



aim of getting investment income payments by the insured persons. Accumulated in such a way sums add to the pensions of the first level.

The third level – the system of voluntary pension insurance – is based on the principles of voluntary participation of citizens, their employers and their associations in forming pension accumulation with the aim of obtaining pension payments by the citizens. The function of supervision of investment and payment of the accumulated resources is executed by non-state pension funds. Non-state pension provision is realized by pension funds, insurance companies, banking institutions [7].

Thus, the reformed Employees Retirement System of Ukraine provides the combination of three levels of pension provision. The first and second levels are treated to be compulsory components of pension provision; while the third one is voluntary. According to our research, we can conclude that an efficient Employees Retirement System makes a great impact on social and economic development. For that reason, the main task of the state in the period of socially oriented market economy formation is the foundation of the effective pension provision system. That is why solution of the current problems of pension provision not only contributes to the total welfare of our population, but also creates a powerful source of investment in Ukraine, which is more than ever topical at present [5].

Thus, the Employees Retirement System reforming is able to help in strengthening the financial stability of the pension system, to enlarge the amount of pension payment, to ensure social justice by keeping the principles of the generation solidarity based system, to establish accumulation system of pension insurance and further development of non-state pension provision.

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Вікторія Пазяк

INDIVIDUALITY OF MANAGER IN CORRELATION OF MANAGEMENT STYLES



A modern leader obliged to set the problems, determine means of achievement of the purpose and control methods, and manage opinion of his team. A manager as a leader motivates employees on valuable work and achievement of high results.

A legitimate right to dictate will and opinion of a manager through the system of administrative, economic, imperious mechanisms is the general line of administrative activity of leader. The essence of administrative activity in comparison to other forms of human activity consists in acceptance socially meaningful decisions and responsibility for their appropriateness and efficiency that touches interests of many people. Analysis of scientific approaches to the administrative activity and their influence upon personal qualities of a leader on the mechanism of decisions acceptance referred as 'a style of management'.

The style of management is a systematic display of personal qualities of a leader, manner of his conduct toward inferiors, methods of decision of business problems. The specific of organization makes a certain range for the choice of official conduct of a leader in relation to inferiors and solving professional problems. The choice of the way of such solving depends on individuality of leader – his cultural background, options, character, experience, knowledge etc. It is determined by situation, psychological and social-cultural characteristics [2].

In the style of management fixed general, algorithmic operations and unique operations that represent individual features of a leader as a professional. They characterize his conduct not in general, but in details, appearing constantly in different situations. Style of management is characterized by the complex of receptions and methods, that applied by a leader in his practical activity.

Style of management represents permanent descriptions of conduct of a leader, sets methods of his activity as well as closely associated with the psychological features of thought, method of acceptance of decisions, features of intercourse, etc.

Cardinally changing style of management is hardly possible due to psychological reasons. Personal inclinations of a manager, for example, authoritarian, democratic or liberal forms of conduct depend largely on temperament that depends on the type of the nervous system. At the same time, style is not an inborn quality; it forms in the process of activity and self-development. Hence, it is essential to correct it. A manager has more of guarantees if uses the sufficient arsenal of methods of influencing on inferiors [1, p. 3].



The style classifications are rich in content descriptions of administrative activity. A few widespread conceptions of management styles are widely used in the processes of training of leaders and managers.

The recognized management theorist K. Levin developed the first classification of management styles in 1939. The scholar distinguished the following parameters: decision-making method, method of distributing of functions in the decision of tasks, control form, distributing of responsibility. Using these indexes, three styles of management were typologized [2, p. 141]:

- *authoritarian*, is characterized by concentration of all power at a leader, by imposing of his will to the inferiors, objections of initiative and discussion of the accepted decisions;
- *democratic*, that encourages collective nature and some initiative, engages inferiors in making and acceptance of common decisions;
- *liberal style* (that indulges, is passive), is characterized by the weakly expressed management, keep oneself aloof, removal from itself of responsibility and waiver of power in behalf of organization or collective.

Traditionally defined styles of management are following:

CRITERIA	Authoritarian	Democratic	Liberal
<i>Aims setting</i>	Determined by a leader	Result of group decision at support of leader	Complete freedom for acceptance of individual decisions, minimum participation of leader
<i>Distributing of tasks</i>	All tasks are given out by a leader, an employee does not know, what task he will get next time	Set procedure of distributing of works	A leader gives necessary materials and after the requirement of employee gives information
<i>Estimation of work</i>	A leader personally rewards or punishes employees, but he does not take part in a working activity	A leader tries to use the objective criteria of criticism, taking part directly in work of the group	A leader comments, however does not regulate, does not estimate group work
<i>Labour atmosphere</i>	High tension, hostility	Free, comradely atmosphere	Atmosphere of self-will of separate employees
<i>Motivation of labour</i>	Minimum	High motivation of every member of staff and their groups	Minimum



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**PHYSICAL AND CHEMICAL PROPERTIES
OF MINERAL OILS**

The raw material for the production of lubricating oils are petroleum fractions that boil away above. Macromolecular oils are concentrated in these fractions, being at the same time complex multicomponent mixture of hydrocarbons of various groups and their heteroderivative, molecules of which contain atoms of oxygen, sulfur, nitrogen and certain metals (nickel, vanadium, etc.). Components of oil fractions have different properties and their contents in finished oils can be useful and necessary or harmful and undesirable. Therefore, the most common way of processing oil fractions for oil is to remove them from “unwanted” components as possible while preserving “desirable” ones, capable to provide the finished products with the necessary physical and chemical and operating properties.

To select the most rational technology of reprocessing oil that enables the set of properties with a maximum output, we should have a sufficiently complete picture of the original chemical composition of oils and oil fractions of those coming for production. Obviously, it is economically and technically appropriate to adapt those oils in heavy fractions of which “preferred” components are dominated. On the contrary, many tar-pyrobitumen substances, polycyclic aromatic hydrocarbons, sulfur and other hetero compounds complicates processing, assists small output target products and in many cases does not allow them to provide the necessary quality.

One of the main conditions in study of the chemical composition of raw oil is separation it into narrow homogeneous by composition fractions, analysis of which can give the most complete information about the structure of compounds included in these fractions.

In 1930-1940-s there was a sharp jump in technical possibilities of studying the chemical composition of complex mixtures. To separate heavy oil fractions, along with the methods of distillation and rectification chromatography adsorbents, complexing with carbamide,