The essence and concept of information and communication in management.

The purpose of the class: consolidation of theoretical knowledge obtained as a result of studying issues on theoretical and methodological principles of communicative management.

After the class is completed, the student must

know:

1. Defining the essence of the concept of information.
2. Classification of information used in management.
3. Information requirements.
4. Features of use of information at the upper, middle, lower levels of management.
5. Media. Operations and procedures of information processing in management.
6. The concept and construction of information systems.
7.The essence of communications. Communication network. Communication process, its elements. Model of the communication process.

be able to: highlight the essence of the concept of information and its classification procedure; characterize information requirements; to track the peculiarities of the use of information at the upper, middle, and lower levels of management; reveal information carriers; to study the model of communication process.

Brief information on the theoretical part of the work
Information in the broad sense means indirect knowledge of the surrounding reality. Information is used to satisfy the interest, skills development, decision making;
Information requirements.
- quality of information - a set of properties that determine the possibility of its use to meet identified needs according to its purpose;
- representativeness of information - the correctness of its selection and formation in order to adequately display the specified properties of the object.
- completeness of information is a minimal but sufficient set of indicators to make an effective management decision;
- accessibility of information - is ensured by the implementation of appropriate procedures for its receipt and processing;
- relevance - is determined by the degree of preservation of the value of information for management at the moment;
- information accuracy - is determined by the degree of approximation of the parameter displayed by the information and its true value;
- value of information - a comprehensive indicator of its quality, its measure at a pragmatic level, which is characterized by a decrease in the level of expenditure of resources (materials, time, money) for making the right decision.

Information storages:
- official documents obliging the enterprise to be guided in the process of its activity (laws, decrees, decrees of the government and local authorities, orders of higher organizations, acts of inspections and audits, orders and orders of the heads of the enterprise);
- economic and legal documents (contracts, agreements, decisions of judicial and arbitration bodies, complaints);

- decision of general meeting of collective, council of labor collective;
- technical and technological documentation;

Model of communication process:
- sender - the party on whose behalf the request is sent to the addressee;
- coding - the presentation of an idea of communication that transmits to the addressee information in the form of texts, symbols, images.
- hits are information addressed to the target audience and presented as a set of characters;
- communication channels are the medium of information from the moment of encoding of the signal to receiving it by the addressee;
- the recipient of the information is the intended target audience;
- decoding is a way of decrypting consumers marketing information, which causes the symbols that come through communication channels to acquire specific meaning for the consumer;
- feedback - consumer feedback, their ideas as a result of contact with the appeal;
- feedback is that part of the feedback that the recipient informs the sender;
- obstacle - unplanned release of information as a result of interference in the communication process of the environment.

Stages of effective communication - a reverse reaction and feedback.

5 Tests

1. Information is:
a) analysis of the object being investigated with its further breakdown into elements;
b) a set of information, messages, materials, data that determine the extent of the manager's potential knowledge of processes, events or phenomena;
c) ownership of a particular economic entity;
d) implementation of specific organizational actions.

2. What percentage is open information at the enterprise:
a) 70%
b) 15%
c) 10%
d) 5%

3. What percentage of confidential information in the enterprise:
a) 70%
b) 15%
c) 10%
d) 5%

4. Which of the following criteria does not reveal the properties of the information:
a) accuracy of information;
b) quality of information;
c) accessibility;
d) there is no right answer.

5. Secondary information is:
a) is formed from planned and credentials;
b) obtained at the final stage of the management cycle;
c) this is the primary information that has passed a certain stage of processing;
d) results of scientific research.

6. The official documents include:
a) contracts, agreements;
b) decision of the general meeting of the collective;
c) timekeeping, measurements, photographs;
d) laws, decrees, decrees of the government.

7. The smallest number of management links in an enterprise is:
a) grassroots;
b) average;
c) higher;
d) all answers are correct.

8. Communication is:
a) the party on whose behalf the request is sent to the addressee;
b) it is a medium of information;
c) the process of information exchange;
d) is the target audience to whom the appeal is intended.

9. The model of the communication process is:
a) accuracy of information;
b) quality of information;
c) the sender and recipient of the information;
d) availability of information.

10. The stage of effective communication is:
a) an interdependent set of tools, methods and personnel;
b) feedback and feedback;
c) legal support;
d) information support.

6. Recommended Books

1. Shatun VT. Fundamentals of management / MES; Tutorial. - Nikolaev: View of the MSUU them. Petra Mogili, 2006. - 376 p.
2. NV Bondarenko, VI Dubnitsky Management - corporate, marketing, information, anti-crisis. / Reference-inf. help for specialists, scientific. Employees and Entrepreneurs. / - Donetsk: Southeast LLC, 2004. - 140 p.
Gerchikova IN Management: Study. for universities. - 4th ed. recycling. and ext. - M.: UNITI-DANA, 2005. - 799 p.
4. Zverintsev AB Communication Management - St. Petersburg. - 2005. –226 p.
5. Novak V.O. Management information support: Educ. tool .K:Kondor, 2009 – 347

Practical lesson # 2

Channels, tools and communication barriers.

Purpose of the lesson:
consolidation of theoretical knowledge obtained as a result of studying questions on theoretical and methodological principles of the functioning of communication channels.

After the work is completed, the student must

know:
1. Formal and informal communications.
2. Types of communication circuits of informal communications
3. Advantages and disadvantages of written communication.
4. Receiving the message by the addressee.

be able to: highlite the essence of the concept of formal and informal communication; to characterize the types of communication chains of informal communication; monitor the advantages and disadvantages of written communications; to study the process of receiving the message by the addressee.

4. Brief information on the theoretical part of the work

Formal communications are provided by the organizational structure.
They are divided into: vertical, horizontal and diagonal.
Vertical communications include top-down and bottom-up communications.
Horizontal communication is carried out between persons who are at the same level of the hierarchy. This exchange of information ensures coordination of activities (for example, between Vice Presidents for Marketing, Finance, Production). According to research, the effectiveness of horizontal communications reaches 90%, which is explained by the significant level of understanding of the nature of work of their colleagues and the problems that arise during the operation of adjacent units.
Diagonal communications occur between persons who are at different levels of the hierarchy (for example, between line and headquarters units, when headquarters services control the performance of certain functions). Such communications are also characteristic of links between linear units if one of them is the principal of a particular function.
Informal communications are not provided by the organizational structure. Practice shows that much of communication is carried out informally, using unplanned management methods. The theory and practice of foreign management often uses the term "grape-vine" - a system of spreading rumors, unofficial data. It is worth noting that informal channels of communication convey much of the reliable information.

Types of communication chains of informal communications.
K. Davis English scientist:
1) "single-stranded" chain (from A to Z)
2) chain of "gossip maker":
3) "probable" (information is transmitted accidentally):
4) cluster (most commonly used). In doing so, messages are sent to one person and not received by others. Such circuits (similar to mathematics, mathematical statistics, factor analysis) characterize the selectivity of communications and provide prompt transmission of information:

Other approaches to the classification of communications are known in the scientific and educational literature. For example, L.J. Zhdanov divides all information (official and unofficial) into three groups:

1) communication between two individuals;
2) communication between the individual and the group;
3) communication within the group.

The division is then divided into vertical and horizontal communications.

American authors M.H. Mescon, M. Albert, F. Hedowrie distinguish two major classes of communication with their further detail:

1) communication between the organization and its external environment;
2) communication between the levels and units of the organization. Messages are most often transmitted by language,

Advantages and disadvantages of written communication.

Written communications are in the form of planning and reporting documentation, memoirs, reports, announcements, directories, branded newspapers and more.

The following are the advantages of written communication:
- quality information retention;
- possibility of studying, repeated reading of information;
- thoroughness of preparation;
- the ability to bring information to many employees.

The disadvantages of written communication are:
- complexity of updating;
- volume of information (especially from the bottom up).

The perception of the message by the addressee.

1. *Obstacles caused by perception*. The manager should have an understanding of the process of perception. People do not respond to what is actually happening in their environment, but to what is perceived as an event. Taking into account some of the factors that influence the perception in the process of information exchange allows to prevent the effectiveness of communications.

One such obstacle arises in the context of a conflict between areas of competence. People may interpret the same information differently depending on experience, range of interests, needs, emotional state, and external environment.

2. *Semantic barriers*. As noted, the purpose of communications is to provide an understanding of the information being exchanged, that is, the message. By making contact with information and using symbols, we try to exchange information and understand it.

3. *Non-verbal interference*. Although verbal characters (words) are the primary means of encoding ideas for transmission, non-verbal symbols are also used to broadcast messages.

4. *Bad feedback*. An obstacle to the effectiveness of interpersonal information exchange may also be the lack of feedback regarding the message sent. This connection is important because it allows you to determine whether the message received by the recipient is interpreted as you wish.

5. *Inability to listen*. Effective communication is possible if the person is equally accurate, sending and receiving messages.

5. Tests

1. The following are positive features of the informal communication system:
a) the possibility of supplementation;
b) inability to supplement;
c) high accuracy of information;
d) vertical division.

2. L. Zhdanov highlighted the following approaches to the classification of communications:
a) communication between two individuals;
b) communication between the three individuals;
c) communication outside the group;
d) communication between the two groups.

3. K. Davis outlined the following approaches to the classification of communications:
a) communication between the three individuals;
b) communication outside the group;
c) communication between two individuals;
d) "tiler" chain.

4. Semantics is a science:
a) about spelling;
b) communication;
c) studying the meaning of words and their components, phrases and phraseologisms;
d) the structure of organizations.

5. The chain 5 "C" of communications "does not include:
a) Completeness;
b) Relevance;
c) Concise;
d) Specificity.

6. Formal communications are divided into:
a) vertical and horizontal;
b) horizontal and diagonal;
c) vertical and diagonal;
d) vertical, horizontal and diagonal.

7. Informal communications are:
a) accuracy of information in the communication process;
b) relevance of information in the communication process;
c) are not provided by the organizational structure;
d) provided by the organizational structure.

8. The stage of effective communication is:
a) an interdependent set of tools, methods and personnel;
b) feedback and feedback;
c) legal support;
d) information support.

9. The disadvantages of written communication are:
a) low accuracy of information;
b) complexity of renewal;
c) volume of information;
d) correct answers b) and c).

10. The advantages of written communications are:
a) quality retention of information;
b) complexity of renewal;
c) volume of information;
d) all answers are correct.

6. Recommended literature

1. Golubev RO Problems of formation of information support system for entrepreneurship development // Economics: problems of theory and practice. - 2004. - Issue 18. - p.19.

2. Vlasova GV, Lutovinova VI, Titova LI Analytical and synthetic processing of information: Tutorial. - K .: DAKKKIM, 2006. - 291 p.

3. Onischenko VD Communication support of entrepreneurial activity // Modern problems of enterprise economy. - 2006. - №8. - p.10.

4. Hops F.I. Workshop on Organizational Management: Educ. manual. - Lviv: Magnolia Plus, 2004.-333s.

Purpose of the lesson
consolidation of theoretical knowledge obtained as a result of studying questions on theoretical and methodological principles of ensuring the effectiveness of communication functioning.

After the work is completed, the student must

know:
1. Methods for improving interpersonal communication:
2. The main stages of the communication planning process.
3. Factors affecting the communication process.

be able to: highlight methods between personal communications; to characterize the stages of the communication planning process; to discover the factors that influence the communication process.

Brief information on the theoretical part of the work
1. Methods for improving interpersonal communication:
- *Control of information flows.* Managers at all levels of the organization should represent the need for information - their own, their leaders, colleagues, subordinates, to avoid situations related to information overload.
- *Use of various forms of communication and improvement of organizational structure.* Organizing meetings with subordinates to discuss important issues, regular meetings of management staff, committees, working groups facilitate the coordination of activities and the exchange of information between different departments and levels within the organization.
- *Feedback systems.* Such systems form part of the organization's control and management information system. These include surveys of employees about problems, whether the goals of the firm's activity have been communicated to them, and they receive accurate timely information needed for the work. The enterprise manager must ensure that decisions made at the highest level are adequately perceived at every workplace.
- *Modern information technologies.* The use of computers, computer programs in the processing, storage and transmission of information, the use of e-mail, fax and cellular communications, Internet services significantly contribute to saving time and quality of information transmission and become a prerequisite for effective business conduct.

2. The main stages of the communication planning process are:

1) Formation of the purpose and task of communication.
When forming goals and objectives of communication, there is also a need to shape the behavior of customers while consuming goods.
2) Determination of target audience and desired feedback.
Determination of target audience and desired feedback. The marketer should have a clear idea of the target audience, which may consist of:
- potential buyers of enterprise products;
- consumers;
- persons who make the purchase decision;
- decision-makers.

At this stage, the desired reaction is detected. Knowing the target audience, their condition, awareness of the product, attitude to it, the degree of willingness to make a purchase, etc., the marketing communication process is directed to a specific, possible in this situation, the result.

3) Appeal creation:

Ideally, it attracts attention, arouses interest, desire and stimulates action. The use of the attention-to-interest-desire-action (AIDA) scheme allows managers to achieve the desired result, even when influencing the individual stages of a buyer's decision to buy. The process of creating an appeal involves answering four questions: what to say (withholding the appeal), how to logically arrange the appeal (the structure of the appeal), how to convey it with symbols (the design of the appeal) and from whom it will come?

In the process of creating an appeal, its content, structure, and source of the appeal are determined.

- There are three types of appeals in determining the content of the appeal: built on rational arguments, emotions and morals.

A rational appeal is tailored to the interests of the audience and shows that the product has the promised benefits: appeals that demonstrate the quality of the product, its cost-effectiveness, value or effectiveness.

An emotional appeal is a positive or negative emotion that motivates consumers to buy.

The moral appeal is directed to the feelings of the consumer (protection of the environment, improvement of interracial relations, equality of women, assistance to the disabled).

- When designing the structure of the appeal, you need to determine: to draw a clear conclusion in the message or to give it to the audience; focus only on the benefits of the product or also name the disadvantages; when to make more powerful arguments - at the beginning or end of a call.

- When choosing a source of appeal, three factors are taken into account: competence, likelihood (probability) and a liking factor (sympathy).

4) Selection of distribution channel.

The sender uses a variety of communication channels to transmit the message. Managers identify two common types of channels - personal and non-personal.

A personal communication channel is the communication of two or more people in order to get to know, discuss, and promote a product or idea.

Non-personal channels of communication convey hits without personal involvement; these are the media (media), interiors and events.

5) Formation of communication budget.

The following traditional budgeting methods are distinguished: the method of calculation from available funds, as a percentage of sales volume, the method of competitive parity and the method of calculation on the basis of goals and objectives.

- *The method of calculating the budget from available funds* involves determining the total income from which fixed and variable costs are subtracted, then from the rest a certain amount is allocated for communication activities. The disadvantage of this method is the residual principle: due to limited resources, communication measures may not fulfill their purpose.

- *The method of calculating the budget as a percentage of sales* involves developing a budget at a certain percentage of the revenue of the current or projected year.

- The essence of the *method of competitive parity* is that the budget for communication activities of the company is formed on the basis of costs of competitors. Proponents of this method put forward two arguments: the cost of competitors testify to the experience accumulated by the industry; keeping proportions of promotion budgets safeguard the industry from "communication wars".

- The method of calculating the budget on the basis of goals and objectives involves the development of a budget through the definition of communication goals and objectives that must be solved to achieve them and estimate the costs.

6) Evaluation of the results of the communication process.

As a result of the overall evaluation of the marketing communications complex, we determine:

- to what extent the marketing message was adequate to the purpose and purpose of the communication;

- whether the target audience was selected correctly; whether the target audience remembers the appeal; how many times did the target audience see (hear) the advertisement, what moments were remembered and what impression it left;

- whether the marketing communication tools are properly selected to influence the target audience;

- what is the attitude of the consumer to the product to familiarity with advertising and after;

3. Factors affecting the communication process.

1. Situational factors:

Communication situations are the conditions in which the consumer receives the informational and emotional-psychological impact of personal or non-personal communications, which is aimed at stimulating purchase.

2. Audience factors:

Verbal communication, which provides feedback and is a means of preference for lower levels of communication in organizations;

A sufficiently concerned minister or other leader often prefers oral communication;

Young people, especially when they are used to watching video programs, prefer short visual messages.

3. Content factors:

· Written financial, technical information is more effectively perceived;

· Written communications, on the other hand, can be more risky when involving political, legal, administrative and other factors;

· Written messages look more "official", so it becomes more difficult to change their content or renounce them, etc**.**

4. Physical factors:

Organoleptic - a method of determining the quality of products on the basis of the analysis of perceptions of the senses: sight, smell, hearing, touch, taste.

- *visual* - the appearance of the product, packaging, point of sale design, information labels, signs, drawings, color, lighting, lighting effects. Used as additional sources of information, facilitating perception, help save time searching for goods;

- *sound* - music. It is used to solve the following tasks: the selection of department stores (baby goods, sports goods), stimulating the mood for shopping, adjusting the speed of buyers and the time of shopping (depending on volume, tempo, rhythm of music), attracting attention;

- *sensory* - smell (aromarketing techniques), touch (tactile marketing techniques). By influencing channels of perception, they reinforce associations and images of goods. The rational use of sensory elements is more effective than the visual and sound elements, since sensory associative manipulations are less obvious and conscious. encourage purchases and increase sales.

5. Tests

1. Modern information technologies are:
a) a set of interrelated elements of the communication process;
b) the use of computer programs in the processing, storage and transmission of information;
c) the study of the meaning of words and their components, phrases and phraseology;
d) implementation of specific organizational actions.

2. How many stages of marketing communications planning are there:
a) 4;
b) 5;
c) 6;
d) 7.

3. A personal communication channel is:
a) the presence of competitors;
b) obstacles;
c) is the communication of two or more people in order to get acquainted with an item or idea
d) all answers are correct

4. What are the methods of budget planning that are not included in the communication process:
a) rational budget method;
b) the method of calculating the budget based on the goals;
c) method of calculating the budget from available funds;
d) there is no right answer.

5. Non-personal communication channel is:
a) the presence of competitors;
b) transfer applications without personal participation;
c) is the communication of two or more people in order to get acquainted with an item or idea
d) all answers are correct

6. What are the components related to situational factors:
a) the purpose of communication;
b) the audience;
c) the sender of the message;
d) all answers are correct.

7. Organoleptics are:
a) the method of determining the satisfaction of consumer needs;
b) method of calculating financial and economic indicators;
c) budgeting method;
d) a method of determining the quality of products based on sensory organs.

8. The physical factors include:
a) visual, sound, sensory;
b) the impact of the environment on the object;
c) the influence of the internal environment on the activity of the enterprise;
d) the opponents' points of view do not match.

9. The target audience includes:
a) consumers;
b) potential buyers;

c) persons influencing the decision making;
d) all answers are correct.

10. The sender of the message is:
a) waiting person;
b) the person decrypting the message;
c) the person sending the message;
d) all answers are correct.

6. Recommended literature

1. Onischenko VD Communication support of entrepreneurial activity // Modern problems of enterprise economy. - 2006. - №8. - p.10.
2. Hops F.I. Workshop on Organizational Management: Educ. manual. - Lviv: Magnolia Plus, 2004.-333s.

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Practical lesson №4

DEVELOPMENT OF TECHNICAL BASE OF COMMUNICATIONS

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Purpose of the lesson
consolidation of the theoretical knowledge obtained as a result of studying the questions on theoretical and methodological principles of providing communications by technical means.

After the work is completed, the student must:

Know:
1. Technical means of communication.
2. The procedure for creating an automated workplace.
3. The nature of the documents and their classification.
4. Requirements for official documents.

Be able to: possess the technical means of communication, know their groups; have an idea of how to create an automated workplace; be guided in the documents and their classification; know the requirements for document registration.

Brief information on the theoretical part of the work
Technical means of personnel management include the entire set of machines, equipment and devices used in the process of management work for its automation and mechanization.
Technical means can be divided into three groups:
1. simple devices and tools;
2. organizational technique;
3. computers.
1. *Simple devices* and tools include stationery (pens, pencils, rulers, paper of different sizes, scissors, buttons, paper clips, etc.), counters (calculators), various devices and devices (punches, staplers), folders and folders, used to facilitate management work. The complete and timely provision of employees who perform the functions of personnel management, these devices and tools contributes to a more efficient use of their working time.
2. *Means of office equipment* contain a large list of different devices, which are divided into the following main groups:
A) means of drafting documents;
B) means of copying and reproducing documents;
C) means of document processing;
D) means of storage, retrieval and transportation of documents;
E) management tools.
3. *Computers* are used for mechanization and automation of logical and technical operations, calculations, solving accounting, analytical and other tasks. Particularly promising for improving the efficiency of personnel management is the use of electronic computers (computers).

Creating Automated Jobs
A manager's workstation is his workstation, equipped with a personal computer, which is a standalone software or software complex for individual or collective use and allows to process information in a dialog or batch and receive all necessary output data in the form of screen or printed forms.
AWP (automated workplace) classification:
- AWP s of management personnel - implement decision-making functions☐ and are intended for executives of all levels;

- AWP s of specialists of structural units (departments or sectors of activity) - help to solve the functional tasks of specialists of a specific area of activity;

- Operational Control AWP - designed to collect primary data directly at work (controllers, dispatchers, tellers, operators, etc.);

- AWP technicians - focused on record keeping and are designed for secretaries, referees, etc .;

- Researcher's AWPs are designed for employees who are involved in creating new products, designing new technologies, and more. They are used to create favorable conditions when conducting a certain study by the departments of the chief technologist, chief designer.

The main functions of the manager of the management system are: processing of text documents (printing, duplication, distribution), keeping of cards and archives, control of daily personal plans of executives, processing of input and output information, control of executive discipline, etc.

The nature of the documents and their classification.

A DOCUMENT is a material object that contains in a fixed form information in a standardized manner and has legal force in accordance with the current legislation (DSTU 2732-94 "Records and archival case. Terms and definitions").

Document classification:

1. *By name* distinguish:

• orders; • provisions; • protocols; • disposal; • instructions; • instructions; • rules; • statutes; • reports; • warrants; • plans; • service letters; • stated, etc.

2. *By types* of documents are divided into:

• standard, developed by higher authorities for subordinate organizations with homogeneous functions and mandatory;

• screen-printed: non-editable part of the text of the document is printed on printing machines, and free space is saved for variable information. Such documents are now most widely used as their preparation and processing saves time;

• Individuals that are created each time in a new way. These are provisional, service notes, explanatory notes, CVs and more. In complexity, the documents are:

• Simple, containing information on one question;

• complex, containing information on two or more issues.

3. The following documents are distinguished at *the place of assembly*:

• internal, which relate to the internal issues of the enterprise (organization, institution, firm) and do not go beyond it;

• external, ie incoming and outgoing correspondence.

4. *According to the deadline*, the documents are:

• time limits, which are fulfilled within the time limits established by law, the relevant legal act, the manager, as well as documents marked "Urgent";

• non-urgent ones, which are fulfilled within the terms specified by the management of the enterprise (organizations, institutions, firms).

5. *By origin*, the documents are divided into:

• service related to the activity of the enterprise (organizations, institutions, firms);

• official-personal, concerning specific persons, ie personal (complaints, statements, etc.).

6. *By legal force*, the documents shall be divided into the following:

• genuine (true) prepared in accordance with the procedure established by law according to all rules. In turn, these documents are: • valid, • invalid. A document becomes invalid when it loses its validity for any reason;

• fake (fake) content that is not true or false.

Requirements for official documents

Registration of requisites of official documents

The state standard for organizational and administrative documentation establishes the maximum composition and placement of the requisites (sample form) used in the preparation of management documents (Annex 2). Depending on the name and purpose of the document, certain specific elements of the official document (requisites) are issued only. Required details of the document are:

1) the name of the institution - the author of the document;

2) the name of the document or uniform form (not indicated on the letters);

3) date;

4) index;

5) title to the text;

6) text;

7) signature;

8) visas;

9) a note on the execution of the document and sending it to the case.

Dating of documents

All official documents are dated.

The date of the document is the date of its signature; for the document to be approved, the date of approval; for a document accepted by a collegiate body, the date of its adoption, as well as the date of the event recorded in the document.

Documents drawn up jointly by several organizations shall indicate a single date (the latest date of signature of the document) and the ordinal registration numbers given to each document by the originator.

Documents shall enter into force upon signature (or approval) unless otherwise provided in the text.

Documents subject to state registration with the Ministry of Justice of Ukraine shall enter into force 10 days after their registration, unless they have a later date for their validity.

Document indexing

Document indexing consists in assigning them the notation - the indexes provided to the documents at registration and indicating the place of preparation, execution and storage of documents.

The indexes of incoming documents and those created in the organization consist of ordinal numbers within the group of documents registered since the beginning of the year, and supplemented by the index of the structural unit, case number by the nomenclature of cases, correspondents, executors, etc.

Approval of documents

The internal approval is made out by the sighting of the draft document by the official. The visa shall include the personal signature, initials and surname of the person vising the document, and the date of the visualization in ink.

External approval of draft documents is made out with a corresponding stamp. The letter of agreement is affixed below the signature on the front of the last page of the document and contains the word AGREED, the name of the position of the person with whom the document agrees (including the name of the institution), personal signature, initials, surname and date of approval.

5. Tests

1. The means of office equipment do not include:
a) machines for mechanization and automation of logical technical operations;
b) copying and reproduction facilities;
c) management communications;
d) document processing facilities.

2. Technical controls include:
a) machines for mechanization and automation of logical technical operations;
b) a set of machinery and equipment;
c) management communications;
d) document processing facilities.

3. Computer technology includes:
a) a set of machinery and equipment;
b) management communications;
   c) machines for mechanization and automation of logical technical operations;
d) means of storage, retrieval and transportation of documents.

4. Documents are:
a) printing machines;
b) writing machines;
c) dictation technique;
d) all answers are correct.

5. Automated workplace manager classified:
a) strategic management arm;
b) ARM operational management;
c) tactical control armaments;
d) ARM control.

6. Document indexing is:
a) disposal of documents;
b) approval of documents;
c) fixing the document in the journal of receipts of documents;
d) assigning symbols, indices.

7. At the place of assembly the documents are divided into:
a) service;
b) false;
c) internal;
d) urgent.

8. By origin, the documents are divided into:
a) false;
b) internal;
c) service.
d) non-urgent.

9. By legal force the documents are divided into:
a) planned;
b) secret;

c) fake;
d) all answers are correct.

10. By title, the documents are divided into:
a) protocols;
b) urgent;
c) external;
d) false.

6. Recommended literature

1. Hops F.I. Workshop on Organizational Management: Educ. manual. - Lviv: Magnolia Plus, 2004.-333s.

COMMUNICATION MANAGEMENT AND BUSINESS COMMUNICATION.

Purpose of the lesson
consolidation of theoretical knowledge obtained as a result of studying the questions on theoretical and methodological principles of business communications.

After the work is completed, the student must
know:
1. Business environment for organizing and integrating business communications.
2. Key performance indicators.
3. Integrated marketing communications.

Be able to: have knowledge of the internal and external environment of the enterprise, know its classification; be aware of key performance indicators of the enterprise; navigate integrated marketing communications.

Brief information on the theoretical part of the work
The external environment for an organization whose goals are business is a complex set of entities, systems and their relationships, both among themselves and with the organization.
This population can be divided into two sectors:
1) The first, which is the space of the business environment for business, includes the subjects and business systems that interact with the organization, ie, who are in the relationship or relationship with it.
2) The second (let us call it conditionally environment factor impact) are those entities and systems whose activities have some influence on business organizations, but there is no direct communication between them.

1. B2O:
I. Relations and relations of the organization established with:
- business partners;
- customers and consumers of products;
- competitors;
- market infrastructure operators;
- consultants and analysts;
- investors.
2. B2G:
I. Relations and relations of the organization established with:
- by legislative bodies;
- by executive authorities;
- by the municipal authorities;
- state infrastructure;
- by international organizations**.**
II. Business systems:
- state policy in key issues of economy, finance and business;
- state resource policy;
- business regulatory environment;
- international and national control and monitoring systems.

III. Government bodies and institutions interacting with business:
- controlling and regulating state organizations;
- bodies and formation of municipal power and self-government;
- joint stock companies belonging to a sovereign state;
- institutions of state infrastructure.

3. B2S:

I. Relations and relations of the organization established with:
- professional community or industry associations of family operators;
- trade unions of industry workers;
- political and public organizations and associations.

II. Business systems:
- social structure of the population;
- psychological atmosphere in society.

III. The subjects of social structure of society, interacting with business:
- large population groups;
- social groups on conventional classification;
- small social groups;

4. B2I:

I. Relations and relations of the organization established with:
- information sector operators (except media);
- information systems;
- the media;
- influential journalists and analysts.

P. Business systems:
- information policy of the state;
- national system of information networks, channels and distribution of public information in society;
- financial base of existence of information sector entities.

III. Business sector entities that interact with the business:
- information producers;
- information repository operators;
- information networks;

5. B2R:

I. Relations and relations of representatives of the organization established:
- with business goals for business development;
- for the business purposes of creating a supportive environment for the organization;
- for personal and personal purposes;
- aimlessly.

II. Persons - contractors for communications with representatives of the organization:
- official (empowered) representatives of business partners and others who cooperate or intend to cooperate with the organization of market operators;
- Representatives of organizations-subjects of business environment that have no official relations or mutual business interest with the organization.

2. Key Performance Indicators (KPIs).

Key Performance Indicators (KPIs) are an evaluation system that helps an organization evaluate its status, determine its goals.

KPIs may include:
- (a) organizational metrics - such as customer satisfaction,
- (b) financial metrics, such as revenue, profitability, and cash flow
- (c) process metrics, - process performance, quality, and process latency.

KPI Implementation Rules and Principles:

1. The principle of controllability and controllability: The unit responsible for a particular indicator should be allocated resources to manage it and the result should be controlled.

2. The principle of partnership: Successfully solving the productivity challenge requires establishing an effective partnership between all stakeholders (joint development of a system implementation strategy, the need to understand the fact that changes are needed).

3. The principle of shifting efforts to the main areas: improving productivity requires the empowerment of employees of the organization, especially those who work directly on the "front line" (assisting employees in training, providing training, transferring responsibility for the development of their own KPIs, effective action horizontal and vertical).

3. Integrated marketing communications.

Integrated marketing communications is a two-way process that, on the one hand, involves influencing target and other audiences, and on the other, helps to obtain counter-information about the impact of those audiences on the impact of the business.

This complex contains the following *forms of marketing communications*:

1. Advertising, which is a paid form of dissemination of information from the customer, aimed at the consumer.

Types of advertising:

- information - used mainly to create demand at the stage of launch of a new product on the market.

- persuasive - conducted at the stage of growth of the life cycle of goods in order to convince the consumer of the advantage of a particular brand of goods and to promote an increase in sales.

2. Advocacy - any free, voluntary personal form of public exposure to inform the company, its activities and the products it produces.

It is an increase in demand due to the dissemination by third parties of important commercial information in print media, television or radio.

3. Sales promotion, in the form of short-term incentive measures that encourage the sale or purchase of services, goods.

The main reasons for sales promotion include:
- reducing the effectiveness of advertising;
- increasing the number of purchases;
- aggravation of competition
Sales promotion is used in the following situations:
- decrease or absence of demand for goods;
- bringing a new product to the market;
- entering the company into a new market.

4. **Personal sale**, expressed in the oral presentation of the goods, services to the possible buyer for sale.

Personal Sales Tasks:
- recognition of areas of activity and number of sales personnel;
- organization of management of sales personnel
- sales planning
- development of schedules of visits and routes
- use of modern technologies
Public Relations Tasks:
- formation and support of a favorable image
- providing information about the company, its position, products and services of the company;
- regulation of the firm's position in the market in the light of public opinion, etc.

Direct marketing tasks:
- attracting the attention of the recipient (consumer);
- promotion of purchase and creation of preconditions for repeat purchases;
- development of long-term relations with the recipient (client, mediator).

5. **Public relations** - formation of a favorable image (image) of the firm in the process of its interaction with contact audiences, first of all with the media.

5. Tests

1. The internal environment of the enterprise include:
a) finance;
b) intermediaries;
c) competitors.
d) consumers.

2. The microenvironment does not include:
a) suppliers;
b) intermediaries;
c) staff;
d) competitors.

3. The macro environment includes:
a) competitors;
b) financial security;
c) logistics;
d) political factors.

4. The internal environment has the following influence on the organization:
a) high;
b) moderate (limited);
c) zero;
d) there is no right answer.

5. What are the links of the external environment at the level of the subject and the communication system:
a) B2F;
b) B2L;
c) B2F;
d) B2S.
6. The purposes of advertising include:
a) political;
b) demographic;
c) economic.
d) marketing.

7. Key performance indicators include:
a) process;
b) out-of-process;
c) social;
d) competitive.

8. Advertising profit is:
a) the difference between advertising revenue and depreciation;
b) the difference between advertising revenue and advertising costs;
c) the amount of advertising revenue and advertising profit;
d) the amount of advertising revenue and depreciation.

9. The principles of key performance indicators include:
a) organizational;
b) partnerships;
c) business;
d) there is no right answer.

10. Propaganda is:
a) forming a favorable image of the company;
b) short-term incentive measures for the purchase of goods;
c) any free form of information impact on the public;
d) rapid increase in sales.

6. Recommended literature
1. Golubev RO Problems of formation of information support system for entrepreneurship development // Economics: problems of theory and practice. - 2004. - Issue 18. - p.19.

Communication management and reputation communications

Purpose of the lesson
consolidation of theoretical knowledge obtained as a result of studying issues on theoretical and methodological principles of reputational policy.

After the work is completed, the student must

know:
1. The essence of reputation, its components and factors.
2. The nature of the risks and their types.
3. Consumer loyalty and its classification.
4. The nature of conflicts, their types and methods of resolution.

be able to: illuminate the essence of the concept of reputation and its components; characterize the types and types of risks; to reveal the essence of consumer loyalty and its classification; explore methods of conflict resolution.

Brief information on the theoretical part of the work

1. The essence of reputation, its components and factors.

Reputation is a public opinion about someone or something, a social assessment or a well-established view of a person or object that affects the public's attitude to that person or object.
1. Factors that determine the image and reputation of the company:
• performance of work; quality of products or services; growth and development trends; stable income;
• stable, long-term advertising (product and image);
• reviews and recommendations of other companies;
• composition of clients;
• composition of partners;
• direct mail - direct mail;
• honesty, commitment in business;
Ingredient Reputation:
- *authority* of the first person both inside and outside the organization, which is determined by many factors, including: the level of leadership and financial sustainability of the organization, the ability to cope with the consequences of crisis situations, the conditions created for staff, the existing culture of communication, etc.
- is the *popularity* of the organization in the market, which is a combination of financial capabilities of the organization, the duration of its leadership but the quality of the manufactured goods, the geography of the presence of products of the organization in the domestic and international markets.
- The *prestige* of the organization as a place of work implies creating an atmosphere of trust between employers and employees, providing working conditions no lower than in similar organizations in the region, providing appropriate social packages, creating a favorable working atmosphere, recognizing the successes and achievements of the activity;
- *Image* - image, formation of stable positive impression about the product, service of the enterprise that manufactures and sells the product.

2. The nature of the risks and their types.

Risk is not only the likelihood of an uncertain (accidental) event, but also the likelihood of a negative result.

Namely: positive (profit, profit); zero (result has not changed); negative (loss, loss).

The main risk criteria are:
- risk should be possible;
- the risk must be random;
- the contingency of risk must be correlated with a certain set of related objects;
- the fact of realization of the risk is unknown in time and space;
- the effects of risk realization must be objectively measured and evaluated.

1) *Depending on the possible outcome*, the risks can be divided into pure and speculative:

- Net risks arise when there is a clear threat and lead to a negative and at best a zero result.

- Speculative risks differ from net risks in that they can be avoided, but unlike pure risks, they lead to both positive and negative or zero results.

2) *Depending on the root causes*, the risks are divided into:

1. Natural risks are the risks associated with the manifestation of the natural forces of nature: earthquake, flood, storm, fire, epidemic, etc.

2. Environmental risks are risks associated with environmental pollution.

3. Political risks associated with the political situation in the country and the activities of the state. Political risks arise in violation of the conditions of the production and trading process with circumstances that are not directly dependent on the business entity. Political risks include:

- the inability to carry out activities due to hostilities, revolution, aggravation of the domestic political situation in the country, nationalization, confiscation and enterprises, the imposition of an embargo, due to the refusal of the new government to fulfill the obligations undertaken by its predecessors, etc.

3. Consumer loyalty and its classification.

Consumer loyalty - is usually understood as the overwhelming desire to re-buy a particular brand.

With regard to the nature of the existence of consumer loyalty, there is a classification into:

- Transactional - is a behavioral loyalty that is caused by price factors, convenience of purchase, sales promotion programs (in this case, the consumer easily switches to another brand or product;

- Perceptual loyalty - loyalty of the relationship, which is manifested in the degree of satisfaction with the product price or consumer properties;

- mixed - complex loyalty is seen as a combination of the two above mentioned aspects of consumer loyalty (it is convenient for a consumer to buy a brand and he or she must feel emotionally liked and satisfied).

True loyalty, driven by customer satisfaction and commitment to the product, is characterized by a certain resilience to accepting other offers.

True loyalty occurs when the consumer is not fully satisfied with the product but is forced to buy it. This can be caused by high switching costs, contractual obligations, lack of information about other brands and products, and other reasons.

4. The essence of conflict communication. Methods of conflict management.

Conflict is a relation between the subjects of social interaction, characterized by their confrontation on the basis of opposing motives (needs, interests, goals, ideals, beliefs) and (or) judgments (opinions, views, evaluations, etc.).

Parties to the conflict are actors of social interaction who are in a state of conflict or who explicitly or implicitly support the conflicting ones.

The subject of conflict is what causes conflict.

Conflicts motives are internal motivating forces that push the subjects of social interaction to conflict (motives are in the form of needs, interests, goals, ideals, beliefs).

Types of Conflicts (positive and negative):

1) *Functional* conflict. One of them is that the problem can be solved in a way that is acceptable to all parties, and as a result, people will feel more involved in solving the problem. This, in turn, minimizes or completely eliminates the difficulty of making decisions - hostility, resentment and coercion to act against the will.

2) *Dysfunctional* Conflict - If the conflict is not managed or managed inefficiently, the following dysfunctional consequences can be created, etc. Conditions that impede the achievement of the goal.

• Dissatisfaction, poor state of mind, increased staff turnover and decreased productivity.

Methods of conflict management:

1) intrapersonal methods are the ability to properly organize their own behavior, express their point of view, without causing a psychological defensive reaction from the other person. some conflictologists advise using the "I - expression" method.

2) structural methods - methods of prevention or prevention of conflicts, as well as methods of action mainly on organizational conflicts that arise due to improper distribution of powers, organization of work. Such methods include: clarification of requirements for work, formation of coordination and integration mechanisms, use of reward systems.

3) personal methods identified VP Pugachev, focusing on the leader's ability to actively confront conflicts. These methods include:

- use of power, positive and negative sanctions, encouragement and punishment of the parties to the conflict themselves;

- change of employees' conflict motivation by influencing their needs and interests by administrative methods.

4) negotiations.

5. Tests

1. Reputation components do not include:
a) image;
b) duration of stay on the market;
c) prestige of the organization
d) marketing research.

2. Reputation is:
a) public opinion about something or someone;
b) the process of creating a branded product;
c) the process of reproduction of resources;
d) competitive advantages of the enterprise in the market.

3. The positive risk is:
a) this is a risk associated with environmental pollution;
b) it is a risk associated with the manifestation of the natural forces of nature;
c) it is a positive result, that is, a benefit;
d) all answers are correct.

4. Environmental risks are:
a) this is a risk associated with environmental pollution;

b) it is a risk associated with the manifestation of the natural forces of nature;

c) it is a positive result, that is, a benefit;

d) all answers are correct.

5. Natural risks are:

a) this is a risk associated with environmental pollution;

b) it is a risk associated with the manifestation of the natural forces of nature;

c) it is a positive result, that is, a benefit;

d) all answers are correct.

6. The stages of conflict include:

a) escalation;

b) the climax;

c) the end of the conflict

d) all answers are correct.

7. Functional conflict is:

a) this is a case, an adventure;

b) this escalation of the conflict;

c) it is a negotiation process between the parties;

d) it is a problem that can be solved if all parties to the conflict are satisfied.

8. Dysfunctional conflict is:

a) this is a case, an adventure;

b) this is a problem resulting from ineffective conflict management;

c) it is a negotiation process between the parties;

d) it is a problem that can be solved if all parties to the conflict are satisfied.

9. Transactional loyalty is:

a) it is consumer behavior that is caused by the price properties of the product;

b) it is consumer behavior that is caused by the consumer's product properties;

c) it is consumer behavior that is caused by the price and consumer properties of the product;

d) it is consumer behavior that is caused by currency fluctuations.

0. Perceptual loyalty is:

a) it is consumer behavior that is caused by the price properties of the product;

b) it is consumer behavior that is caused by the consumer's product properties;

c) it is consumer behavior that results in a decrease in profits;

d) it is consumer behavior that is caused by currency fluctuations.

6. Recommended literature

1. Hops F.I. Workshop on Organizational Management: Educ. manual. - Lviv: Magnolia Plus, 2004.-333s.

2. Shestopalov KR Problems of Communication Formation in Modern Organization // Personnel Management. - 2006. - №7. - p.12.

Manager, as a subject of management activity in the information-communication process

Purpose of the lesson

consolidation of theoretical knowledge obtained as a result of studying questions on theoretical and methodological foundations of the informo-communicative process.

After the work is completed, the student must
know:
1. Selection, evaluation and placement of specialists.
2. The main activities of the manager.
3. Ethical standards of the manager.

To be able: to have ethical standards of the manager, to know their essence; have an idea of the order of selection, evaluation and placement of specialists; navigate the main areas of activity of the manager.

Brief information on the theoretical part of the work

Recruitment for positions should be based on a system of criteria, among which prevails:

1. High level of education, first of all economic, legal or general management, and ability to continuous self-education.

2. Special professional training in combination with practical knowledge and skills to put their knowledge into practice.

3. High morals and ethics of behavior.

4. Patriotism.

5. A cultural level that involves acquaintance with the historical values, cultural heritage of one's nation, people and state, etc.

6. The intrinsic dignity of the senior management elite, their ability to speak the truth regardless of their personal interests.

Competition for admission to public administration is a fundamentally new institution of public service and an important component of recruitment and selection.

Internships of up to two months in an appropriate government body to verify the professional level and business performance of employees applying for a civil servant position and to gain practical experience from candidates.

A person admitted to the civil service acquires the status of a civil servant and a subject of public-service relations. Citizens of Ukraine, who are first enrolled in the civil service, take the Oath.

The main activities of the manager:

1. *Positive Leader* - Directs its actions to ensure that employees are not just an arithmetic sum of people with their problems and interests, but also a cohesive team focused on the fulfillment of a public task, so that all the positive effects of the social organization for which people unite are manifested. in it to make the organization effective.

2. *Administrator* - Uses his administrative powers to achieve the goals of the organization, acts in strict accordance with regulations, participates in the implementation of personnel policy.

3. *Professional* - Has knowledge, experience in a specific field of practical activity.

5. Speciali*st* - independently performs professional activity, solves a specific task, shows a personal example of a subordinate.

4. *Psychologist* - Performs activities to involve the team, taking into account the characteristics of the psyche of subordinates in communication, exchange of information with them, in setting goals and objectives of the activity before the subordinates and the collective as a whole, in the distribution of responsibilities, in assessing the results of work, in determining promotion measures and punishment.

5. *Educator* - Performs the formation of employees' sense of duty, assimilation of elements of corporate culture.

6. *Organizer* - Shows the ability to determine the preconditions and goals of the activity; to select performers; set tasks for them; share responsibility; correctly place emphasis in the activity; allocate the necessary resources.

Building a goal tree involves ranking them according to the priority principle: ensuring maximum profitability while maintaining activities; ensuring the stability of the organization; development of new directions of development (types of activity).

The "tree of goals" of the organization

The Goals Tree is a graphical representation of the subordination and interrelation of Goals that demonstrates the distribution of the overall (general) goal or mission into sub-goals, tasks and individual actions.

Goal tree structure:

1. System (C) as a whole object, that is, a general purpose or a perfect idea of what to create.

2. A subsystem (PS) as part of a more general system in which subsystems are functionally significant.

Manager's ethics

Manager ethics - the principles, norms and norms adopted in this environment, according to which all employees are obliged to act.

Types of manager ethics:

Economic ethics - implies the rule of man over material flows in the production process.

Service ethics examines the principles and norms of moral relations between employees of different service status who have unequal service rights and responsibilities.

Professional ethics - a set of codes that ensure the moral character of relationships between people in the course of their professional activity. In addition to moral requirements, which are of a general nature, there are known specific norms of behavior for certain types of professional activity: legal, medical, etc.

Environmental ethics focuses on the ethical, social and political problems facing humanity in connection with crisis situations related to environmental pollution, increasing population on the planet, the gradual depletion of natural resources. Revealing the moral problems of environmental management is important because they arise between the individual and his or her habitat.

5. Tests

1. The competition is:
a) recruitment based on recruitment;
b) replacement of positions of one or another category;
c) checking the professional level and business qualities of the employee.
d) all answers are correct.
2. Internships are:
a) recruitment based on recruitment;
b) replacement of positions of one or another category;
c) checking the professional level and business qualities of the employee.
d) all answers are correct.
3. The purpose is:
a) recruitment based on recruitment;
b) replacement of positions of one or another category;
c) checking the professional level and business qualities of the employee.
d) there is no right answer.
4. Which of the following criteria is not included in the recruitment of civil servants:

a) command of the state language;
b) possession of weapons;
c) coming of age;
d) high level of education.
5. Professionalism is:
a) shows the ability to determine the preconditions and goals of the activity;
b) performs activities based on the psyche of subordinates;
c) knowledge, experience in a specific field of practical activity;
d) it is consumer behavior that is caused by currency fluctuations.
6. Structure of the Goal Tree:
a) system and subsystem of goals;
b) the subsystem of objectives;
c) system of goals;
d) there is no right answer.
7. Professional ethics are:
a) a set of codes that ensure the moral character of relationships between people;
b) principles and norms of relations between employees of different official status;
c) implies the rule of man over material flows in the production process;
d) focusing on a specific sociological and historical analysis of morality.
8. Service ethics are:
a) a set of codes that ensure the moral character of relationships between people;
b) principles and norms of relations between employees of different official status;
c) implies the rule of man over material flows in the production process;
d) focusing on a specific sociological and historical analysis of morality.
9. Economic ethics are:
a) a set of codes that ensure the moral character of relationships between people;
b) principles and norms of relations between employees of different official status;
c) implies the rule of man over material flows in the production process;
d) focusing on a specific sociological and historical analysis of morality.
10. Environmental ethics are:
a) a set of codes that ensure the moral character of relationships between people;
b) principles and norms of relations between employees of different official status;
c) implies the rule of man over material flows in the production process;
d) focuses on the social and political problems facing humanity.

6. Recommended literature
1. Vlasova GV, Lutovinova VI, Titova LI Analytical and synthetic processing of information: Tutorial. - K .: DAKKKIM, 2006. - 291 p.
2. Onischenko VD Communication support of entrepreneurial activity // Modern problems of enterprise economy. - 2006. - №8. - p.10.