in plane crashes, road and rail accidents and fatal malfunctions of medical equipment giving ominous meaning to the term “killer app.”. The next century No. 1 task will be to bring software quality to the same level we expect from means of transport, domestic electronic appliances and other hardware devices.

The hardware generally performs as conceived but the software is often a disaster. There are several reasons for it:

1. Writing software is mainly shoot-from-the-hip affair i.e. it does not have a body of basic science.
2. Business culture values speed over quality of software development.