

beginning of the program, women have comprised more than 50% of those nominated, and also more than 50% of all promotions and job changes. These programs also work in Belarus at both international hotel chains, giving wide opportunities for women to show their skills in middle and high management.

In conclusion, Belarus in general and the hospitality industry in particular, provide women with excellent career opportunities. However, there are still many obstacles, such as the patriarchal mentality, nepotism and slow promotion, as well as inequality in pay, which prevent women from achieving leadership positions.

Reference

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THE TYPES OF MANAGERS AND THEIR COMMUNICATIVE PRODUCTIVITY

ВИДЫ МЕНЕДЖЕРОВ И ИХ КОММУНИКАТИВНАЯ ПРОДУКТИВНОСТЬ

Often you come across with organizations that stress the importance of good management communication. Once this is achieved, the organization is one step closer to achieving its overall business objectives. The effective management communication is considered to be a lifeline for many projects that an organization undertakes. Thus, the subject of our research is communication. The objective of our scientific research is to define the most appropriate and effective ways of communication in companies in the modern market. In compliance with the purpose of our studies we establish the following tasks: to identify the types of managers and their ways of management, to shortlist advantages and disadvantages of management styles, to outline the common mistakes emerged in the process of communication and offer their solutions.

Management is the first and foremost the control of employees at a company to achieve a positive improvement and continuous development of the company. Management operates through five basic functions: planning, organizing, coordinating, commanding, controlling. In compliance with the functions mentioned

above we define the following styles of managers: the authoritarian manager is a strict, demanding, controlling person and probably too rigid in his views. This style of management is accompanied by the following mistakes: information overload, not keeping an open mind when meeting new people, reacting, not responding. We believe he should be more loyal, self-controlling and sociable, supportive with his subordinates, give them the opportunity to take the initiative.

The consensual manager believes in consultation, coaching and mentoring his staff to help them develop. The frequent mistakes are not being assertive, avoiding difficult conversations. There is an obvious difference between assertiveness and aggressiveness. Assertiveness is stating what you need, but consider the wants and needs of others. Aggressiveness is making an all-out effort to win or succeed without paying attention to the interests of others. Managers of this type should become stricter and control the work of subordinates, do not be too gullible.

The hands-off manager delegates everything, or just leaves problems in the hope that they go away, but subordinates feel lack of guidance and support. Besides many other mistakes, the most important are delivering bad news by Email, using a “One-Size-Fits-All” approach to communication. Never deliver bad news via written communication channels, because they don’t allow you to soften difficult messages with nonverbal cues and won’t help you in correct conveying of your message and minimizing long-term upset. Also it is much better to find a personal approach to everyone and don’t use common pattern of managing for all of the subordinates.

To become a good manager, one must have a contingency approach when it comes to communication with employees. Don’t forget about an effective communication, which is a two-way street. It’s not only how you convey a message so that it is received and understood, it’s also how you listen to gain the full meaning of what’s being said and to make the other person feel heard and understood. Nevertheless, with given today’s variety of communication tools, we still have a problem communicating.

We came to the conclusion, that managers must have some of the following personal qualities and interpersonal links: be open-minded, react on problems not just orally, be more assertive within reasonable limits and the most important one is not using “One-Size-Fits-All” approach, don’t confuse your listener by avoiding different technical terms, abbreviations or jargon, pay attention to nonverbal signals during conversation.