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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

"Alps" to help you make the most of your time. These techniques can help you avoid wasting time on unimportant tasks and focus on what is really important. In his books P. M. Kerzhentsev started with the basics of scientific organization and popularized its foundations. In his brochure "Organize Yourself", he showed how to prepare for fruitful work, how to learn to live and work according to a plan and system, and how to create a way of life that ensures maximum success in work [3]. Self-management skills not only affect themselves, but also the performance of subordinates. One of the most significant aspects of successful staff organization is the realization of people's potential and the team's overall performance [2]. The management style is a way of leading, reflecting the manager's personal characteristics, such as daily behavior, leadership style, delegation of authority, interaction with the external environment, and methods of influencing employees [3].

There are several common management styles:

1. Authoritarian (directive) leadership. Power is concentrated in the hands of a single individual who makes all decisions without consulting others. This type of leader tends to be strict and controlling, with limited communication between themselves and their subordinates. The main goal of this style of leadership is to ensure that everyone follows the rules and does what they are told.

2. Democratic (collegial) leadership. This style is based on collaboration and cooperation. Leaders in this category delegate authority and trust their employees to make decisions within their area of expertise. They encourage initiative from their team, and reward those who take risks and come up with innovative ideas.

3. Liberal (permissive) leadership. The leaders in this do not exert much control over their employees. They are more passive and avoid taking responsibility for decisions. They give their subordinates a great deal of freedom to act as they see fit, but this can lead to confusion and lack of direction [4].

Conclusion. To summarize, we can conclude that the most important characteristics of a successful manager are a keen sense of the new, the ability to think economically, the manifestation of energy and persistence in achieving goals, and an understanding of their own responsibility for taking risks. Managers who are willing to take risks are not only based on objective circumstances, such as the existence of insurance reserves, but also on personal qualities, such as independence and a desire for leadership. Therefore, the choice of a managerial decision is often influenced by what the leader prefers – to avoid failure or to achieve success.

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DIRECTION OF DEVELOPMENT OF FOREIGN ECONOMIC RELATIONS OF THE REPUBLIC OF BELARUS AT PRESENT

*Е. И. Сакур, студент группы 10506323 ФММП БНТУ
научный руководитель – преподаватель Д. И. Бондарчук*

Резюме – в данной статье рассматриваются вопросы о внешней торговле Республики Беларуси, с какими странами Республика имеет производственную кооперацию, какие проекты реализует. Немаловажное внимание уделяется отношению как инструменту регулированию, а именно кредитным и валютным отношениям.

Resume – this article deals with the foreign trade of the Republic of Belarus; with which countries the Republic has industrial partnerships and which projects it implements. Much important attention is paid to the trade relations as an instrument of regulation, especially credit and foreign exchange relations.

Introduction The paradigm for the development of foreign economic relations of any state at the basic level is different distribution of resources and the historically established world division of labour associated with it.

Main part. The needs and development of the state as a set of needs of its citizens can be considered using Maslow's pyramid. It becomes clear that if there is such a state and society, it is very unstable and is present only at the initial stages of development. And even in such simple things as meeting the need for food and shelter, the balance is not easy to maintain – for example, natural disasters can easily destroy entire cities and this will require external assistance. Accordingly, it can be argued that there are no economically independent states.

Belarus is a developing country, which means a transition from an agrarian-industrial economy to an industrial and post-industrial one. This determines the direction of economic development and so the country's foreign economic relations. Economic law gives many definitions of the term "foreign economic activity", and almost all of them are not limited to foreign trade essence. Modern economic relations are also formed in the investment sphere, in the field of production co-operation, on credit and currency markets. Foreign trade today is not