

REFERENCES

1. Тесленко, И. В. История менеджмента: учебное пособие. – 2011.
2. Коваленко, Б. Б. Современные проблемы менеджмента: учебное пособие. – 2015.
3. Kareska K., Davcev L. Challenges in modern management and modern business that Macedonian organizations face in gaining competitive advantage. Article, 2018.

УДК 334.02

THE PROBLEM OF SMES IN THE CURRENT REALITIES

*Д. Н. Рубан., студент группы 10504322 ФММП БНТУ,
научный руководитель – канд. пед. наук Л. В. Соловьева*

Resume – in this article, we will look at the problem of small and medium-sized businesses in modern realities.

Резюме – в этой статье мы рассмотрим проблемы малого и среднего бизнеса в современных реалиях.

Introduction. The purpose of this scientific article is to investigate ways to enhance ecosystems and expand opportunities for small and medium-sized enterprises (SMEs) in order to ensure their long-term success and sustainability in the global economy. Particular emphasis is placed on devising strategies that can assist SMEs in overcoming economic challenges and instabilities, as well as strengthening their capacity for long-term growth and development.

Main part. In today's economic practice, many countries around the world place a special emphasis on the development of SMEs. Various initiatives are launched to support them, including government programs providing financial assistance and other types of business support.

Small and medium-sized enterprises (SMEs) play a crucial role in the economy, accounting for 90 % of all businesses, providing about 70 % of jobs and GDP globally. SMEs often face economic challenges and instability despite their significant impact, which hinders their development and growth.

Owners and managers of SMEs are often forced to focus on "survival", to the detriment of longterm investments in business development.

According to the World Economic Forum report, strategies have been developed. More than 215 scientific papers were analyzed, as well as more than 790 managers were surveyed. It indicates that there are working strategies to increase the resilience of SMEs to future challenges.

Low margins for companies (up to 20 %), challenges in scaling businesses and entering new markets, and consumer demand as the main areas of focus – these are all significant factors that require dedicated attention and strategic planning. Business leaders also refer to: attracting and retaining talented em-

ployees is a significant obstacle, with 48 % of business leaders considering it a serious problem; access to finance and capital is crucial for growth, however, 24 % of SMEs consider it a big obstacle; unfavorable business policies can hinder the work of SMEs, affecting 22 % of them; there was a challenge in maintaining a strong corporate culture that aligned with the company's values. This led to 34 % of employees feeling disengaged.

One of the main factors is access to capital. It is important for the "survival" and development of SMEs. The diversity and operational use of these networks is important for future development.

SMEs often have access to investments and government grants. They align their business goals with those of investors and governments, for sustainable development. An understanding of the need to meet technological and innovative requirements is observed in 25 % of respondents who have this task as a priority.

However, many of them lag behind larger companies in the field of technology and digitalization. The reasons for the lack of balance among small and medium-sized enterprises between the economic, environmental and social aspects of their activities: 1) large investments for the use of environmentally friendly methods; 2) lack of skills and information about the use of available methods; 3) business sustainability requires a conscious understanding of the impact of these methods.

The introduction of a closed-loop economy in the European Union is expected to contribute to economic growth, creating approximately 0,5 % of gross domestic product (GDP) and 700,000 new jobs in the region by the end of 2030. It will also increase energy efficiency and reduce greenhouse gas emissions, contributing to the achievement of the United Nations sustainable development goals and challenges related to combating global warming.

Many SMEs are very interested in the process of digital transformation. The following are the structures that serve as a starting point: 1) digital innovation processes (digitization); 2) using digitalization; 3) digital transformation.

Recommendations for business leaders:

1) development and implementation of digital business models based on a well-defined strategy;

2) involve each employee in the process from the very beginning, providing understanding and support for digital initiatives.

By collecting and analyzing data, companies can fuel innovation in their products and services, thus increasing the efficiency of business processes and optimizing work processes is the result of digitalizing data to improve business operations.

Conclusion. SMEs are crucial for economic and social progress, needing to gear up for future challenges and their agility can speed up this transformation towards sustainable growth.

REFERENCES:

1. Rashimah, B. R. Future Readiness of SMEs: Mobilizing the SME Sector to Drive Widespread Sustainability and Prosperity / B. R. Rashimah. [Electronic resource]. – Mode of access: https://www3.weforum.org/docs/WEF_Future_Readiness_of_SMEs_2021.pdf. – Date of access: 22.04.2024.
2. Rashimah, B. R. These 9 technological innovations will shape the sustainability agenda in 2019 / B. R. Rashimah. [Electronic resource]. – Mode of access: <https://www.mckinsey.com/capabilities/sustainability/our-insights/sustainabilityblog/these-9-technological-innovations-will-shape-the-sustainability-agenda-in-2019>. – Date of access: 22.04.2024.

УДК 338.242

SELF-MANAGEMENT AND ADAPTING LEADERSHIP STYLES TO BUSINESS SITUATIONS

М. В. Рынейская, студент группы 10503321, ФММП БНТУ,
научный руководитель – старший преподаватель *Н. В. Шевченко*

Резюме – в этой статье исследуется понятие «самоуправление» и приводятся примеры его применения на практике. В ней обсуждается взаимосвязь между способностью человека управлять собой и его способностью управлять компанией или командой.

Resume – this article explores the concept of "self-management" and provides examples of its application in practice. It discusses the relationship between the ability of individuals to manage themselves and their ability to manage a company.

Introduction. The term "self-management" is often understood as synonymous with "time management", but in fact, it is a broader concept. Self-management is a combination of various methods for improving one's life. It is both a science and an art, encompassing: the effective use of personal resources, such as time, energy, skills, and abilities; managing the processes of one's personal life, including work, leisure, and career; evaluating the outcomes of one's actions, such as skill level, personal qualities and image [1].

Main part. Foreign scholars like L. Zayvert, A. Bischof, and F. Baguly have contributed to the understanding of self-management, as have domestic scholars Kerzhentsev, Sukharev, and others. So when faced with a difficult situation that seems impossible to solve, Anita Bischoff, author of the book "Self-Management: Effectively and Rationally", recommends calmly postponing it until you are able to deal with it. She suggests writing down all possible solutions on a piece of paper, analyzing each one and choosing the best one. Once you have made your decision, confidently act according to your chosen plan [2].

Keith Keenan in his book "Time Management", summarizes the experience of other experts in managing time. He offers techniques such as "time sinks" and