

Література

1. Про Національну стратегію реформування системи інституційного догляду та виховання дітей на 2017-2026 роки та план заходів з реалізації її I етапу: Розпорядження КМУ від 9 серпня 2017 р. № 526-р. URL: <https://zakon.rada.gov.ua/laws/show/526-2017-%D1%80>.

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THE THEORY OF ORGANIZATIONS IN THE SCIENTIFIC DOCTRINE ON THE EXAMPLE OF THE USA

Being a management consulting with an engineering background, F.W. Taylor opened a discourse of organizational theory and behavior by publishing his work called “Principles of Scientific management” (Laegaard, 2006). Based on the time and motion method, Taylor coined the scientific approach in production process, which aims to improve output with minimum input. In other words Taylorism means maximum efficiency which can be achieved by:

– making tasks simple and clear. Tasks should be easy to understand and clear enough to exclude possible mistakes. Here we can introduce the “division of labour” in which worker was engaged only in small, but significant part of the whole process. This improved speed of production and lowered its costs;

– paying attention to training and increasing proficiency of employees. Workers should be properly trained to accomplish their tasks. Workers are not supposed to provide initiative or be creative. They should do what has been told in quick and professional manner;

– role of the manager is to ensure a close supervision and control over employee in order to ensure that everything is made in accordance to set rules and procedures (which are based on the scientific approach) (Taylor, 1911).

Theory had a great impact over the course of organizational theories and behavior. What it failed to foreseen is that companies usually will not increase salaries (which was one of the main aspects of the theory) and as the result, men was treated as machines, which eventually led to personal burnout and lose of

the best high-performance workers (ABA, 2013). The principles of this theory are used in nowadays, for instance by Amazon (pay-by-piece salary) and fast food companies (division of labour).

Although Taylor considered standard hierarchy structure of the company, he made his research on the micro level (working with employees and improving work procedures). In contrast to Tayloristic bottom up approach, H. Fayol started from the very top and went down to employee putting emphasis on organizational structure and role of the manager. His Administrative Theory was described in his unfinished work called “Administration Industrielle et Generale - Prevoyance, Organisation, Commandment, Controle” which was later translated to English by Constance Storrs (General and Industrial Management), who actually made Fayol famous (CMI, 2012).

First level is organizational and it has the following main functions: technical, financial, accounting, commercial, security and managerial. The main is of course managerial, which sets everything in one effective structure.

Second level was devoted to managers. Managers are in company to: plan, organize, coordinate, command and control. It is worth mentioning, that managers should help employees evolve, but not to control them (as in the Taylorism). It is interesting to mention, that this functions later formed a well-known management formula called POSDCORB (Plan, Organize, Staff, Direct, Coordinate, Report and Budget). Third level is devoted to management as per se. Fayol distinguished 14 main principles of management. Just to name a few:

Division of work accompanied by unity of direction - is as in Taylorism, but is more focused on the groups of employees (later formed in departments) rather than on particular employees. Unity of command means that one boss have as many employees as he can control, which denotes clarity in commands and obedience.

On my opinion, the most influential theory from historical and managerial perspectives is Taylor’s scientific theory, because it contributes the most to the main purpose of the business – profit. It really works and it is easy to measure. Taylor managed to increase profitability of the production process by increasing speed and making each action more efficient. It is easy to count, because it is solely connected to employee’s actions, which can be prescribed, changes in process and final output. It does not included a lot of different vague parts which output is too difficult to measure. Even though, Taylor made a research on micro level – it was well enough to ensure an increase in efficiency and profitability. Taking into account 20th century with limited international trading scales (in comparison to nowadays), Taylorism was enough to make business running efficiently and eventually to help businesspersons to accumulate the primary wealth, which later resulted in development and maintaining overall American leadership.

From historical perspective, it was important enough to make scientists

start counting history of organizational behavior specifically from Taylor's scientific theory and it even coined the term Taylorism. It became a ground to further studies which developed it and it also became a good ground for critics, who eventually saw in worker not just an employee, but a human, a living being with its own interests and views and thanks to that we do have now more comfortable work conditions than our colleagues 80 years ago. All four theories provided a ground for further development of organizational behavior, which results we do see nowadays. The principles of all 4 theories were eventually interconnected and somewhere merged with some additives of modern era which resulted in what we have today (worth mentioning the Richard Scott's "Rational, natural, and open systems").

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ВЗЫСКАНИЕ ЗАДОЛЖЕННОСТИ В ИТАЛИИ

Одной из доступных процедур взыскания задолженности в Италии является упрощенная процедура для выдачи приказа об оплате (*procedimento di ingiunzione*), предусмотренная ст. 633 и Итальянским Гражданским процессуальным кодексом.

Взыскание задолженности с использованием указанной процедуры не подразумевает участия должника, процедура проводится *ex parte*, то есть без его участия, только по заявлению Кредитора. Свою позицию должник сможет представить только в случае обжалования выданного приказа об оплате.

Взыскание долгов в Италии, используя указанную процедуру, возможно только по отношению к денежным претензиям (выплатить определенную сумму денег) или доставки определенного движимого имущества и выполнение дополнительных условий - таких, как, например, предоставление письменного свидетельства о существовании претензии.