

СБОРНИК ВКЛЮЧЕН
В НАУКО-
МЕТРИЧЕСКУЮ БАЗУ

РИНЦ

ISSN 2415 - 8771

ИНТЕРНАУКА
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XIV МЕЖДУНАРОДНАЯ НАУЧНО-ПРАКТИЧЕСКАЯ КОНФЕРЕНЦИЯ



МОЛОДОЙ УЧЕНЫЙ: ВЫЗОВЫ И ПЕРСПЕКТИВЫ

Москва, 2016

CONFERENCE PAPERS IN ENGLISH

SOCIAL AND ECONOMIC SCIENCES

SECTION 1.

MANAGEMENT

MANAGERIAL CULTURE OF THE MODERN BUSINESS LEADER'S TYPE

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In the modern political and social conditions Russia as the multinational state with huge territory needs to have highly qualified administrative personnel for work in various spheres of public life. The need was repeatedly emphasized in mass media by representatives of supreme authorities of the country. The growing requirement to the level of the professional manager in the conditions of the evolving social sphere makes the problem of modern manager's type formation who would own the high level administrative culture especially topical.

When favorable moral and psychological atmosphere is forming the managerial culture is of special importance. Besides, one should accept that studying of managerial culture (from the sociological point of view) – is a rather new phenomenon, but, certainly, essential.

The reasons for insufficient study of managerial culture are following:

1. Difficulty of accurate definition of a subject of studying which is caused by a close interlacing of cultural, social and administrative elements of the society;

2. Development features of modern society, attempt to spread a market control system on all structures;

The definition of the managerial culture applicable to the subject of management – to the personality whose professional duties are accompanied by administrative activity is presented by P. Milyutin. He has designated managerial culture as "the high level of intellectual, emotional and strong-willed, moral, physical qualities formation which allows to solve professional problems in the sphere of social management with high degree of efficiency and stability" [1].

As for contents, the managerial culture is a system of the personal and organizational norms of behavior and values acquired in the course of managerial socialization. Moreover formation and development of managerial culture include not only a process of training in the specialized centers, but also receiving practical experience in the course of the real life management.

The following functions of managerial culture are assumed as the main ones [5, 19]:

1. Function of prediction assumes development trends finding with regard to management situation;

2. Function of projection includes designation of the purposes and problems of activity and also planning;

3. Function of communication and information assumes formation, structuring and preservation of communication networks and information collecting, transformation and the direction to necessary destination;

4. Function of motivation assumes influence on external and internal conditions of the manager and object of management. These conditions also define activity;

5. Function of management is one of the major functions according to which the leader takes full responsibility for the made decisions and concrete results of the activity;

6. Function of realization assumes ensuring implementation (execution) of the purposes and problem solutions;

7. Function of training includes transfer of both theoretical, and practical knowledge to object of management;

8. Function of education provides personality and team formation;

9. Function of control provides correspondence between actions and management program;

10. Function of assessment provides correspondence between required standards and current needs of management situation;

11. Function of correction implies changing the purpose, task and program of the management.

We should also point out that E. Shane the American psychologist, theorist and practitioner of management states that forms of an administrative culture meet two main challenges: the external environment aggression and internal disintegration. It means in order to staff and organization could function in general and as a whole they need to perform two main functions - adaptation to external environment and internal integration. As for integration it has to be creation of effective business relationships among as coworkers of the organization as their groups and divisions. Besides it should be an increase of the extent each employee participates in solving problems and looking for effective ways for the management [3].

E. Shane argues that "the administrative culture is a set of basic assumptions invented, found or developed by the group of coworkers to learn how to cope with problems connected with external adaptation and internal integration"[1]. It's of great importance that that "set" has to be passed to new members of this or that working staff as the only certain pattern of thinking and behavior.

All in all, managerial culture of a business leader is a set of values and views, common for all members of professional team, and norms of behavior established and realized in the activity by means of administrative thinking and communication.

As for the "modern" type of a leader besides skills of management he or she needs to possess skills of strategic design thinking, experience in system modeling

of processes, qualification in organizing effective interpersonal and professional interrelations and interactions. Finally, he or she has to provide focus of collaborative activity and to integrate the achievements into general positive results. Characteristic features of modern type of a leader are following [3]:

- Objectivity. A leader has to be able to allocate necessary facts in a huge flow of information and to differentiate valid data from imaginary ones;
- Sequence. A leader has to be able to reach objectives, without receding from the purpose and considering legal and psychological components of management;
- Enterprise. A leader has to be able to apply the unique approach to professional activity implementation, making use of experience gained before;
- Mobility. A leader has to be able to transfer the experience gained before to innovative fields of activity taking into account fields features;
- Leadership. A leader has to be able to define the essential points, eliminating all unnecessary things, to reveal reasons for shortcomings, to be rational approaching any professional task.

Apart from that, we should pay attention to the fact there are no perfect, universal methods in the management which would provide positive result in any situation [4].

On the other hand it should be considered the negative points in modern leaders' administrative culture either. They are following:

- Absence of management hierarchy and management mechanisms to provide management hierarchy;
- Prevalence of authoritative management style over democratic;
- Lack of stability in work and a certain mismatch of actions at various levels of management;

To solve these problems it is necessary to perform such actions as:

- To improve the training process of a leader (besides theoretical knowledge, it is necessary to give various opportunities of practical skills and abilities acquisition);

- To form the personality which will have the improved administrative culture, a high level intelligence, with sustainable orientation to self-realization and self-development which, in turn, promote a leader's competitiveness;

- To investigate a leader's administrative culture purposefully and comprehensively. It is necessary to develop a technique of professional leaders formation required in modern Russian society.

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