

# МІЖКУЛЬТУРНІ КОМУНІКАЦІЇ І СУЧАСНІ ТЕХНОЛОГІЇ У ДІЛОВОМУ СПІЛКУВАННІ

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## THE THREATS OF MICROMANAGING

Micromanagement now commonly refers to the control of an enterprise in every particular and to the smallest detail, with the effect of obstructing progress and neglecting broader, higher-level policy issues. Therefore, it is a specific management pattern, characterized by hard work and careful control of subordinates conducted on a regular basis and, as a rule, leads to a decrease in motivation of employees to work [3].

In most cases, the use of micromanagement tools increases turnover, deteriorates the business climate of a team, reducing productivity [4].

However, the main problem is a decrease, and often-complete eradication of innovative approaches of problem solving, creative workers, which leads to a drop in the value of human capital – the most valuable resource of organization.

Micromanagement style as a leadership style is a result of the maturity of a supervisor, defined by the theory of Hersey and Blanchard's life cycle.

The maturity of a leader is a characteristic of a specific situation, and not only by the level of professional development, but at the same time it is the ability to take responsibility for their behavior, the desire to achieve this goal, education and experience how to solve a specific problem effectively.

In case of a micromanaging leadership style of a director and being aware of its negative consequences, we should go through some basic steps to change the situation [5].

The chief should choose one or several most professional among the staff members and present them a part of his own control functions. Then he should review the form of the meeting. It is important to revise the schedule of these activities, to adjust the composition of the participants and to define clear time limits for their duration. Another practical step is to define the proves of their own professional development, participation in industry conferences and the establishment of new business contacts.

The main method that helps to avoid micromanagement is the introduction of MBO system – Management by Objectives. This method involves the awareness about members for their current mission, vision, and strategic objectives of the organization, as a basic requirement. The employee should also be sure of the outcome of the project, on which he works, being clearly aware of their roles and responsibilities [1].

This method can be viewed as a simple and effective algorithm, the logic of which significantly reduces the possibility of micromanaging in an organization.

Micromanagement now refers to an urgent problem, worthy of attention of the contemporary theorists and practitioners of management science [2].

Conclusions. Micromanagement is an attempt to have excessive and detailed control over the subordinate workers. Of course, the process needs to be controlled. However, it should be completed quietly and unobtrusively. To find the right balance between the freedom and control is the care of a good manager.

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## **STUDENTS' PERCEPTIONS OF TEACHING METHODS USED IN BUSINESS ENGLISH CLASSES IN ECONOMIC UNIVERSITY**

Nowadays many teaching methods and strategies are available in higher education offering instructors various alternatives to achieve their teaching goals. A new age of learners requires proactive approaches to integrate innovative teaching into classroom. However, students respond differently to different teaching methods having their personal preferences. Students' evaluation of teaching methods and strategies is an effective tool that can provide valuable feedback on what they perceive to be more appropriate for them in the process of learning.

The instructors in Ukraine have flexibility to employ the methods they find to be effective, but due to the long-term difficult economic and political situation in the country that negatively influences the professional development of educators, it is not exactly clear what methodologies and strategies are being applied in the university classes and how the students perceive the selected teaching methods for learning different disciplines.

The purpose of the study is to evaluate students' perceptions of various teaching methods and strategies used in Business English classes and identify the teaching methods that lead to quality teaching and learning.

The objectives of the study are to explore how often the selected teaching methods are used by instructors; to analyze the opinion of students about the teaching methods they perceived as the most interesting (least interesting) and the most