

ПРОБЛЕМЫ РАЗВИТИЯ ВНЕШНЕЭКОНОМИЧЕСКИХ СВЯЗЕЙ И ПРИВЛЕЧЕНИЯ ИНОСТРАННЫХ ИНВЕСТИЦИЙ: РЕГИОНАЛЬНЫЙ АСПЕКТ

зменшенні витрат при впровадженні, а також посиленні конкурентних переваг на глобальному рівні.

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SOCIAL SKILLS OF MANAGEMENT STAFF IN COMPANIES OF HIGH TECHNOLOGY SECTOR

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Рошик-Ковальська Г. Соціальні навички управлінського персоналу в компаніях сектора високих технологій.

У статті представлені результати досліджень опитування, проведеного в рамках стратегії управління персоналом в компаніях, що працюють в галузях радіо, телебачення та зв'язку. Діяльність з навчання та розвитку персоналу має велике значення для всіх підприємств. На додаток до поліпшення навичок ваших співробітників, специфічних для вашого бізнесу, це важливо для вас і ваших співробітників з тією метою, щоб бути сучасними у сфері управління в різних областях, включаючи фінанси, продажі, маркетинг, адміністрування і управління персоналом. Всі аналізовані компанії працюють на території Великої Польщі і класифікуються як високотехнологічні установи згідно з переліком кодів класифікації підприємницької діяльності в Польщі (27.11.Z; 26.11.Z; 27.90.Z; 26.30.Z; 26.11.Z; 26.30.Z; 26.40.Z). Дослідження було засноване на формуванні оригінальних анкет і спрямоване на визначення соціальних навичок, виконуваних управлінським персоналом. Результати дослідження відобразили умови господарювання і відповідні соціальні навички, а також вказали на деякі можливі шляхи їх удосконалення.

Ключові слова: управлінський персонал, соціальні навички, сектор високих технологій, інновації, співпраця.

Рошик-Ковальська Г. Социальные навыки управленческого персонала в компаниях сектора высоких технологий.

В статье представлены результаты исследований опроса, проведенного в рамках стратегии управления персоналом в компаниях, работающих в отраслях радио, телевидения и связи. Деятельность по обучению и развитию персонала имеет большое значение для всех предприятий. В дополнение к улучшению навыков ваших сотрудников, специфических для вашего бизнеса, это важно для вас и ваших сотрудников с той целью, чтобы быть современными в сфере управления в различных областях, включая финансы, продажи, маркетинг, администрирование и управление персоналом. Все анализируемые компании работают на территории Великополья и классифицируются как высокотехнологичные учреждения в соответствии с перечнем кодов классификации предпринимательской деятельности в Польше (27.11.Z; 26.11.Z; 27.90.Z; 26.30.Z; 26.11.Z; 26.30.Z; 26.40.Z). Исследование было основано на формировании оригинальных анкет и направлено на определение социальных навыков, выполняемых управленческим персоналом. Результаты исследования отразили условия хозяйствования и соответствующие социальные навыки, а также указали на некоторые возможные пути их усовершенствования.

Ключевые слова: управленческий персонал, социальные навыки, сектор высоких технологий, инновации, сотрудничество.

Roszyk-Kowalska G. Social skills of management staff in companies of high technology sector.

The article presents the survey research results conducted within the management staff in companies producing radio, television and communication equipment. Staff training and development activities are important in all businesses. In addition to improving your employees' skills specific to your business, it is important for you and your employees to be up-to-date in admin and management areas including finance, sales, marketing, administration and staff management. All the companies work in the area of Greater Poland and are classified as high technology institutions according to the code list of classification of business activities in Poland (27.11.Z; 26.11.Z; 27.90.Z; 26.30.Z; 26.11.Z; 26.30.Z; 26.40.Z). The research was based on original questionnaire and it aimed at the assessment of social skills performed by the management staff. The survey results revealed the conditions of managing with social skills and indicating some ways of their development was also possible.

Keywords: management staff, social skills, high technology sector, innovations, cooperation.

1. Introduction

High technology sector requires permanent and intense activity of innovation and big expenditures on research and development (the last figure is one of the basic determinants of high technology companies distinction in the world) [1]. In addition, high-tech sector shows short product and process lifecycle, quick diffusion of technological innovations, high capital expenditure, high risk, rigorous cooperation on global scale. It all provokes increasing need of well-qualified personnel. This is therefore important for high-tech companies to have a chance to develop. Management staff skills seem to be essential to achieve this goal. Social skills enable building and developing interpersonal relations within an organization. What is more, improving social skills is one of the conditions of managing process including planning, organization, motivation and controlling processes.

2. High technology sector specifications

High technology sector embraces branches and products of many scientific and development works. Organization for Economic Co-operation and Development uses two classifications of high technologies. They were formulated on the basis of the assessment of economic entities' involvement into scientific and development activity in relation to branches (objective approach) and to product (product approach) [2]. A big number of scientific researches is reflected in high level of innovation of high-tech companies. However, effectiveness of the researches is determined by the availability of qualified personnel. What is more, the companies' innovation activity is additionally stimulated by close cooperation among companies at home and abroad as well as with scientific institutions such as academies and scientific institutes. High capital expenditures must be also mentioned as one of the key features of high technology sector. Scientific research is always connected with searching for modern technical equipment and the dynamic technological progress imposes maintaining a high level of the rotation of scientific infrastructure [3]. Another feature of high-tech companies is high risk of undertaken actions related among all with conducting researches whose results do not often meet the target. What is more, high-tech products have a short lifecycle and are quickly replaced by new competitive technological solutions.

One of the key factors determining innovation of modern economies is access to well-qualified personnel. Graduate students from technical schools may be of special importance here.

3. The gist of social management skills

Managing a company requires a wide range of skills. Each organization works in a complex and variable environment and becomes more and

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more dependent on its various elements. It is not enough to build strong relations with recipients, suppliers, employees and shareholders and to perceive the environment through five forces analysis [4]. It is necessary to notice and evaluate risk and material and non-material resources for creating a company's distinctive capacity. Another important quality is enterprising attitude regarded as an ability for creating new things and encouraging other people to act in new, even unknown areas of activity [5]. A manager must introduce changes, use experiences and plan his own future as well as the future of his company preparing different solutions for many unexpected situation.

A model manager is now required to possess numerous sets of qualities regarding management skills typology. This idea comes from behavioral theory and was presented by S.J. Montowildo, who claimed that management skills can be partially innate and are then called talents (natural ability to perform certain tasks [6]). However, he also admitted that they can be acquired. The first category includes common behaviors for all management situations such as planning, supervising, decision taking, administration and coordination. The second group comprises less typical actions which are true only for certain specializations. They are connected with specialized knowledge and experience (are similar to technical skills formulated by R.L. Katz [7]). The following skills are mentioned in requirements for a manager's position: managing people, decision taking, risk calculation, evaluation of work, salary and bonuses, strategic management (market diagnosis, predicting threats, completing strategic actions), dealing with conflicts, resourcefulness, innovative spirit, making relations, delegation of authorities, motivating others, planning, organizing and supervising work [8]. Management skills are difficult to define and list. They are usually described as abilities, expertise, proficiency or talent which enable performing certain actions in a given period of time and without any additional training [9]. For sure, management staff's skills are basic competences regarded as a resource of knowledge (formal qualifications) and practical skills learned during many years of manager's work (job experience) and finally some formal entitlements. Companies from high technology sector impose high requirements in the area of specialization. Nonetheless, technical skills must be always supported by social and conceptual abilities [10].

It is not necessary and practically possible as well for each manager to possess all the qualities. For this reason, a list of skills was elaborated on the basis of literature, interviews and equal appearing intervals method. The skills were grouped within social abilities and they include: ability to evaluate a social situation, effective cooperative skills, dealing with conflicts, empathy, taking personal decisions, control of emotions, negotiating skills, communicative skills, proper treatment of subordinates, individual and group motivation.

4. Research methodology

The aim of the research was to identify and assess social management skills performed by the management staff in companies producing radio, television and communication equipment. All the companies taken into account are identified as high technology businesses due to the code list of classification of business activities in Poland (27.11.Z; 26.11.Z; 27.90.Z; 26.30.Z; 26.11.Z; 26.30.Z; 26.40.Z). The companies work in the area of Greater Poland. The choice of the aim of the research can be justified by the attempt to educate managers on skills needed to help a company and meanwhile boost the improvement of high technology sector. For this reason, the practical aim of the elaboration is defining guidelines concerning improvement of high-tech managers' social skills. The main emphasis was put on companies producing radio, television and communication equipment. All the companies taken into account are identified as high technology businesses due to the code list of classification of business activities in Poland (27.11.Z; 26.11.Z; 27.90.Z; 26.30.Z; 26.11.Z; 26.30.Z; 26.40.Z).

Theoretical speculations presented in subject literature led to formulation of hypothesis which states that it is crucial for managers of high-tech companies to possess certain social management skills and to be able to use them well.

On the basis of literature, interviews and equal appearing intervals method a list of required social management skills was elaborated. An empirical questionnaire was sent to all Greater Poland companies producing radio, television and communication equipment and which are identified as high technology businesses due to the code list of classification of business activities in Poland (27.11.Z; 26.11.Z; 27.90.Z; 26.30.Z; 26.11.Z; 26.30.Z; 26.40.Z). There were 217 entities registered in Statistical Office in Poznan (data from October, 31st, 2013).

The research was conducted using diagnostic procedure which helped to define the present state of affairs [11]. The number of questionnaires returned was the basis of further investigation. 103 companies filled in and sent back the questionnaires. They constituted 47% of whole population. There were 379 questionnaires which were filled in properly. They were used to analyze social management skills in companies of high technology companies.

5. Analysis of social skills of management staff in high technology companies

Effective co-operation with others was the most proficient quality (4,46). The next good grades go to the following skills: proper treatment of subordinates, empathy, dealing with conflicts, communicative skills, negotiating skills, ability to evaluate a social situation, individual motivation, group motivation, taking personal decisions, control of emotions (4,07). Picture 1.

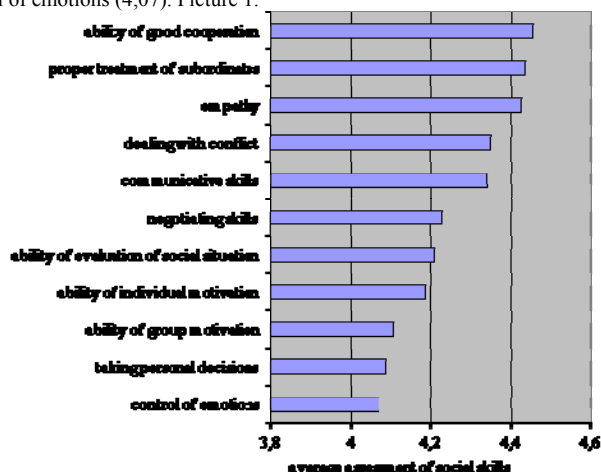


Chart. 1.

Average grades of social skills of management staff in high technology companies in the area of Greater Poland. Source: own work

Analysis of the research results of management staff in companies defined as high technology institutions due to code list of classification of business activities in Poland (27.11.Z; 26.11.Z; 27.90.Z; 26.30.Z; 26.11.Z; 26.30.Z; 26.40.Z) together with the analysis of empirical investigations led to the conclusion that the ability of control of emotions is the weakest point among all social skills. In the research, 0,56% of interviewees claimed not to have this ability and 10,94% of men and 3,7% of women mastered it on adequate level. They are people with different work experiences but usually with secondary education. 5% of the interviewees who did not master this skill at all perform main accountant's duties (table 1).

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Table 1. Control of emotions ability in relation to job positions

Job position (number of respondents/percentage of respondents)	Control of emotions assessment			
	2	3	4	5
chairman	0/00,00%	1/33,33%	0/00,00%	2/66,67%
deputy chairman	0/00,00%	0/00,00%	0/00,00%	1/100,00%
director	0/00,00%	0/00,00%	3/75,00%	1/25,00%
deputy director	0/00,00%	1/4,55%	11/50,00%	10/45,45%
manager	0/00,00%	3/13,64%	10/45,45%	9/40,91%
deputy manager	1/0,35%	56/19,51%	161/56,10%	69/24,04%
main accountant	1/5,00%	2/10,00%	11/55,00%	6/30,00%
others	0/00,00%	9/37,50%	12/50,00%	3/12,50%

Source: own work.

The ability of effective cooperation with others received the highest grade. It is usually presented by men in their forties with work experience longer than 20 years. They are most often director deputies (table 2).

Table 2. The ability of effective cooperation with others in relation to job positions.

Job position (number of respondents/percentage of respondents)	cooperation with others assessment		
	3	4	5
chairman	0/00,00%	3/100,00%	0/00,00%
deputy chairman	0/00,00%	1/100,00%	0/00,00%
director	0/00,00%	3/75,00%	1/25,00%
deputy director	0/00,00%	5/22,73%	17/77,27%
manager	0/00,00%	8/36,36%	14/63,64%
deputy manager	10/3,50%	133/46,50%	143/50,00%
main accountant	0/00,00%	12/63,16%	7/36,84%
others	2/8,33%	17/70,83%	5/20,83%

Source: Own work.

Analyzing management skills in companies producing radio, television and communication equipment. All the companies taken into account are identified as high technology businesses due to the code list of classification of business activities in Poland (27.11.Z; 26.11.Z; 27.90.Z; 26.30.Z; 26.11.Z; 26.30.Z; 26.40.Z) it is easy to notice that the number of the abilities is very big. For this reason, to formulate a ‘catalogue’ of the skills which should be required, the empirical approach must be dominant. Many different specialists’ laden imagination is not enough. In numerous elaborations long lists of personal qualities are presented but only these which are used in practice should be taken into consideration. This idea leads to definition of some key skills which managers should acquire and use well in real situations. Indicating these skills would enable managers to master these skills which received the lowest grades.

Analyzing the highest and the lowest grades, it can be concluded that management staff notices that fact of effective cooperation being often related with emotions. The ability of cooperating with others requires first good control of emotions (it was confirmed by a survey research conducted in a part of high technology sector in Greater Poland). Management staff very often links their job position with the resources they have (company owners) and is not eager to master their ability of control of emotions. It can be explained by the power and influence they have, above all, on employing people. A big number of organizations, where the interviewees work, has functioned on the market for several years which reveals certain technical skills either. They can be a source of competitive advantage for the management staff even within their organization.

What is more, the analysis of the ability to evaluate a social situation, good cooperation with others, proper treatment of subordinates, empathy, dealing with conflicts, communicative skills, negotiating skills, individual motivation, group motivation, taking personal decisions, control of emotions in high technology companies it is easy to notice that the number of skills is big but under control on a good level (as it is declared by managers of the companies). As mentioned before, possessing all the qualities on a high level could result in burnout. For this reason, it is suggested that only these qualities should be mastered which are the most important and related with technical skills, essential for high technology sector. In literature, two main rules of management skills development are distinguished [12]. The first one states that all managers in a company should master their skills. This process must be dynamic and of high quality. It cannot only mean a statistical rotation of employees. Shaping a future management staff stands for the development of the whole present management potential. Even the most extended programs of management skills development will not guarantee success if the company focuses on weaknesses, avoids strengths and neglects integrity and personality while employing people on managing positions.

The second rule says that the skills development should be strategic. The strategy of skills development will be achievable if the following figures are taken into consideration:

- conditions of skills development must include the process of company policy formulation, defining its strategic goals, informing managers on skills improvement programs,
- statements referring to the significance of management skills development should include:
 - company globalization setting high requirements for management staff in the area of foreign languages, ability of quick adjustment to geographical changes, changes of mentality and mobility,
 - recruitment of young management staff which may be risky and generate high expenses,
 - information transfer which has bigger and bigger influence on company success but unfortunately managers do not often receive up-to-date and the best information possible,
 - the time spent on product and service innovation is shorter all over the world,
 - lack of restrictive measures towards management staff which do not often react on environment changes and technical innovations,
 - people whose individual or group work determines the company success,
 - direction of management skills development through:
 - gaining ‘generalist’ skills – it refers to specialists who must learn to work comprehensively,
 - filling technical gaps,
 - gaining skills in the area of management and management information systems,

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- training management staff on workshops.
- Applying the development rules presented above brings the following benefits:
 - management skills development programs facilitate and fasten the company adjustment to changeable conditions, new strategies and goals,
 - enable active shaping of the future,
 - boost management staff's self-esteem,
 - create conditions for professional and personal development,
 - enable discovering talents and using subordinate's skills,
 - ensure that notable managers stay in companies longer.

The process of skills improvement should take place on different levels and workshops should reach further than narrow, limited and short-term schooling programs [13]. Analyzing application advantages of management skills development, it must be emphasized that a skill is something that can be taught and which increases its value after the time of schooling. Mechanisms of skills development are prepared to contribute noticeably in processes of skills improvement, which is highly significant for all modern organizations. Management staff's work in organizations must be seen through goals achieved thanks to skills which had been improved.

6. Conclusions

An image of a modern manager working in high technology company was taken into consideration while analyzing the state of affairs in terms of social management skills. The results of the survey research justify the analysis of management skills in terms of social skills. The research revealed a gap in skills which have to be mastered, for example, control of emotions. Mastering this skill seems to be a very hard process regarding personal features of individuals. Emotions are related with experiencing and perceiving of phenomena which take place inside and outside a company. Changes in the surroundings of an individual and of a company as well are presently becoming faster and faster, especially in the high technology sector. It is worth reminding that the interviewees know about this weakness, which can be a good start point for mastering control of emotions.

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ОФІЦІЙНА ДОПОМОГА РОЗВИТКУ ЯК ІНСТРУМЕНТ ГЕОЕКОНОМІЧНОГО ТИСКУ КНР: ГЕОГРАФІЯ ВПЛИВУ ТА СФЕРА ІНТЕРЕСІВ

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Рубцова М.Ю. Офіційна допомога розвитку як інструмент гео економічного тиску КНР: географія впливу та сфера інтересів

В статті пропонується нова інтерпретація офіційної допомоги розвитку як джерела продукування відносин залежності між країною-донором та країною-реципієнтом допомоги. Аналізуються як мотиви надання допомоги з боку КНР, так і географія впливу, що відображає явну та приховану сферу її інтересів. Дискутується здійснюваний ефект від іноземної допомоги на економічний розвиток країн, що розвиваються. Проводиться періодизація китайської політики допомоги, що опосередковано відображає гео економічні амбіції країни. Структура допомоги, що надається, та розгляд її інституційного підґрунтя, засвідчує про використання її інструментарію задля реконфігурації існуючого розподілу центрів сили в світовому господарстві.

Ключові слова: економічна залежність, зовнішньоекономічна допомога, найменш розвинені країни, іноземний капітал, країна-реципієнт допомоги, країна-донор допомоги, комерціалізація допомоги, кредити, гранти.

Рубцова М.Ю. Официальная помощь развитию как инструмент геоэкономического давления КНР: география влияния и сфера интересов

В статье предлагается новая интерпретация официальной помощи развитию в качестве источника продуцирования отношений зависимости между страной-донором и страной-реципиентом помощи. Анализируются как мотивы оказания помощи со стороны КНР, так и география ее влияния, которая отражает явную и скрытую сферу ее интересов. Дискутируется осуществляемый эффект от иностранной помощи на экономическое развитие развивающихся стран. Проводится периодизация китайской политики помощи, которая косвенно отражает геоэкономические амбиции страны. Структура предоставляемой помощи и рассмотрение ее институциональной базы свидетельствует об использовании ее как инструмента поступательной реконфигурации центров силы в мировом хозяйстве.

Ключевые слова: экономическая зависимость, внешнеэкономическая помощь, наименее развитые страны, иностранный капитал, страна-реципиент помощи, страна-донор помощи, коммерциализация помощи, кредиты, гранты.

Rubtsova M. Official development assistance as a tool for China's geo-economic pressure: the geography of influence and areas of interest

The article contains analysis of the economic essence of the official development assistance (ODA) and mechanisms for its rendering, with emphasis on its relation with the Millennium Development Goals (MDG). The problem of assistance, as seen in the article, is not confined to the regional dimension, with a set of starting conditions and implications, but covers the global perspective, with emphasis on eliminating poverty and alleviating ineffective distribution of incomes. The goals are highlighted, which were unanimously recognized by the countries that are ODA donors as a guideline for financial transactions to less developed countries burdened by debt.

Several patterns of the relationship between ODA and poverty elimination are highlighted. Critical judgment of ODA effects for MDG from