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**Discussion of the most effective management styles in
modern workplace. Examples from technology
giants, such as
Google, Facebook and Apple**

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ABSTRACT

In the conditions of a market economy, when the intensification of social production accelerates and its economic efficiency increases, as well as the quality of products, it is necessary to fully mobilize all available reserves in the organization. And this implies the maximum development of the economic initiative of labor collectives of enterprises.

Managing people has almost the same ancient history as mankind, since it appeared simultaneously with the emergence of the first forms of human tribal organizations, communities, clans. As economic development and the emergence of large organizations, the management of personnel has become a special management function that requires special knowledge and skills. In organizations were created human resources departments consisting of people with such knowledge and skills. With the development of scientific and technological progress and the complexity of organizations in the second half of the 20th century, the functions of these departments were expanded: administration of benefits and maintenance of relations with trade unions, supplemented with the selection, training and development of personnel, creation of compensation systems, career development, communication, and their significance for organization.

Professional management is characterized by the style of management. The style of the manager by his subordinates largely determines the success of the organization, the dynamics of the development of the firm. From the style of leadership depends the motivation of employees, their attitude to work, relationships and much

more. Thus, this area of management is of great importance in management and, in my opinion, is indispensable and useful for studying.

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1. INTRODUCTION

Managing people is always difficult and responsible, regardless of the scale of the organization and the number of personnel working in it. The only difference is that the novice manager does not yet understand the essence of all the management tasks facing him, and does not realize until the end of all responsibility for the decisions (or not taken) by him. Over time, the manager accumulates not only management experience, but also a lot of issues related to them. The more a person manages, the more questions he has. After all, as in any case, management is both a science and a talent.

In the process of managing people, managers often pay attention to problems of motivation and incentives, while only a correctly defined management style allows the most successful use of the potential of all employees of the enterprise. With the help of the established style, job satisfaction and employee productivity are achieved.

The organization is a complex system and an integral part of it is the leadership that coordinates its actions, ensures its integrity, preservation and development, the degree of interaction with the external environment and, ultimately, the achievement of the set goals.

The success and efficiency of the organization directly depends on the manager who will direct the work of others and bear personal responsibility for its results. But a significant number of people starting to engage in professional management do not have the necessary degree of literacy in management. Therefore, at present special attention is paid to the issues of effective interaction between the leader and the subordinate. In this paper, we will consider different styles of management, a field of management that is of great importance in

management. After all, the motivation of employees, their attitude to work, the level and quality of productivity, discipline, teamwork and much more will depend on the management style chosen.

The goal of this research is to examine the theoretical aspects of styles and types of leadership, as well as to analyze leadership styles using the example of technology giants, such as Google, Facebook and Apple and developing recommendations and activities to improve them in the organization. The goal set determines the following tasks for the solution:

1. To consider theoretical aspects of styles and types of management;
2. Analyze management styles by the example of technology giants, such as Google, Facebook and Apple;
3. To develop recommendations and measures to improve management culture.

The object of the study are the styles of leadership.

The subject of the study: theory and practice of leadership styles, their merits and demerits.

Management is one of the most difficult spheres of social activity. The roots of personnel management go deep into the history of human society. Today, hardly anyone will say exactly when the science of management originated. Management existed where people worked in groups. Before separating into an independent science, mankind has accumulated experience of management for thousands of years.

The problem of the research is that in real life the leadership styles do not correspond to the theoretical basis, since all people are different, which gives rise to difficulties in choosing this or that leadership style. A person is not a machine that can be controlled, just by pressing one or

two buttons. First of all, a person is a person, therefore requires a certain approach and respect.

2. LITERATURE REVIEW

2.1. Theoretical background of management style in modern workplace

Society, as is known, is a complex, multi-level, holistic and dynamically developing system. An integral attribute of any system, economic, technical, social - is management, which ensures its preservation and development, ordering of the structure, interaction with the environment and achievement of the system's goals. With the development of production and research in the field of sociology and management psychology, the sociology of the organization, social psychology, various approaches have emerged to evaluate management as a specific human management activity.

Even the first representatives of mankind, united in tribal communities, daily solved the problems of using their own, very limited intellectual and physical resources, faced with problems of division, labor motivation and discipline of labor. Today, hardly anyone will say how and when the art and science of management arose. Management in one form or another has always existed where people worked in groups and, as a rule, in those spheres of human society:

- political - the need to establish and maintain order in groups;
- economic - the need for finding, producing and distributing resources;
- defensive - protection from enemies and wild beasts (Bogler, 2001:662).

In recent years, there have been fundamental changes in management activities, in the structure and functions of management, in the procedures for developing and making managerial decisions. In our modern society, profound transformations take place, beginning with the socio-political life, and ending with the personal life of the individual, that is, the uniformity of value orientations and meaningful attitudes are being revised to a free choice of life position, ideals, and standards of behavior. Under these conditions, the entire management system is being transformed, and a change in management personnel is taking place. But a significant proportion of new people who begin to professionally engage in managerial activities do not have the necessary managerial literacy. Therefore, the return to this topic and its consideration, taking into account the changes that are taking place in the country, market transformations, and since now special attention has been paid to the issues of the most effective interaction between the manager and his subordinates, in our opinion, is extremely important. The relevance of the study is also due to the fact that the nature of the relationship is largely determined by the ability of the leader to take into account the dynamics of perception, understanding and attitude of the subordinate team in practice. To do this, it is necessary to form a reflexive reflection of the perception of the subordinates of their basic qualities, without which business and interpersonal communication will be ineffective, at the same time, managerial decisions will suffer a certain one-sidedness.

Management is one of the most complex and at the same time the most subtle spheres of social activity. This interaction among themselves in various spheres of people's activities, and man is a complex and multifaceted creature, each with his own views, values, moral, psychological and mental principles. Therefore, it can be argued that the management process includes traditional socio-psychological

phenomena (leadership, psychological climate, psychology of communication, etc.), socio-psychological problems of labor activity, the influence of leadership styles (the moral and psychological state of the team). Therefore, in sociology and management psychology, the following are the main tasks (Chung, 2009).

The first is the study of the real facts of constantly developing socially psychological characteristics of managerial activity.

The second is to identify the most important and, on this basis, the identification of development trends, the development of sociological and psychological aspects of the activities of the individual, the group and the organization as a whole from a wide variety of managerial activities.

The third is the construction of the most pronounced directions of development by management activity in the future.

Fourth - the development of scientifically sound recommendations for improving the management system, developing ways to improve the efficiency and quality of life of organizational systems (Mullins L.2004: 15).

People involved in various forms of social production: industries, associations, joint-stock companies, enterprises, etc., whose purpose is to perform certain functions, are the object of study of sociology and management psychology.

Management relations in various types of communities, organizations, social institutions and society as a whole are the subject of management. In other words, the subject of management is the socio-psychological side of the whole variety of management relations embracing people as members of the work collective. This variety can be represented as a managerial relationship or as a combination of social and psychic phenomena and relationships in the organization:

- the relationship between the control and managed systems or their individual elements;
- various kinds of social phenomena and processes, and their accounting in the activities of the manager;
- psychological factors of effective activity of managers;
- social and psychological characteristics of individual and group decisions;
- social and psychological problems of leadership;
- problems of motivation of behavioral acts of subjects of administrative relations and others (Chung , 2009).

Professional management is characterized by the used style of management. The management style of the manager by his subordinates largely determines the success of the organization, the dynamics of the development of the firm. From the style of leadership depends the motivation of employees, their attitude to work, relationships and much more. Thus, this area of management is of great importance in management and, in my opinion, is indispensable and useful for studying.

2.2. The concept and essence of management style

The main component and the main characteristic of management effectiveness is the management style, which the manager uses in his work. The management style study has been conducted by psychologists for more than half a century. Researchers have accumulated to date a lot of material on this issue.

Each manager in the process of management performs his duties in a style peculiar to him only.

Management style expresses the ways the leader encourages the collective to take an initiative and creative approach to the performance of the tasks assigned to it, as it controls the results of the activities of subordinates. The adopted style of leadership can serve as a characteristic of the quality of the manager's activity, his ability to provide effective management activity, and also create in the team a special atmosphere conducive to the development of favorable relationships and behavior. The degree to which the manager delegates his powers, the types of authority he uses, and his concern, above all about human relations or, above all, the fulfillment of the task - all reflects the management style of this leader (Nahavandi A.2002: 10).

The management style is a system of methods for the influence of the leader on subordinates, also it is "stably manifested features of interaction between the leader and the team, formed under the influence of both objective and subjective management conditions, and individual psychological characteristics of the leader's personality.

The word "style" has a Greek origin. Originally it meant a pivot for writing on a wax board, and later used in the meaning of "handwriting." From here we can assume that the management style is a kind of "handwriting" in the actions of the manager (Trottier, Van Wart and Wang, 2008).

The management style can be seen as a private style in general. The doctrine of styles in psychology is relatively young, so there is no generally accepted definition of style. The most common definition of style emphasizes the way the individual interacts with the world - both objective and social. You can link the style to specific forms of life, while it will become an attribute of the individual in this particular activity. The style as a stable and integral pattern of individual and personal manifestations of a person through the preferred form of

interaction with the social and objective environment. Common to existing ideas about style is the emphasis on the stability and integrity of human behavior and activity in certain environmental conditions. Leadership and management are special forms of professional activity that require adaptation of the socio-psychological properties of the subjects of these forms of activity. In this regard, it is obvious the possibility of forming styles in professional managerial activity as stable and integral systems of personal-deterministic ways of management and leadership (Mullins, 2004: 12).

The main characteristic of the effectiveness of management is the management style, which the manager uses in his work. The management style is connected with the definition of a typical activity for the head of the system used by him in working with people, which manifests itself in relation to people, in the preparation, adoption and implementation of decisions, in organizing the work of the collective.

In many ways, the management style is determined by the individual characteristics of the leader, which is the subjective element of the style: the level of professional training, the characteristics of temperament and temperament, moral values, communicative abilities, behavioral aspects. But there are also objective elements of style. These include: the specifics of a specific field of activity, the socio-psychological characteristics of subordinates, the level of the hierarchy of management, the ways and methods of management used by higher-level managers.

The style of the leader can vary depending on the existing characteristics and needs of the team, and the style of work of subordinates from the intellect and culture of the leader. Thus, subjective and objective elements of style integrate with each other and form a unique and unique management style (Podsakoff, et al., 2000: 107).

The analysis of theoretical and practical research allows us to identify the main elements that form one or another management style of the leader:

- Distribution of powers;
- Establishing responsibility;
- The nature of the process of making managerial decisions;
- Management methods used;
- Control over the activities of subordinates;
- Attitude towards independence and initiative of subordinates;
- Level of cooperation and trust between management and subordinates;
- Attitude to innovations;
- Interest in the educational and professional growth of subordinates.

The head of each organization applies only his own unique style. Given the large number of factors and conditions, his style takes on a specific focus and content. Considering the above factors, we can conclude that the style is, first of all, a social phenomenon, because it contains the convictions of the leader, the behavior of subordinates, and the moral and psychological atmosphere of the organization.

2.3. Classification of management style

Management style is a form of implementation of management methods adopted by this manager in accordance with his personal, subjective and psychological characteristics. Under the influence of the manager there is more than his individual imprint in management, the management style of the enterprise as a whole is formed. There are the following types of company management.

- democrat;
- dictator;
- pessimist;
- organizer;
- manipulator (Nahavandi A.2002: 12).

As you can see, the leadership style is a strictly individual phenomenon, as it is determined by the specific characteristics of a particular person and reflects the features of working with people and the technology of decision making by this particular person. In the process of labor activity, a certain strictly individual type is formed, the "handwriting" of the leader, whose actions cannot be repeated in detail. In connection with the study of styles of work, the question is sometimes raised as to whether it is worth encouraging differences in the styles of work, is it better (or perhaps easier) to work out a single style of management in one organization and even in all organizations. The answer is provided by the practice of management of organizations, which requires different styles of leadership (with their common basic features) in different sectors, in different conditions and at different stages of enterprise development. Let us note that the most important element of the modern style of activity is precisely the ability to change the style of work depending on the actual requirements of the moment.

In the leadership of subordinates there are no absolute truths, since people's behavior is not only rational, but also irrational, that is why there are a lot of varieties of management styles (Management Styles, 2012).

Let's name the most common styles.

1. Authoritarian style, the characteristic feature of which is one-man management in any business, large and small. This style excludes any

participation of subordinates to the head of workers in management, their initiative and independence.

2. Collective style. The motto of the leader-collectivist can be formulated as follows: "My point of view is one of the possible." Psychological same prerequisite for this style is the ability of the employee to perceive, understand, accept and use points of view, positions, opinions, opposing his own.

3. Diplomatic, based on the manager's ability to such intellectual flexibility, which ensures a quick restructuring of his tactics and strategy of his activities in accordance with the requirements of changing conditions. This style, in its extreme negative manifestations, is bordered, however, with resourcefulness and demagoguery, with the assertion of the rule of law: to stick the tail where the head does not climb.

4. Liberal style, consisting in granting subordinates full freedom of action within the boundaries of a given direction of activity. This style, however, can lead to the formation of the person who implements it, the habit of working on the principle of "by itself will become."

5. The business style is in principle the opposite of the business style. Business style is the style of action in the optimal mode. Managers who know how to work in a businesslike way, perform a much larger amount of work at the same time than others. There is no danger in the business style, if the head constantly monitors his actions on the criteria of social necessity, social acceptability and safety of the works.

6. Constructive style. Its main feature is the search and creation of conditions for useful transformations of everything that people constantly deal with at work. The market sense of a constructive style is that it provides the creation of competitive goods and services. In its higher manifestations, this style is aimed at turning harmful into useful.

7. The documentary style that the employee develops on the basis of the belief that the "good paper" (a properly drawn up document) will do the job itself. Strictly speaking, in a positive sense, this is not a management style at all, but merely an expression of the inability or unwillingness of a leader to effectively manage the managerial process.

8. Compromise style. Its basis is the ability of the leader, conceding to persons with different interests, to achieve the achievement of the set goals. This style is very effective in situations where it is necessary to extinguish the non-business conflict and turn people away from clarifying the relationship to useful work. However, his frequent use threatens the manager with the development of the habit of solving all problems in the key of a compromise, which can lead to the replacement of adherence to principles.

9. The demonstration style works well as a means of stirring up a sense of rivalry, without which no effective competition of workers is possible. However, the use of this style is fraught with the danger of turning activity into a demonstration of people's success in what is called "show-off." (Podsakoff, et al., 2000: 110)

In practice, these styles in the pure form in the work of leaders are extremely rare. Rather, they should be attributed to the elements that make up what we call the style structure of the work of the worker.

We should note that the most effective is the democratic management style. Of course, these signs are not absolutely firmly "fixed" for the appropriate styles. Long-term observations show that preference should be given to a reasonable combination of leadership styles. The flexibility of the manager is to take advantage of each style and apply it depending on the characteristics of the situation.

2.4. Advantages and disadvantages of management styles and their effectiveness

The management style is the most important factor in the management of the enterprise, the correctly defined style will allow the most successful use of the potential of the employees of the organization. Therefore, having considered the features of authoritarian, democratic and liberal styles, one should turn to their advantages and disadvantages.

It should be noted at once that there are no "bad" and "good" styles of management, as everything depends on the situation, type of activity, harmony, personal characteristics of the members of the team and much more. For example, an authoritarian style is quite appropriate in the presence of two conditions, if the subordinates voluntarily agree to directive management methods, and if the production situation so requires (Exploring Different Management Styles, 2012).

Advantages of an authoritarian style consist of:

- success in everyday, ordinary jobs, which do not require creative approach and novelty, and the main forces are aimed at the quantity of products produced;
- providing a clear management, which allows you to quickly make production decisions to minimize costs;
- ensuring rapid response to changes in environmental conditions in small organizations;

Disadvantages of authoritarian style are expressed in suppression of initiative and creative potential of subordinates, weak motivation, lack of effective labor incentives. Also, subordinates have a high degree of dependence on the will of the leader, the employee at an authoritarian

style does only what the boss will say, although in reality, he could have done more and, perhaps, better. Their work is routine. Performers can not be fully satisfied with their work, as their opinion and experience are ignored. The price of mistakes with this style of leadership is very high, since it carries not only economic losses, but also causes psychological trauma in the relationships between subordinates and the head. Adapting subordinates to drastic changes in the organization is significantly reduced. Communication in such a collective is poorer, creative growth is excluded only because in the future a promising employee can compete with the head.

In the first place, out of all the negative qualities of leaders of this type, the majority of the respondents are rude. With complete certainty, we can say that nothing so repels people as rudeness. Roughness and rudeness have their roots and causes. The first of these is the imitation of the head of the collective to a leader of a higher level and sometimes an unconscious copying of his management style. And since rudeness is one of the features of the administrative-command system, it will not be eliminated until such a system exists (Trottier, Van Wart and Wang, 2008: 14).

The second reason is that some managers are easier to command, order, shout than to really organize the production process.

The third reason is the underestimation of the opinion of subordinates. The head believes that it makes no sense to consult, to reckon with them, since their knowledge does not correspond to the level of his competence.

The fourth reason is the erroneous opinion that subordinates should be afraid of the manager.

Fifth reason. Roughness, arrogance, tyranny of the boss can be a means of psychological protection, for normal human relations will

inevitably reveal his incompetence, inconsistency. In this regard, the American psychologist T. Shibutani wrote that "... those who are very self-satisfied and powerful, only compensate for the entrenched sense of inferiority ...". That is why such leaders are "sensitive to disrespect and inattention, show great interest in symbols of the status of power, external signs of success and are constantly concerned about the impression they will make on others." Hence their painful intolerance to criticism (Exploring Different Management Styles, 2012).

For the sixth reason, one can attribute to the position of the head of a person with psychopathic traits of character: suspiciousness, power-hungryness, exaggerated conceit, self-confidence and so on.

Seventh - the wrong attitude of higher authorities to such managers: "Yes, it is rude, harsh, but the plan gives ... Master!". "

Democratic management style, as various studies show, has more advantages than authoritarian, in almost all cases the collective of the organization is most satisfied with the democratic style of leadership, that is, in which the leader is oriented in his activity to subordinates: makes decisions in accordance with their opinion, provides initiative in the process of work. Also, the democratic style has the following advantages:

- allows solving non-standard tasks that require a creative approach;
- the ideas put forward by the subordinates form the basis for the decisions of the manager and, thus, the employees remain satisfied, and the manager's responsibility is supported by their moral support;
- the collective of the organization creates a favorable psychological climate, which makes it possible to use psychological mechanisms of motivation of subordinates more effectively;
- the head is relieved of the adoption of insignificant, non-principled questions of the organization's activities;

- caring attitude on the part of the manager, allows you to combine exactingness with willingness to help subordinates;

- The goals and objectives of the organization's activities are accessible and understandable to the subordinates (Podsakoff, et al., 2000: 107).

However, the democratic leadership style should not be used if the collective is not well established, employees do not have sufficient qualifications and activity, and production is not based on extreme conditions. Also, these styles take a long time to develop and agree on a management solution, conceals the danger of weakening control, sometimes even leads to irresponsibility.

The application of the latter, liberal style, is becoming more widespread due to the growing scale of scientific and technical activities, where highly qualified specialists participate. They do not want to be under the pressure of the leader, to be in someone's submission.

Like any other management style, liberal style also has a number of the following advantages:

- the subordinates are given considerable action freedom, the initiative of subordinates is not suppressed, they are spared from constant control;

- subordinates often have a fairly wide awareness of the situation in the team, as well as the prospects for its development;

- work in such a team brings satisfaction to employees and creates a good psychological climate;

- the manager is maximally unloaded, the subordinates are given responsibility for actions;

- high labor motivation of employees;

- The subordinates are most often well informed about the state of affairs in the organization, as well as the prospects for its development.

The tactic of minimal intervention (intervention) in the affairs of the collective requires from the head of tact, high erudition and managerial skill, one must know how not to do anything himself, but to know about everything and not to miss anything from his field of vision (Trottier, Van Wart and Wang, 2008).

The most dangerous test for a liberal management style is the emergence of conflict situations, a kind of battle of ambitions, the probability of which is very high in a team consisting of gifted extraordinary personalities.

Thus, in the absence of a regulated decentralization of power, informal leaders can assign the functions of a leader to themselves and have a great influence on the members of the collective. The manager can lose his own credibility, his value in the team, his attendant benefits and status.

2.5. Basic requirements for the manager in modern workplace

The manager in the modern presentation is a person holding a permanent position, vested with authority and having responsibility in making decisions on specific activities of an organization operating in market conditions.

The term "manager" is quite widespread and is used with reference to:

organizer of specific types of work within individual units or target groups;

- the head of the organization (enterprise) as a whole or its subdivision;

- the leader in relation to subordinates;

- administrator of any level of management, organizing work, guided by modern methods.

In accordance with these levels, different requirements are imposed on managers. These requirements are high for any level of managers. In general, line managers of the middle level are engaged in the solution of the tasks set, the lowest level is the elimination of problems related to the achievement of goals, and the top level - the setting of common goals. Thus, although it seems that the responsibility is distributed evenly, most of all it lies on the leaders of higher order. It's a fact that if an enterprise fails, then the manager is blamed, and if the firm achieves success, then this success belongs exclusively to the employees of this organization (Management Styles, 2012).

However, you can list the general requirements for managers of any level. So, the requirements can be divided into 6 main blocks:

1. Knowledge of specialty:

- knowledge of the technology of the production process and its operation;
- knowledge of management theory, basic laws and methods;
- knowledge of general economic theory;
- knowledge of marketing theory;
- as well as general erudition by specialty;
- Knowledge of the science of psychology (it is very important when working with people);

2. Personal qualities:

- the ability to be in shape;
- endurance in a state of uncertainty and stress;
- exposure in any conflict situation;
- Communicative;
- listening skills;

- intuition;
- adaptability to the situation;
- susceptibility of criticism, self-criticism;
- self-confidence;
- authority;
- Striving for success and willingness to work for this;
- age and external data;
- strength of will;

3. Personal abilities:

- the ability to persuade, to punch their ideas (charisma);
- ability to distribute responsibilities and give clear instructions;
- ability to stimulate and motivate employees;
- ease of communication, tact and diplomacy;

4. Intellectual abilities:

- intelligence and discretion;
- creative potential;
- ability of making the right decision;
- logical, structural, systemic thinking;
- intuition;

5. Working methods:

- rationality and consistency in work;
- ability to concentrate as much as possible;
- ability to make decisions and remove problems;
- self-management;
- Ability to express their thoughts, negotiate;

6. Physical capabilities:

- activity and mobility;
- energy;
- strength and health (Management Styles, 2012).

The specificity of the manager's work is the final result of his activity - the decision taken, the organization of implementation of which is the content of the manager's work.

The solution is a conscious conclusion about the implementation (or non-implementation) of some actions. The need for decision-making is dictated by the presence of previously known tasks, as well as the emergence of new tasks or the emergence of problems requiring regulation.

Table 1. Features of the final result of activities in management

Management	Final result
American	The level of profit of an enterprise or the social effectiveness of an institutional organization
Japanese	Perfection of interpersonal relations
European	Formation of product quality
Russian	Restructuring of organizational structures and management systems for an organization in a developing market economy

As it can be seen from the table 1, the final result of the manager's activities in different countries is estimated by management experts in different ways (Management Styles - Persuasive , 2012: 5).

Thus, the manager of the organization must have good professional training, have erudition and culture, combine fundamental theoretical and practical training, master the specialty perfectly, be able to apply advanced methods of personnel management in practice. It should also be noted that in addition to the status of a professional manager, the organization manager is called upon to perform an important communicative role. This implies his ability to communicate with people on the basis of a differentiated approach to different categories of personnel. The manager should be ready to communicate with a group of

people or a mass audience, organize and direct communication of people in the group, conduct a discussion with them. In this regard, the manager must have important personal qualities: communication, goodwill, responsiveness, assertiveness, discipline, responsibility, initiative, teamwork, self-control, endurance, intelligence, etc.

2.6. Features and differences of male and female managers

Differences in gender principles appear early enough. Studies have shown that among girls, the percentage of those who do not want to become managers in the future is half that of boys.

Boys are more focused on the public importance of the results in management. Girls in leadership positions emphasize effective communication and work with people. They believe that the main means to achieve the goal is to acquire communication skills. Boys and girls use different methods in a managerial career. Girls prefer to communicate effectively with people. It was revealed that this direction prevails twice as much as in boys. Boys prefer to play sports and educate the will.

The management style has its own peculiarities. From what style the leader chooses depends the effectiveness of the manager himself and the whole organization as a whole.

Characteristic for the head management system management and the style of management. The style of management is expressed in the way to manage, listen to other people, and how it organizes the preparation, adoption and implementation of decisions. About the leader, you can draw conclusions on how to equip his personal workplace and work of the team (Management Styles, 2012).

The style of management consists of objective and subjective factors.

Objective factors do not depend on the leader himself. These include the style of leadership of a superior leader and his health, age, educational, socio-psychological characteristics of the team, the features of the tasks. Factors that depend on the personality of the leader are subjective. These include his personal and business qualities, knowledge and skills of management activities, the manner of behavior in society.

It is impossible to distinguish among the three management styles completely effective or inefficient, because everything depends on the situation in which they are applied.

Successful models of behavior in management are shown by those managers who use both male and female management models, it all depends on a particular situation. She writes that over the past decade a term has appeared as "humanitarian management". Sometimes this management is called female. This kind of leadership is not peculiar to achieve success by any means, to achieve goals at any cost. With leadership, the woman combines such qualities as intuition, diplomacy, philanthropy and adheres to ethical norms.

Women are less likely than men to refuse a request for help to a colleague or a subordinate. They are less determined and risk-averse than men. Women are wary of situations with incomprehensible results, but demonstrate greater dependence on circumstances and better adapt to new changes.

As a rule, women are placed in managerial positions after they have performed well as qualified specialists, and further they strive to make the most of their accumulated experience in the new position. This repeatedly leads to the fact that women pay more attention to detail,

which is not favorable for the results of management work (Management Styles - Persuasive , 2012: 6).

From the point of view of women and their employers, women do not have equal career opportunities. Great difficulties related to sex, women learn when hiring. Employers argue that women, first of all, remain at a loss with the dismissal of management personnel.

They found that women are more likely to experience a situation of job loss. They are more adapted to the labor market than men. Since they take into account all kinds of activities, not just those that give the potential for the development of professional and personal self-realization.

Special studies have shown that labor conflicts have different consequences for men and women. To female subordinates, stricter measures of various kinds of misconduct are usually applied than to men. In this sense, a woman's career is more vulnerable. At the same time, other studies have shown that in the very process of a labor dispute, women, regardless of their position, often prove their case than men.

Women and men managers are more similar than they differ with regard to the psychological climate of the staff where they work. But there are some distinguishing features:

1. Men are positive about the official provisions of organizations and the opportunities to meet their needs in them. Women managers tend to perceive the organization as a whole, to take all formal and informal opportunities.

2. Men clearly share the formal and informal aspects of the organization and mainly focus on the formal, and this has an impact on their actions. Women - managers receive the greatest satisfaction in work in an organization where the formal and informal aspects of the organization are combined and meet their social needs for belonging.

Factors hindering career advancement of women:

- 1) In women, the length of service may be interrupted, since children are born;
- 2) The family can impede the career development of women;
- 3) Most women who decide to go on a career ladder do not have a husband and children;
- 4) Unwillingness of men to admit women to higher positions;
- 5) Women themselves underestimate their professional qualities and abilities;
- 6) Women are often exposed to strong stressors.

Studies have revealed that a woman has a wealth of merits, using them, she will show herself as a successful leader. A woman as a leader has the ability to understand other people and act, or to act wisely in relation to others, she skillfully senses the nuances of relationships, and, of course, in relation to herself. It is able to skilfully assess and predict the behavior of other people, has greater simplicity and practicality of thinking. If a man makes long-term plans, expects a long-term perspective, then the woman chooses a definitely guaranteed result, "here and now." A woman is easier than a man to control her and others' mistakes; she is better expresses her thoughts and expresses ideas.

If we compare the business and psychological qualities of women and men, then there are some differences. Women leaders tend to combine management styles. Men often use a certain style of management, and do not mix it with the technologies of another style, try to stick to one strategy in management. Women, in turn, are more imaginative and use what is most effective.

Special differences in mental abilities, abilities to learn, qualities of character and temperament in the representatives of both sexes do not

manifest themselves. It was concluded that women have qualities that favorably influence management activities.

In the managerial career of women, there are certain stereotypes in the management culture of men. The first of the stereotypes is, then the male sex is more intelligent, and that this has a greater impact on career. But still this stereotype was disproved.

Further stereotype is that women are very vulnerable in emotions than men. Of course, there are some differences in the emotional sphere, but there are no such weighty differences between male and female leaders (Management Styles, 2012).

There is still such a stereotype - men directly depend on the achievements, i.e. put above all motivating factors. For women, working conditions and safety are important.

In modern society, women need to make more efforts to reach career heights than men. Women have double employment, in addition to management work, she must still do household chores, take care of children and her husband. Home responsibilities make it difficult for women to advance in their careers. For those women who do not yet have a family, it is much easier in terms of career advancement. For them, value is work, recognition in society.

Men and women in career advancement encounter certain barriers. The pressure from acquaintances and family, other people's expectations, inner insecurity, and naturally stereotypes laid down by upbringing, significantly hamper the career advancement.

The qualities of the leader do not directly depend on gender. As studies show, out of nine qualities five are available, as well as for men, and for women leaders, which allow them to achieve success in managerial activities. Common qualities of men and women leaders are: the ability to find a way out of the conflict situation, full readiness for

change, innovation, rational use of the skills, abilities and abilities of others, the ability to resist the pressure of others, the ability to defend their position.

1. Attention management or the ability to so represent the essence of the outcome or outcome, the purpose or direction of the movement.

2. Knowledge management or the ability to transfer knowledge of the created image, idea and vision so that they are understood and accepted by followers.

3. Management of trust or ability to build their activities with such consistency and consistency in order to gain the full trust of subordinates.

4. Manage yourself or the ability to know and recognize your strengths and weaknesses in time to skillfully involve other resources, including the resources of others, to strengthen your weaknesses (Trottier, Van Wart and Wang, 2008).

We can conclude that the characteristics of sex is not the main thing in the lead. This means that both men and women have almost equal opportunities for management.

At the heart of the choice of a certain leadership style is the specificity of the leadership position and the totality of the individual-typological features of the particular leader. The average indicator of leadership effectiveness in men is higher than that of women.

In a comparative analysis of management styles and management success in men and women, men within the same leadership style are on average more effective than women. The exception is the liberal leadership style, which for men is rated as low-effective.

2.7. The influence of management style on the moral and psychological climate in the team

One of the most essential ways to improve the effectiveness of the role and importance of the human factor in the conditions of modern production lies in the sphere of optimizing the management of the moral and psychological climate of the work team.

Moral psychological climate is the relatively prevalent in the group or collective relatively stable psychological mood of its members, manifested in all the diverse forms of their activity. Moral and psychological climate determines the system of relations of members of the collective to each other, to work, to surrounding events and to the organization as a whole on the basis of individual, personal values, orientations. The concept of "value orientations", widely used in social psychology, expresses the positive or negative significance for a person of various objects and phenomena surrounding his reality. In the value orientations lies the internal basis of human relations to various values of material, moral, political and spiritual order.

The most important role in the formation of the moral and psychological climate is assigned to the head of the organization or unit. It always has personal responsibility for the state of the psychological atmosphere in the work collective.

Consider the impact on the psychological climate in the team on the example of three classical leadership styles (Podsakoff, et al., 2000: 110).

Authoritarian style (single, strong-willed, directive). For a "directive" leader, people subordinate to him are only executors. The head with this style of leadership suppresses the employees' desire to work creatively and take the initiative. If it arises, then immediately

suppressed by the head. Often the behavior of such a leader is characterized by arrogance towards employees, disrespect for the person of a subordinate, persecution for criticism, etc. All these factors together lead to the creation of a negative moral and psychological climate within working groups. Authoritarianism adversely affects group relations. Some of the performers try to adopt the style of their leader in their relations with colleagues, curry favor with their superiors. Others try to isolate themselves from contacts within the group, while others get depressed. The autocrat leader fully focuses on solving all issues in his hands, does not trust subordinates, is not interested in their opinion, takes responsibility for everything, giving only instructions to the performers. As the main form of stimulation, he uses punishment, threats, and pressure. It is clear that employees treat this manager negatively. As a result, an unfavorable moral and psychological climate is formed in the collective, people are in constant tension, become nervous and quick-tempered, i.e. creates the ground for conflicts. Changing disciplinary measures causes fear and anger in a person, negative motivation for work is formed. Performers are afraid to ask questions to the leader-autocrat, because they are afraid to hear unflattering comments and complaints in their address.

With this leadership style, the average person has an aversion to work and a desire to avoid it at the earliest opportunity. Therefore, most people must be forced by various methods, including punishments, to fulfill their duties and continuously monitor their actions (Management Styles - Persuasive , 2012: 5).

Democratic style makes it possible to feel subordinates their involvement in solving production problems, to show initiative. Organizations dominated by a democratic leadership style, characterized by a high degree of decentralization of authority, active participation of

employees in decision-making. The manager tries to make the duties of subordinates more attractive, avoids imposing on them his will, involves decision-making, gives freedom to formulate his own goals based on the organization's goals. He builds his relations with subordinates on respect for the employee's personality and on trust, not being afraid to delegate some of his powers. Among incentive measures, encouragement prevails, and punishment is used only in exceptional cases. Employees are generally satisfied with such a system of management and usually provide their boss with all possible assistance. All this unites the collective. The leader-democrat tries to create within the working groups a normal psychological climate based on trust, benevolence and mutual assistance.

Dependence of the effectiveness of the group's activities on the nature of the manager's impacts is presented in Table 2.

Table 2. The effectiveness of interaction between the leader and the group

Characteristics of the group activity	Psychological methods of influence of the leader on a small group	The manifestation of the properties of a small group
Effective activities	<ul style="list-style-type: none"> · The strategy of cooperation is applied; · Delegation of responsibility; · Lack of pressure on subordinates; · Truthful awareness of the group; · Positive motivation (individual and collective); · Participation of the group in collective decisions; · Benevolent nature of control; · Respect for the members of the group. 	<ul style="list-style-type: none"> · Good controllability of the group; · High activity of group members; · Absence of conflict within the group; · Acceptance by members of the group of goals and means of activity; · Responsible behavior and discipline; · The presence of a group opinion; · Adoption of group norms; · Friendly relations within

		the group; · Recognition of the authority of the manager.
Ineffective activity	· Application of ineffective strategies: compromise, care, adaptation; · Reluctance to delegate responsibility; · Tensions with staff; · Incomplete information of subordinates; · Incorrect motivation; · Does not involve the group in solving common problems; · Distrust of subordinates; Strict control over the actions of subordinates.	· Bad controllability of the group; · Insufficient group cohesion; · Small group activity; · Insufficient compatibility of group members; · Poor psychological climate in the group; · Presence of conflicts in the group; · Strained relations with the manager.

The subordinates, freed from total control, independently make the necessary decisions and seek, within the framework of the delegated powers, the ways of their implementation. Such work allows them to express themselves, brings satisfaction and forms a favorable moral and psychological climate in the team, generates trust between people, promotes voluntary acceptance of increased obligations.

Thus, coercion gives way to conviction, builds control - trust, subordination - cooperation, cooperation. Such "soft governance" aimed at creating "managed autonomy" facilitates the natural use of new management methods.

We examined how the styles of leadership affect the moral and psychological climate of the team. Therefore, a rationally acting leader will try to maintain a reasonable balance of power. The power used by him must be necessary and sufficient to achieve goals, but not to cause subordinates to feel that they are manipulated, and not to provoke them to manifest disobedience.

3. METHODOLOGY

3.1. Significance of the Research

The practical significance of the results of the work is that they allow you to evaluate the styles of leadership and their effectiveness in the activities of the organization. Since the internal environment of the organization, the rules established in it, the relations between the manager and subordinates, the relations directly between employees, the correct organization of work, the discipline, the effectiveness of the decisions made by the manager will depend on the style chosen by the style manager, which at the output will affect the quality and quantity of the goods produced by the organization and services.

Undoubtedly, the management styles in the organization have a significant impact on the effectiveness of the activities, both staff and the organization as a whole. It is impossible not to notice that the set of organizational management methods forms a management style that will either favorably influence the functioning of the company or will hamper its development, and in some cases even destroy it from within. That is why it is very important to choose the most appropriate management style for a particular organization in order to maximize labor productivity and optimize its work.

3.2. The Empirical Research Data Sample

The dissertation research is based on studying first of all numerous works of scientists on management style problems. Among them are the works of Bogler R., Mullins L., Nahavandi A., Trottier T., Podsakoff P., Arrington, Michael, I., Jolie O'Dell, Steven Weyhrich and other authors analyzing the most effective of management styles in modern workplace, studying the concept and classification of management styles, its advantages and disadvantages and evaluating it. Studies of foreign scientists devoted to the modern process of managing people, its theoretical aspects and influence were also studied.

The dissertation research also required the analysis of works devoted to the issues of management styles. There are many researchers on various aspects of this problem. Among them one should mention such scientists as Leggatt, Helen, Luo, Benny, Leopold, Todd and others.

When writing the work, the author also relied on the works of scientists studying general transformation processes and macroeconomic problems, and belonging to various scientific fields, including. Arrington, Michael, Chung,, Moorman R. H. and others.

The materials of various scientific conferences on problems of foreign investments, primarily their regional aspects, analytical work of the Rensselaer Polytechnic Institute, the International Monetary Fund,

which summarize the world experience on various aspects of development, prepared by teams of qualified experts are used in the work.

In the works of well-known scientists, many aspects of the subject of the dissertation research have been touched upon, but the role of the management style in the efficiency has not yet been adequately studied. It is extremely urgent to study investment methods for reducing and preventing issues.

4. FINDINGS AND DISCUSSIONS

4.1. Characteristics and organizational structure of Google, Facebook and Apple

Characteristics and organizational structure of Google.

In the rapidly developing 21st century, the greatest interest among observers is caused by companies engaged in the creation and promotion of information technology. American corporations, such as Google, Facebook and Apple, have been and remain the unchallenged leaders in this industry. The analysis of management styles of these companies is obliged to become a kind of guide to the actions of business owners wishing to succeed in their business.

Google Inc. is one of the most successful and fastest growing companies in the world today. It is a company with a unique corporate

culture, a huge staff of professional employees. According to one of the directors of the company John Hennessy, the success of the search engine lies in its own development of unique software that allows improving the search for information and related services.

Google is an American transnational public corporation reorganized on October 2, 2015 into the international conglomerate Alphabet Inc., a company in the Alphabet holding company, investing in Internet search, cloud computing and advertising technologies. Google supports and develops a number of Internet services and products and profits firstly from advertising via its AdWords program. Google monitors more than a million servers in data centers around the world and every day machines over a billion search queries and 24 user data petabytes.

The main activity of Google is focused on providing search services using the global Internet. The quality, accuracy, ease of use and speed of searching for information resources of the global network have made the company a leader in its field in many countries.

Throughout its thirteen-year history, especially in its early years, Google took a rather simple approach to management: Leave people alone. Let the designers do their work. If they stall, on any issue, they will ask their leaders, who are beaten into the bosses due to their high technical competence (Gibson, at all, 2005: 10).

But the team of László Bock, vice president of Google, found that the technical knowledge - the ability, say, to write computer code in a dream - was on the last place in the list of the big eight Google. Above all, managers value managers who conduct regular meetings face to face, those who help to understand the problem, ask questions, but do not dictate the answers, as well as those managers who are interested in the life and career of their subordinates.

"In the context of Google, we always believed that in order to be a manager, you need to understand technical issues better and deeper than subordinates," says Bock, "but in the end it turns out that this is the least important thing. This is important, but pales in comparison with other aspects. It is much more important to establish contact and become accessible. "

"Google is now at the peak of leadership," says Todd Safferstone, managing the Corporate Leadership Council in the Corporate Executive Board, which has a great opportunity to see what the employees of H.R. more than 1000 other companies.

But in addition to the main search functions, Google provides a lot of other useful services, such as, translator, Street View, Maps, mail and many others.

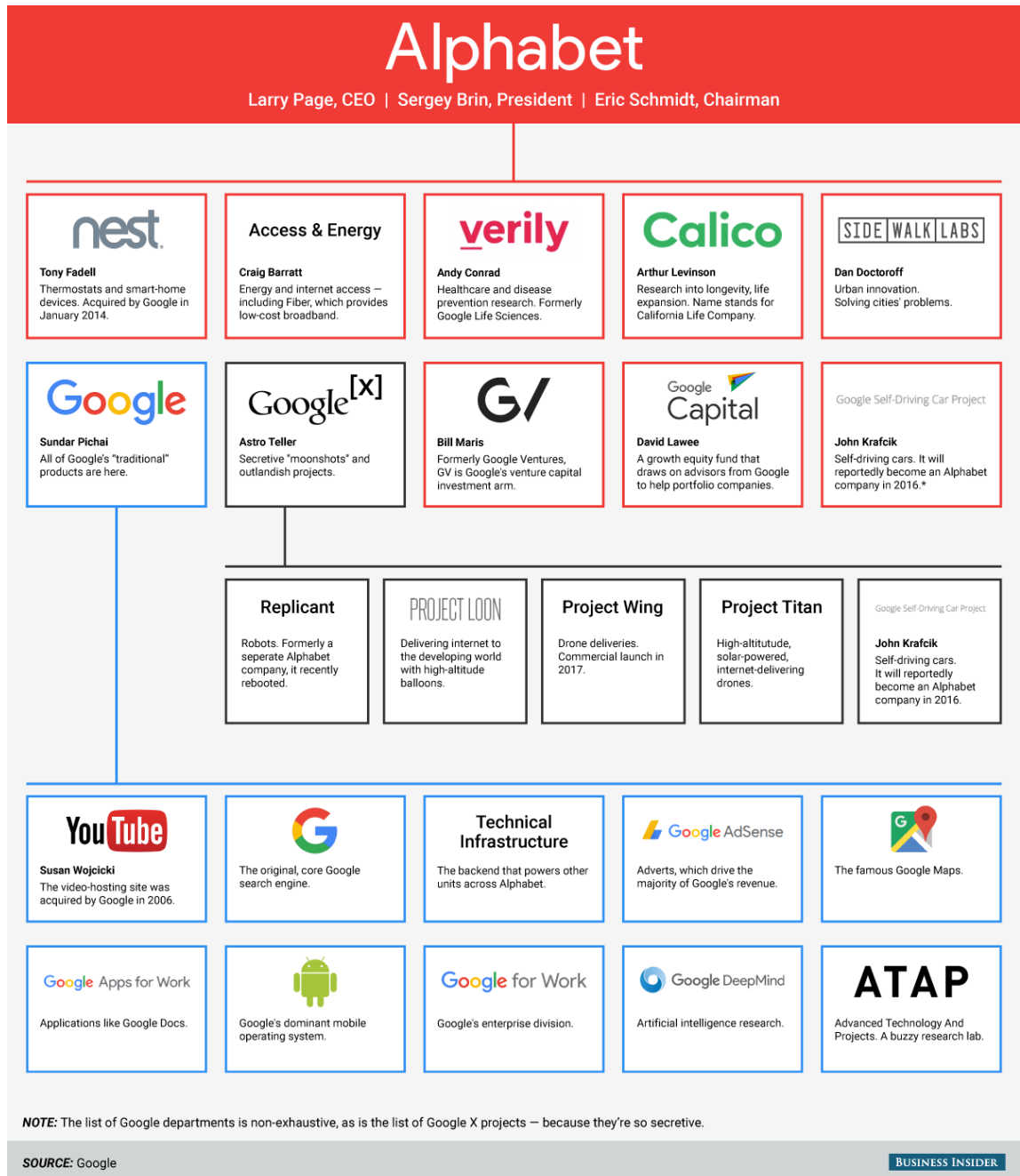
According to BrandZ, Google - the most powerful brand in the world, and according to the version of Brand-Finance - the most expensive brand in the world in 2011. In 2011, Google was recognized by the company with the best reputation in the United States, ahead of Sony, Microsoft and other companies. The dominant position of Google services on the market leads to criticism of the company on privacy, copyright and censorship (Gibson, at all, 2005: 10).

The company expanded the powers of both Page and senior management. Now they can do whatever they want, no matter how it fits into Google's mission "to organize all the information in the world, making it accessible and convenient to use."

The holding company Alphabet includes nine companies. Another, engaged in a car-drone Google, will be the tenth in a row. This information Google has not commented on. In addition, it is worth noting that the robotics division of the holding, Replicant, merged into the Google X project (Mills, 2010: 12).

In the Figure 1 Alphabet structure is demonstrated. Some of Google's projects are still classified, so the chart shows all the units of the holding that we know about.

Figure 1. Alphabet Holding structure



Management Level of Google:
Chief Technology Officer

Senior Vice President and Chief Executive Officer of Business Management

Senior Vice President for Corporate Development and Chief Legal Officer

Chairman of the Board of Directors

Senior Vice President

Chief Financial Officer

CEO

Technical level:

Advertising Director

Senior Director

Sales and localization director

Application and Browser Director

Senior Adviser to the General Director and founders

Senior Vice President of Engineering

General Business Director

Senior Vice President, google.org

Senior Vice President for Communications and Public Policy

Senior Vice President of Human Resources

Senior Vice President and Chief Financial Officer

Senior Vice President for Corporate Development and Legal Affairs

Senior Vice President, Mobile and Digital Content

Vice President of Innovation

Staff of the organization

Head of Information Service

Vice President of Engineering for Android

Vice President of Engineering

The main developer on the Internet

Vice President for Development and Quality

Vice President for Research and Special Initiatives (Pramuk, 2015: 14).

On April 4, 2011 the chief executive became Larry Page. Eric Schmidt remained chairman of the board of directors of Google.

As of June 20, 2010, Page, Brin and Eric Schmidt owned approximately 91% of Class B shares, which together provide their holders with 68% of the votes. Triumvirate has a decisive influence in solving all issues related to the competence of shareholders.

In 2015, at the result of the Google reorganization and the establishment of the Alphabet holding company, Sundar Pichai became the company's CEO.

Characteristics and organizational structure of Facebook.

Facebook is one of the five most visited websites in the world. As of April 2017, the monthly audience of the network is 1.968 billion people. Facebook allows to create a profile with a photo and information about yourself, invite friends, exchange messages with them, change your status, leave messages on your own and others' walls, upload photos and videos, create groups (interest communities).

Facebook organizational structure is an alteration of the traditional organizational structure, adapted to the needs of this technology company. The organizational structure of the company determines the composition and structure of the organization in accordance with its needs. Firms have various corporate structures based on the character and purpose of their business. In the case of Facebook Inc. organizational structure is a reaction to the dynamics of the market of global online social media. Facebook Inc. has an organizational structure that allows the business of social networks to expand and diversify. This organizational structure also gives a competitive advantage to make the

Internet social network Facebook resistant to competition (Arrington, 2010: 5).

Facebook has a matrix organizational structure. The main characteristics of this structure are organizational needs of the company, particularly the need in the creativity and innovations. Listed below are the main functions of the Facebook organizational structure:

- Corporate Functional Groups

- Geographical Divisions

- Product Based Units (Jolie, 2011: 15).

Corporate Team Functions. Facebook Inc. the management of corporate groups based on their business functions in the management of operational activities throughout the entire organizational structure. This structural characteristic is based on the different needs of the online business of social networks, such as research and development (R & D). Senior manager of Facebook or the leaders of each team. The following are the principal corporate functional teams in the organizational structure of Facebook:

- Position of General Director

- Finance

- Operational

- Affiliate platform for Benelux and France

- Product

- Development and Research

- Confidentiality

- C. Public Order

- Marketing communications for the region of Eastern and Central Europe, the Middle East and Africa

- Travel and auto for the region change

- Middle East, Africa and Pakistan

Great China Creative Store

E-Commerce, Online Services, Retail for Middle East, Pakistan and North Africa

India & Online Operations India

Technology & Engineering

Security

Legal information

Global marketing

Global Creative Strategy (Leggatt, 2010: 12).

The matrix structure of organization provides the versatility of Facebook Inc. and its global activities in the online advertising market and social media. This versatility is a structural advantage that allows Facebook to easily response to market trends and changes. The disadvantage is the possible difficulty corporate directives performance throughout the entire organizational structure, taking into account the differences in regional management initiatives.

Characteristics and organizational structure of Apple.

Apple is one of American biggest corporations, which produces personal and tablet computers, phones, audio players, software. One of the discoverers in the field of personal computers and multi-tasking operational systems with modern graphical interface. Headquarters - in Cupertino, California, USA.

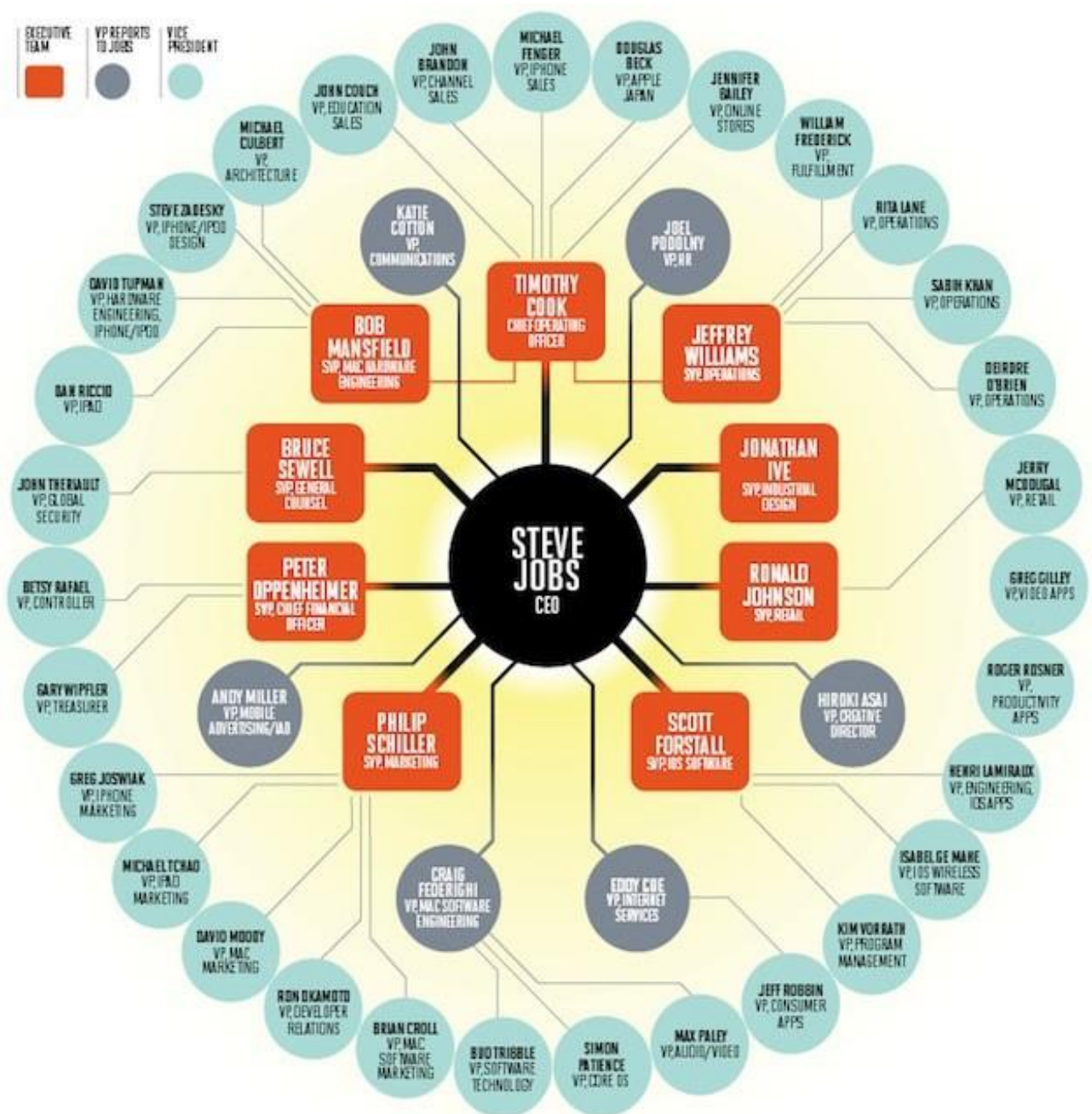
In August 2011, Apple became the most expensive company in the world by market capitalization, which was \$ 338.8 billion as of August 10. As of February 9, 2012, Apple's capitalization reached \$ 456 billion. This exceeds the total cost of the closest competitors Apple, Google and Microsoft, combined.

Apple - one of the leaders of the world IT industry - a manufacturer of computers, laptops, media players and various software. The company

is one of the pioneers of the industry, a pioneer in many areas: the first truly personal computers, the first multi-color displays on PCs, the first operating systems with a graphical interface, the first computers with mouse support, the first personal audio player, the first online music store and so on (Weyhrich, 2008).

The organizational structure of Apple is a kind of web that illustrates graphically the internal organization of the company. After the departure of Steve Jobs, Tim Cook moved to the manager's place, but the model still is the same. Actually, it is not different from hierarchies of other companies. Every position submits to the person standing higher.

Figure 2. Organizational structure of Apple



Source: Luo, Benny (September 12, 2013). "Ronald Wayne: On Co-founding Apple and Working With Steve Jobs". Next Shark. 2017.

This is a kind of cobweb that visually illustrates the internal organization of organization. Since then, Tim Cook has taken the place of CEO, but the model still remains. In fact, it is not different from hierarchies of other companies - there is a leader, there are his deputies, middle and first-level employees. Every position submits to the another position standing higher - and this is quite natural practice for successful

corporations. The only difference is how to submit this, so that employees do not feel like a shadow from the first person, but they would feel themselves as full participants in the work team (Leopold, 2017).

4.2. Analysis and assessment of management styles of Google, Facebook and Apple

The management style of Google is democratic. This style is characterized by giving subordinates independence within the scope of their functions and their qualifications. This is a collegiate style that gives greater freedom to the activities of subordinates under the supervision of the head.

Enterprises dominated by a democratic style are characterized by high decentralization of authority. The subordinates take an active part in the preparation of decisions, enjoy the freedom to carry out assignments. The necessary prerequisites for the performance of work have been created, a fair assessment of their efforts, respect for subordinates and their needs has been observed (Gibson, et al., 2005: 10).

The leader invests a lot of effort in creating an atmosphere of openness and trust with the fact that if the subordinates need help, they cannot hesitate to contact the supervisor.

There are eight principles of good management of Google:

1. Be a good mentor.

- Your assessments of the actions of subordinates should be specific and constructive.

- Keep a balance between criticism and praise.

- Regularly meet with employees face to face, offering solutions to problems taking into account the strengths of a particular employee.

2. Trust your team and do not bother with petty tutelage.
 - Give your subordinates freedom, but be available so that you can seek advice.
 - Trust the subordinates to solve serious problems, so that they "grow over themselves."
3. Show interest in the success of employees and their personal well-being.
 - Be interested in what people live, including out of work.
 - Help newcomers to get comfortable.
4. Do not be "good". Be demanding in achieving results.
 - Focus on the collective results that employees seek and how they can achieve them.
 - Help to prioritize and use power to remove obstacles.
5. Be able to listen.
 - Communication is a two-way process: you both listen and share information.
 - Make sure that general meetings are aimed at achieving the goals of the team.
 - Encourage open discussion and listen to what excites your employees.
6. Encourage career development of employees.
7. Do not forget about the strategy: always remember "where the steamer sails".
 - Even during the time of work, do not forget about the goals and strategy.
 - Involve team members in formulating goals and ways to achieve them.
8. Master the basic technical skills to be able to help when needed.

- If necessary, connect to the general work by rolling up your sleeves.

- Understand, what difficulties can be in this or that concrete work (Pramuk, 2011:5).

What should be a good boss? Google did not theorize and rely on intuition, but conducted a large-scale study within its own company. It turned out that the main thing for the manager is to pay attention to his employees, take care of their career and be consistent. There are only eight rules in the list, which do not strike with originality, however, experience has shown that they work well.

Management functions.

Goal: Increase the audience of users.

A) Planning

One of the distinguishing features of the company is its dislike for planning. It does not have a clear development plan, as the technology market is the fastest growing and inconstant.

- 1) Analysis of the consumer market

- 2) Release of products that meet the needs of the audience

- 3) Promotion of the company's brand

- 4) Continue to focus on the quality and novelty of products

B) Organization

The organization system is very clearly defined: all departments in the company are subordinated to vice-presidents in the relevant areas, which in turn are coordinated by the chairman of the Board of Directors. A strong corporate culture helps management to build an effective organizational policy (Mills, 2010: 12).

- 1) Analysis of the consumer market: public inquiries, monitoring of demand for services; terms - every six months; executors - specialists in work with clients;

2) Output of products that meet the needs of the audience: based on analysis, make a list of services that will be actively used by consumers, then develop them and release them to the market; terms: up to 2 years; performers: technical specialists, artisans.

3) Promoting the brand of the company: to conduct actions, presentations, charitable actions, increase the number of references to the name of the company in the media, the term is up to 4 years; performers: public relations experts, advertisers, brand managers.

4) Continue to focus on the quality and novelty of products: develop new technologies and ideas, attract new specialists; term-constantly; executors: programmers, developers, engineers.

B) Control

The control over execution will be carried out with the help of reports, private meetings with reports from line managers.

D) Motivation

Table 3. Employee motivation system

Ways of motivation	Material	Intangible
External	Prizes, benefits, deductions to the pension fund, free medical and dental care for employees, discounts on company services, rest with employees	Good working conditions, favorable office environment, flexible working schedule, company name
Internal	Advanced training courses, individual developmental trainings	Belonging to the company, career growth, excellent corporate culture

Methods of management.

- Economic

Incentive incentives, bonuses

In the corporation, some of the highest salaries in IT companies, for example,

- Google programmer in Phoenix - \$ 174,000 per year
- Google Programmer in California - \$ 197,000 per year
- Google programmer in Chicago - \$ 222,000 per year
- Google programmer in New York - \$ 242,000 per year (Pramuk, 2011:5).

1) Google pays \$ 8,000 per year for continuing the education of employees.

2) If an employee brings another employee to Google and he works for 60 days, Google will pay the first \$ 2,000.

4) Depending on how long they work for Google, employees receive up to 25 days of paid vacation per year.

- Administrative

Briefing, recommendations, consultations with senior management, meetings and meetings of employees with the chief directors.

- Socio-psychological

Teamwork, authority of management, corporate holidays, trips, rest for team building, "company for employee" policy, flexible working schedule.

The company has a very strong corporate culture, people are accepted for work who have really very large knowledge in the relevant fields.

The corporation treats its employees very carefully, stimulating their activity. Work schedule - 70/20/10: every employee of the corporation must give 70% of the time to the main job; The next 20% of the time he works as part of another Google team, already under another product; and 10% of the time allocates to their own professional hobbies and observation of competitors.

The management takes care that its employees feel at home, at work. Therefore, in the offices of the company there are medical and massage rooms, billiard and tennis tables, the offices themselves are made in the style of the country where they are located.

Facebook Inc. evolves its human resources with organizational culture of a hacker in mind. The company maintains its competitiveness in part via its corporate or organizational culture. The organizational culture of the firm determines the traditions, values and customs that affect the behavior of employees. In the case of Facebook, this culture is translated as employees solve problems as the website of the social network of the organization and social media develops. Facebook Inc. also make use of its organizational culture to enhance innovation and creativity. Being a global online technology company, Facebook Inc. uses its corporate culture to create competitive advantages and highly effective human resources (Arrington, 2010: 5).

Facebook staff is quickly hired and quickly dismissed - there is a fixed-term employment contract that can be terminated at any time. They are dismissed mainly for bad work or disclosure of confidential information. There was a case when an employee, using internal resources, got into his wife's personal correspondence to convict her of treason. When the "crime" was revealed, he was immediately pointed to the door.

The third most popular reason is sexual harassment.

Privileges and compensations

Full medical insurance at the expense of the company.

Wednesday is the day of remote work. Employees may not come to the office, but work from home or any convenient place.

Bonuses twice a year, a percentage of the salary. The size of bonuses is tied to the company's performance and employee's personal indicators, but not more than a certain level.

After three years of work in the company, the employee begins to receive options.

Free food (cafe, snacks, tea, coffee, etc.).

Facebook Inc. determines corporate culture as a culture of hackers, which pushes employees to work hard for improvement. This enhancement focuses on Facebook's vision and mission reporting to emphasize creating the more connected world. The company apply its organizational culture as an instrument to support the sustainability and competitiveness of the business. Human resources are developed and supported through training that provides talent and skills for the company's goals in creativity and innovation for its business in social networks. The following characteristics are most noticeable in the organizational culture of Facebook:

Rewards the decision of creative tasks and decision-making

Courage

Frankness

Speed

Continuous improvement (Jolie, 2011: 15).

Awards for creative decision-making and problem solving.

Facebook Inc. appreciates the creative solution of problems and decision-making, which are objectified in the organizational culture of the company. This feature of the corporate culture is the ability of employees to generate unusual ideas that improve the Facebook social networking website and related offers. Awards are provided via recognition, stimuluses and other forms that motivate employees to be more creative in promoting business. Via this organizational

characteristic, Facebook Inc. expects that expertise will save its competitive advantage over other firms on the market, particularly other social networking companies that provide online advertising services.

Courage. The organizational culture of Facebook fosters courage in the work of employees. This cultural feature is aimed at maximum flexibility of the company in solving business problems. For instance, corporate culture encourages workers to solve problems immediately, rather than wait for such problems do not escalate into Facebook Inc. starshee guide. The company benefits from this cultural characteristic in terms of minimizing the negative consequences of problems arising in the business of social media.

Openness. Openness significantly affects the corporate culture of Facebook. This cultural feature emphasizes the necessity of efficient internal communications. For example, Facebook Inc. There are systems that facilitate the dissemination of information that is crucial to solving problems. In addition, the organizational culture of Facebook promotes openness in terms of minimizing limitations on the activities of employees. For example, the company gives employees the opportunity to focus on problems that they consider most important or suitable to the business. Via this characteristic of organizational culture, Facebook supports the ability of employees to solve problems to improve the website of the company's social network and Internet advertising services.

Speed. Facebook Inc. has the ability to respond easily to trends and changes in user preferences. This ability is partly based on the speed of employees in responding to problems in the business of social media. This speed is an important feature of the organizational culture of Facebook. The company believes that its human resources should quickly respond to new market needs. Facebook Inc. realizes this

corporate cultural characteristic through the use of small teams. Small teams are very flexible and can move quickly to support fast product development processes.

Continuous Improvement. Facebook Inc. has an organizational culture that promotes continuous development. The company sticks to the principle that perfection is an endless activity. Facebook motivates its small teams to continually iterate products. This unusual feature enables the company to regularly assess its social networking products and website (Leggatt, 2010).

Apple's leadership is completely in the hands of engineers. Most project teams are very small, and engineers are always on top. In addition, all company managers are engineers (not a pure MBA degree). This is true. All people in the project team know the technology well, which greatly simplifies and optimizes the work on the product.

Since all managers are former engineers of the company, there is a strong connection and mutual understanding between them and ordinary employees. When you know that your head has been working as an engineer for 10 years, it gives you more work. In every small project group, trust and respect create a big puzzle for Apple's success.

People who work in Apple really want to work for Apple. They are fans of the company. Leadership is the main principle of the employer, because the leadership is looking for people who completely share the company's philosophy and mission and are ready to invest in the whole spirit. Anyone hired by a company needs to love the product of the company and wants to do it (Luo, 2017).

The most valuable are:

1. This company is a corporate citizen of the society.

2. We set "aggressive" goals and achieve them.
3. The team work is necessary for the success of the company.
4. We look forward to the enthusiasm and achievements of all.
5. We help each other and share victories and rewards.
6. We try to create an atmosphere in which everyone can experience adventure and joy from actions in the company.
7. Prizes should also be spiritual and money.
8. The attitude of managers to employees is very important.
9. We welcome the employee's interaction with leaders at all levels.
10. There must be reasons to rely on the motives of the employees and the honesty of their leaders.
11. Management is responsible for creating an environment in which the values of the company are developed.

In Apple there is no democracy. Most orders and key decisions are made by senior management. Just like Google, the rule is "twenty-five percent of the time" (Google engineers provide 20 percent of their time for projects that interest them). The company seeks to avoid making decisions on "committees". Moreover, given the fact that Apple managers are indisputable powers (of course, rulers). Ultimately, the impact of supporting associations is reduced, which helps attract and support managers who want to manage along with growing powers. Unfortunately, this concentration of forces led to the fact that some leaders were accused of changing micromanagement and command functions (Weyhrich, 2008).

Apple's culture is seriously "bottom-up": it is very useful to discuss the best way to make any attempt, change or even something in rationalization.

However, there is another idea that was reflected in Apple's corporate culture and has a broader media representation: "Employees

can freely use and develop company products, all employees have the right to use new products of the company and improve them through direct contact with the project team. No coordination with the management, and not with the bureaucracy." Thus, there is a contradiction between the way the organizational structure of the company exists and how it spreads abroad.

5. RECOMMENDATIONS AND CONCLUSION

In conclusion, it should be summarized that the choice of management style, that is, a certain manner of behavior, carried out by the head of the organization, directly affects the work of the enterprise, on its production results. After all, the head of the organization achieves certain results only at the expense of his subordinates, for their work. Therefore, he must master them skillfully. This is the essence of the management style.

The style of management is the habitual manner in which a leader behaves towards subordinates. The degree to which the manager delegates his powers, the types of authority he uses, and his concern, above all, about human relations or about the fulfillment of the task - all reflects the management style that characterizes this leader.

Nevertheless, from findings it can be concluded that the main emphasis in leadership should be on socio-psychological, economic methods of leadership and on a democratic management style. The manager must create all necessary conditions for his subordinates, do all that is necessary for the further prosperity of the organization.

Summarizing the above, it was revealed that it is impossible to single out a universal, correct style of management: in different situations, a different approach to management is needed. The manager, who has a vision of a whole picture of the development of his company, can become a specialist on his position. At present, the leader needs to pay more attention to human relations within the team. Constant changes in modern society compel us to always be ready for reforms in the field

of organization and production management. Thus, not only the efficiency of production in the organization and its authority will depend on the choice of the manager, but also the moral and psychological atmosphere in the team. A sense of stability, job satisfaction, mutual understanding between the manager and his subordinates become the main guarantee of successful production.

The goal set at the beginning of the research was fulfilled. In this paper, a variety of definitions of the management style of an organization have been fully considered, their classification has been given, and a description of various types of management styles has been presented.

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APPENDIX

Google positions and their description

Position	Subdivision	Education	Work experience	Functional- obligations	Age
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CEO	Google Inc.	holds a Bachelor of Engineering from the University of Michigan and a Master of Science from Stanford University	14 years	Responsible for the daily activities of the company, manages the development of products and forms a technology development strategy	38
Co-Founder, Director for Special Projects	Google Inc.	has a bachelor's degree in mathematics and computer science at the University of Maryland (College Park), a master's degree Faculty of Informatics of Stanford University	14 лет	Management of special projects	39
Chairman of the Board of Directors	Google Inc.	a Bachelor of Electrical Engineering degree from Princeton University and a Master's and Candidate of Science degree in Computer Science from the University of California	11 лет	he is responsible for Google's external business, advises the chief executive officer and other business development leaders and corporate policy makers.	57
Specialists and key					

employees					
Менеджер Chrom OS	Google Inc.	University of Southern California	10	Quality control of the product	30
Product Manager	Google Inc.	University of Waterloo	6	Development	27
Google+ Mobile				Google+ Mobile	
Engineer	Google Inc.	Technical University of Michigan	12	Developing Services	33
Software Engineer	Google Inc.	University of Illinois	7	Software Development	28
Lawyer	Google Inc.	Stanford University	2	Work with the staff	50
Designer	Google Inc.	University of Virginia	3	Creating and developing a style of products	35
Programmer	Google Inc				
Junior staff					
Cleaner	Google Inc.	Technical College of the University of California	1	Cleaning of premises	45