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MANAGEMENT METHODS OF THE ENTERPRISE**»

Completed:

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specialty 073 Management
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TASK

on qualification work for student

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1. Topic of Qualification work: Improving the effectiveness of existing management methods of the enterprise

2. Base of research China Eastern Airlines Group Ltd.

Supervisor _____

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3. Deadline for student completed project (work)

4. Background to the project (work):

primary and consolidated documents, registers of synthetic and analytical accounting, statutory and founding documents, financial and statistical reporting of the investigated state institution, legislative and regulatory acts on the activities of state bodies, monographs, professional scientific articles and reports at international scientific and practical conferences on management issues development of the organization's personnel

5. Contents of settlement and explanatory notes (the list of issues to develop):

define the concept of organization management, the most basic methods of organization management and provide their characteristics;

describe the advantages and disadvantages of existing methods of organization management;

determine the factors that affect the successful implementation of organizational management methods;

describe the company's activities and its most basic management methods;

identify problems in management methods and provide projects to solve them.;

formulate conclusions.

6. Date of assignment:

CALENDAR PLAN

№	Name of the diploma project's stages	Dates of project stages' performance	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work		done
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter		done
3	Preparation and presentation of draft of the first chapter of the thesis		done
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise		done
5	Making the theoretical part of the thesis, summarizing the analytical part		done
6	Design options improve the research problem		done
7	Completion of the project part of the thesis, design chapters		done
8	Update of data for 2021, 2022, 2023 and completion of analytical and design sections of the qualification work		done
9	Previous work and its defense review		done
10	Checking the authenticity of the thesis		done
11	Deadline for student completed the thesis		done
12	Defense of the thesis		

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Checking the authenticity conducted

Thesis allowed for defense

(signature)

АНОТАЦІЯ

У Ійянь. Підвищення ефективності методів управління підприємством. Кваліфікаційна робота за спеціальністю 073 «Менеджмент» ОПП «Адміністративний Менеджмент», Сумський національний аграрний університет, Суми, 2024. – Рукопис.

У кваліфікаційній роботі розглядаються теоретико-методологічні основи управління підприємством в сучасних умовах господарювання, яке характеризується необхідністю ефективного використання всіх наявних ресурсів, що дає змогу досягти поступального розвитку та покращити показники його ефективності. Оцінка ефективності системи управління підприємством є важливим елементом розробки управлінських рішень, який дозволяє визначити рівень прогресивності поточного управління або заходів, що розробляються на підприємстві. Здійснюється для створення сучасної системи управління або вдосконалення існуючої, яка б забезпечувала високу конкурентоспроможність підприємства на внутрішньому та зовнішньому ринках.

Проаналізовано економічні та фінансові показники діяльності China Eastern Airlines Group Limited, встановлено що підприємство спеціалізується на перевезенні вантажів і пасажирів. Дослідження побудовано навколо теоретичного аналізу, емпіричного оцінювання та моделі вдосконалення адміністративних методів.

У теоретичному розділі обговорюються ключові принципи управління, такі як стратегічне, тактичне та операційне управління, а також такі інструменти, як SWOT-аналіз, системи ERP та ощадливе виробництво. Дослідження підкреслює важливість ефективного прийняття рішень, спілкування та інтеграції технологій для успіху організації.

Під час емпіричного аналізу дослідження вивчає неефективність China Eastern Airlines, зокрема у зв'язку та використанні технологій, і пропонує вдосконалення, такі як системи планування в реальному часі та програми розвитку співробітників. У дослідженні також наголошується на необхідності екологічної стійкості, рекомендовано використовувати економічні літаки та екологічні технології.

Запропонована Інтегрована модель покращення управління (ІМЕМ) зосереджена на вдосконаленні стратегічного планування, комунікації, технологій та стійкості за допомогою вимірних дій. На завершення документ виступає за державну підтримку у формі субсидій та гармонізації нормативних документів для підвищення глобальної конкурентоспроможності авіакомпанії. У сучасних умовах для визначення рівня капіталізації підприємства в рамках оцінки його менеджменту доцільно використовувати VBM-менеджмент з визначенням модифікованого показника EVA, що дозволяє врахувати вплив факторів зовнішнього середовища.

Ключові слова: управління, менеджмент, методи управління, ефективність персоналу, кваліфікація персоналу.

SUMMARY

Wu Yiyang. Improving the effectiveness of existing management methods of the enterprise. Qualification work on specialty 073 "Management" SPP "Administrative Management", Sumy National Agrarian University, Sumy, 2024. - Manuscript.

The qualification work examines the theoretical and methodological foundations of enterprise management in modern economic conditions, which is characterized by the need for effective use of all available resources, which makes it possible to achieve progressive development and improve its efficiency indicators. Evaluation of the effectiveness of the enterprise management system is an important element of the development of management decisions, which allows to determine the level of progressivity of the current management or measures being developed at the enterprise. It is carried out to create a modern management system or to improve the existing one, which would ensure high competitiveness of the enterprise on the domestic and foreign markets.

Practices at China Eastern Airlines Group Limited. The research is structured around theoretical analysis, empirical evaluation, and a model for improving administrative methods.

The theoretical section discusses key management principles such as strategic, tactical, and operational management, along with tools like SWOT analysis, ERP systems, and lean manufacturing. The study highlights the importance of effective decision-making, communication, and technology integration for organizational success.

In the empirical analysis, the research examines inefficiencies at China Eastern Airlines, particularly in communication and technology use, and suggests improvements like real-time scheduling systems and employee development programs. The study also emphasizes the need for environmental sustainability, recommending the adoption of fuel-efficient aircraft and green technologies.

The proposed Integrated Management Enhancement Model (IMEM) focuses on improving strategic planning, communication, technology, and sustainability through measurable actions. The paper concludes by advocating for government support in the form of subsidies and regulatory harmonization to boost the airline's global competitiveness.

In modern conditions for determination of the level of capitalization of the enterprise in within the limits of the evaluation of its management is expedient use VBM-management with the definition of a modified EVA indicator, which allows taking into account the influence of environmental factors.

Keywords: Organizational management, strategic management, tactical management, operational management, China Eastern Airlines, SWOT analysis, communication enhancement, technological integration, employee development, sustainability, continuous improvement, competitive advantage, green technologies, ERP systems, lean manufacturing, fuel-efficient aircraft.

CONTENT

INTRODUCTION	7
SECTION 1 THEORETICAL ANALYSIS OF ORGANIZATION MANAGEMENT METHODS OF THE ORGANIZATION	10
SECTION 2 ANALYSIS OF THE CURRENT STATE OF THE ORGANIZATION CHINA EASTERN AIRLINES GROUP LIMITED	22
2.1 General characteristics of the organization China Eastern Airlines Group Limited	22
2.2 An empirical study of evaluating the performance of the organization's personnel	28
2.3 Evaluation of the effectiveness of existing management methods in this organizatio	35
SECTION 3 IMPROVEMENT OF ORGANIZATIONAL AND ECONOMIC MANAGEMENT METHODS CHINA EASTERN AIRLINES GROUP LIMITED	42
3.1 The role of solving existing problems in the management of the organization	42
3.2 Model of improvement of administrative methods of organization management	48
3.3 Ways to improve the system of state regulation of international transportation	53
CONCLUSIONS	60
REFERENCES	64
ANNEXES	67
Annex A	
Annex B	

INTRODUCTION

Actuality of theme. The modern business environment is dynamic and unpredictable, demanding a high level of flexibility and adaptability from organizations. In this context, the importance of management methods for organizations becomes a key factor for success and sustainability. Effective management methods not only help define and achieve strategic goals, but also create conditions for sustainable development, responding to constant changes in the economic, technological and socio-cultural environments. The modern approach to management is determined not only by the principles of organizing internal processes, but also by the ability to interact with the external environment. The integration of strategies, effective communications and innovative approaches determines the success of the enterprise in the conditions of global competition. Therefore, it is relevant to study the importance of management methods in the context of their influence on the efficiency and competitiveness of organizations. In-depth understanding of modern trends and identification of key aspects of management can serve as a basis for developing strategies aimed at achieving high results and responding to the challenges of modern business.

The state of studying the problem. Considerable attention has been paid to the study of issues related management methods of the enterprise in the works of many domestic scientists and their foreign colleagues, in particular such as: Lan L , Lian Z , Liu W , Barrick M R. Thompson K R , Lemmon G , Walter T J . Syafii L I , Thoyib A , Nimran U Hackman J R , Jo H , Kate I . J.Richard, Hackman, Gelbrich K , Gathke J , Gregoire Y Bal P M , Chen Wansi, Liu Weijing, Shen Jin, Zhou Xia, Yu Jinming, Hao Yunhong. and others.

The purpose of the research is a theoretical and methodological generalization of provisions and the development of practical recommendations for improving the management of personnel efficiency in the Hebei Jiahao Grain and Oil Company.

To achieve the set goal, the following tasks were defined and performed:

- define the concept of organization management, the most basic methods of organization management and provide their characteristics;
- describe the advantages and disadvantages of existing methods of organization management;
- determine the factors that affect the successful implementation of organizational management methods;
- describe the company's activities and its most basic management methods;
- identify problems in management methods and provide projects to solve them.

The object of the study is effective methods of managing the organization in modern business conditions.

The subject of the study is the organization China Eastern Airlines Group Limited

The practical significance scientific work on the study of modern organizational management methods and their improvement has a significant impact on business practice and contributes to improving efficiency. Acquiring new knowledge in this area can affect various aspects of the enterprise's functioning and provide competitive advantages. These aspects are: optimization of management processes; creation of an innovative environment; effective management and leadership; increasing staff involvement and motivation; building strong relationships with external stakeholders; making informed decisions; maintaining competitiveness. Thus, scientific work on the study of modern organizational management methods makes a significant contribution to the development and stability of the business environment, providing enterprises with tools to achieve high standards of efficiency and strategic success.

The following research methods were used when writing the qualification work: methods of scientific analysis, synthesis, induction, deduction, logical analysis, system approach, etc. Methods were also used to solve the identified research tasks: monographic - when studying literary sources, structural analysis, comparative analysis, innovative management practices, and others.

Information base. The basis for writing work was the works of outstanding scientist in the field of management. The following methods were used: method of literature review helped to conducted a thorough review of existing literature, academic journals, books, and reputable online sources to gather foundational knowledge on effective methods of management; method of data analysis analyzed relevant statistical data, industry reports, and research findings to identify patterns, trends, and key metrics related to labor resources and workforce management.

Approbation of the results of the qualification work. The provisions of the qualification work were reported by the author at the scientific conference and confirmed by the relevant certificate:

1. Wu Yiyanh Implementation of environmental management at modern enterprises. *Український соціум: соціально-гуманітарний аналіз сучасності та прогноз майбутнього* : матеріали XXVI Всеукр. наук.-практ. конф. (м. Харків, 29 серп. 2024 р.) ГО «Аналіт. центр сучас. гуманітаристики» Харків. асоц. політологів. – Харків : Право, 2024.С. 14-15.

2. Wu Yiyanh Improving the effectiveness of existing management methods of the organization. *Управлінські парадигми сталого розвитку та інклюзивного економічного зростання: матеріали Міжнародної науково-практичної конференції «Управлінські парадигми сталого розвитку та інклюзивного економічного зростання»* / за заг. ред.: І. І. Рекуненко, В. В. Сулим. Суми: Сумський державний університет, 2023. С.129-132.

Structure and scope of work. The qualification work consists of an introduction, three sections, conclusions, a list of used sources from 30 items. The main text is laid out on 75 pages of computer text, the work contains 9 tables and 18 figures.

SECTION 1

THEORETICAL ANALYSIS OF ORGANIZATION MANAGEMENT METHODS OF THE ORGANIZATION

Organizational management is a complex and important aspect of the successful functioning of any organization, regardless of its size or field of activity. Management of the organization is the influence of its management, which has the authority, on organizational processes to achieve the desired state of the organization. The main methods of influence of subjects of all levels of management on organizational processes are decision-making regarding the distribution of organizational resources (material, financial, human), including the definition of organizational structures and actions of subordinates. These powers should also assume responsibility for the decisions made. The desired state of the organization is determined by management subjects in accordance with their ideal ideas, life and professional experience, passions for certain scientific recommendations [20, p. 354].

Table 1.1 - The content of planning, organization, coordination and control functions.

Name	Essence	Implementation mechanisms (subfunctions)
Planning	Selection of goals and ways to achieve them	Strategic and current planning
Organization	Distribution of rights and responsibilities	Structuring, personnel management
Coordination	Ensuring interaction and interest of performers	Management, management of motivation, communications and conflicts
Control	Monitoring actions and making corrections	Direct and specialized control, self-control

Source: created by the author according to [13-14]

Management decisions are the result of implementation by management subjects of planning, organization, coordination and control functions, the content of which is shown. Management functions can be qualitatively implemented if its subjects adhere to the basic principles of management. The main one of these principles is the

principle of unity. No matter what the organization's structure is, and no matter what type of activity it engages in, no matter how democratic the management decision-making process is, "everything done" is the responsibility of the organization's management and the heads of its departments within the framework of their responsibility. Other principles of management can be identified.

The principle of sequence of management functions. Methodically, the implementation of each previous function as a whole is a condition for the implementation of the next one. In practice, the management process requires both a combination of functions and subfunctions, and their continuous implementation. For example, it is obvious that you always need to motivate and supervise staff. The principle of combining science and art. This principle, formulated in the works of the empirical school (P. Drucker), assumes that the manager must have knowledge in the field of social and humanitarian sciences and the specialization of the organization's activities, and at the same time professional and social sense, intuition, ingenuity, and the art of interpersonal communication. Without these personal qualities, even a highly educated manager will not be able to be a full-fledged leader [20, p. 356].

The principle of combining versatility and specialization. This principle goes back to the ideas of A. Fayol and consists in the fact that top managers should primarily possess strategic thinking, middle managers - the ability to organize and mobilize people, and lower managers - technical competencies in accordance with the profile of the organization's activities [21, p. 189].

The principle of combining management influences with self-regulation. Depending on the nature of the activity and the situation, the manager should combine authoritarian, democratic and liberal (delegating or non-interventionist) management styles (according to K. Levin's typology) [21, p. 190].

The principle of combining managerial roles. According to H. Mintzberg, such roles are information (management of information), interpersonal (management of people) and decision-making role (management of actions). The principle of combining rights, duties and responsibilities. Inconsistency of powers leads either to managerial and executive arbitrariness, or to lack of independence. The principle of

combining partnership and competition. One of the promising ways to achieve this principle is the creation of teams whose activities are evaluated based on the overall result and which compete with each other.

The principle of combining passive and active management methods. Passive are impersonal organizational methods of design, regulation, norming, used to create permanent professional and socio-psychological conditions of activity. Active methods include address-regulatory methods: administrative methods - orders, instructions, instruction; economic methods, which represent a system of correlation of monetary rewards with the results of the performers' activities; socio-psychological methods of persuasion, suggestion, personal example, regulation of interpersonal and intergroup relations.

In modern conditions, the implementation of management principles should be carried out with a focus on creating teams. A team is a group of like-minded people coordinating their activities for the most effective solution of joint tasks. Teams have a number of characteristic features: stable common interest, identification of personal interests with team interests; leadership type of management (combination of formal and informal leadership); mutual subordination according to our individual competence; sufficient organizational and resource autonomy for team self-realization; joint decision-making; competition based on the assessment of the contribution of each team member to joint activities; combination of mutual business and emotional support [20, p. 368].

Effective management requires leaders and managers to use a variety of methods and strategies to achieve set goals and objectives. Organizational management methods include a set of systematic approaches and tools that help leaders and managers achieve strategic and operational goals of the organization. These methods cover various aspects of management, including planning, organizing, directing, controlling, and analyzing activities. Organizational management methods can be classified according to various criteria. One of the main criteria is the management phase to which they are directed. Strategic management is the process of determining long-term goals and objectives of the organization, as well as developing and

implementing strategies to achieve them. This approach involves analyzing the internal and external environment, identifying strengths and weaknesses, opportunities and threats, as well as developing plans and strategies. Strategic management methods are aimed at developing the organization's strategy, defining long-term goals and development plans. These include methods of SWOT analysis, benchmarking, development of business plans, etc.

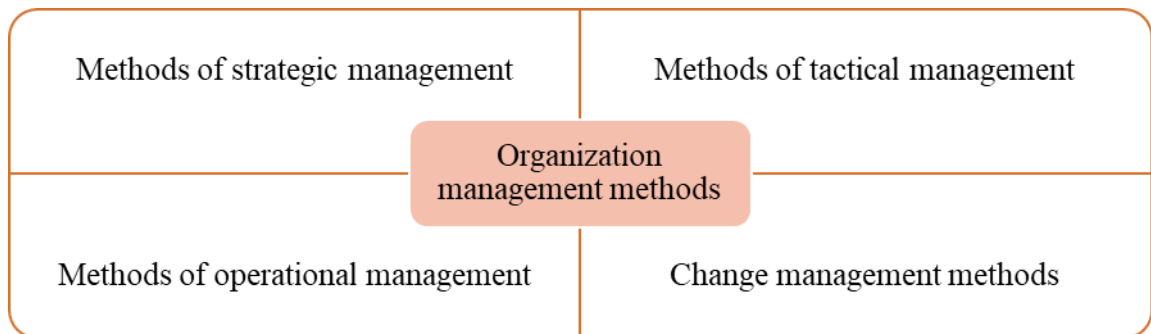


Figure 1.1 - The methods according to this classification.

Source: created by the author according to [9-11]

The SWOT method helps to assess the organization's strengths and weaknesses, as well as external opportunities and threats. This information serves as a basis for developing strategies [13, p.1149]. SWOT is an abbreviation of the English words: Strengths, Weaknesses, Opportunities and Threats. A SWOT analysis is the process of systematically identifying and evaluating these four key aspects of an organization.

Group of business strategies and alignments is required for organisations to achieve sets of goals in a specific time period. The business alignments and strategies are business “high-level plans for reaching specific business objectives,” [13, 1149]. Organisations investigate data elements relevant to business alignments and strategies by employing SWOT analysis in different business scenarios. The SWOT stands for Strengths, Weaknesses, Opportunities and Threats, and can be analysed as a process, in which the management team identifies the internal and external factors that affect the company and business performances. Strengths in the SWOT analysis are internal capabilities and positive factors of business establishments, which are relevant for firms to achieve their objectives and serve their customers, efficiently. Weaknesses are

internal factors or constraints which might impede or hinder the performance of an organisation. Therefore, the company's strengths and weaknesses are internal elements. Opportunities in the SWOT analysis are factors or features which can favour or facilitate the business establishments with links outside organizations. They are external factors through which companies can exploit their advantages [13, p.1150].

Threats deal with negative factors external to the company, which can hinder or delay the achievable goals. As such, opportunities and threats are viewed as environmental factors. Examples of elements while carrying out a SWOT analysis are linked to attribute dimensions such as competitors, the price of raw materials and optimum supply chain management systems. New insights are made on SWOT analysis of resources, making businesses competitive and strategic with toolkits of templates .

Business process engineering and management practices in industrial scenarios have the opportunity adopting software systems, Customer Relations Management (CRM) and Enterprise Resources Planning (ERP) for integrating applications from multiple industries as well as customers associated with different organizations. Managing businesses through frontend and back-office IT applications, automating services and human resources in the companies need attention. Centralized ERP systems may facilitate the industry databases that store various types of data and interrogate them for multiple functions through computerized automation.

The ERP can integrate the data sources linked with planning, purchasing, inventory, sales, marketing, finance and human resources. The entire process can help industrial scenarios to align and streamline their business activities and processes through customer interaction or relationship and accessing related customer related personal and business information. Both systems can facilitate the industries improving their sales and marketing. Based on issues and challenges, we identify possible IT/IS solutions and their practices [13, 1152].

Based on the results of the SWOT analysis, strategies are developed to achieve the goals and minimize threats. This may include developing strengths, improving weaknesses, exploiting opportunities and preventing threats. SWOT analysis is a

powerful tool that helps organizations better understand their strengths and weaknesses, as well as the opportunities and threats that surround them. It creates the basis for developing strategies and plans that contribute to the success and sustainability of the organization in today's business environment. This method consists of the following steps on figure 1.2.

Collection and analysis of information

The first step is to collect various types of information about the organization and its external environment. This may include the collection of statistical data, consumer surveys, analysis of market trends, and much more.

Making a list of strengths and weaknesses

At this stage, internal factors that affect the organization are identified. Strengths are advantages that an organization can use to achieve its goals. Weaknesses are limitations and drawbacks that must be taken into account.

Identification of opportunities and threats

At this stage, external factors that can create opportunities or threats for the organization are studied. Opportunities are those aspects that can be used to achieve success. Threats are those factors that can become an obstacle or a threat to the organization.

Figure 1.2 - Following steps of the SWOT analysis

Source: created by the author according to [3, 5, 8]

Developing a mission and vision is also an important method of strategic management in an organization, because it helps to define its main focus and goals. The mission is a short but comprehensive description of the essence and target tasks of the organization. It defines why the organization exists, who it serves, what services or products it provides, and what value it offers to its customers. Vision is an important definition of what the organization wants to become in the future. It provides a long-term perspective and ideal state that the organization strives to achieve. A vision inspires and defines the ultimate goal [11].

Mission and vision are guiding stars for an organization. They define its direction, help make strategic decisions and determine why it exists. They give clarity and meaning to the internal cooperation and external perception of the organization. Therefore, developing a mission and vision is a step towards successful strategic

management. These two elements provide the foundation for planning and define the ultimate goals and direction of the organization. They serve as the basis for decision-making and long-term success. Business Portfolio Analysis is a key strategic management method aimed at evaluating and managing the range of products, services or business sectors that an organization offers. This analysis helps determine which industries are most profitable and help the organization achieve its strategic goals.

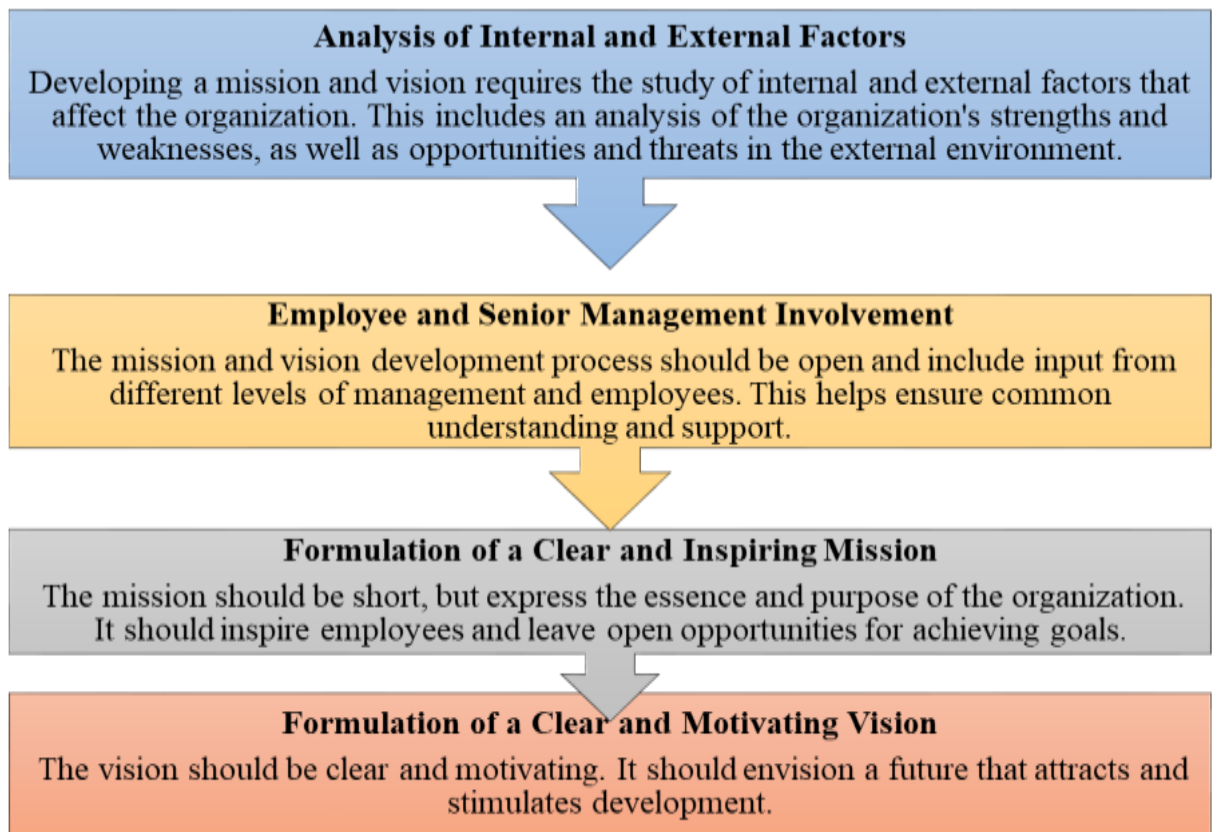


Figure 1.3 - Stages of development of vision and mission

Source: created by the author according to [2]

Business Line Portfolio Analysis is the assessment of the various business lines or products that an organization develops or maintains. Its purpose is to determine which industries or products are strategically important and profitable, and which may require revision or termination. There are different approaches to analyzing a portfolio of business industries, and some Benchmarking is a strategic tool that helps organizations improve their productivity, efficiency and quality by comparing their

operations with best practices in their industry. This method allows companies to identify the strengths and weaknesses of their operations, as well as opportunities for improvement. Benchmarking is a systematic process that includes the collection and analysis of information about best practices in a particular industry or field of activity. The organization compares its own processes, products or services with similar indicators in other successful companies, in order to identify opportunities for improvement.

Varieties of Benchmarking: internal benchmarking (an organization compares its internal departments or divisions to identify strengths and weaknesses. This type of benchmarking helps improve internal cooperation and coordination); external benchmarking (the organization compares its processes or products with similar well-known companies in the relevant industry or market. This type of benchmarking helps to form the basis for international standards and best practices); competitive benchmarking (the organization compares its indicators with similar indicators of competitors in the market. This helps to understand how it can improve its competitiveness); functional benchmarking (an organization compares its functional areas, such as marketing, production or logistics, with specialized functional areas of other companies). Benchmarking helps organizations identify weaknesses and opportunities for improvement, leading to increased efficiency and competitiveness. It helps to improve the quality of products or services, reduce costs, improve customer satisfaction and attract new customers. Benchmarking is a key tool for quality management and strategic planning.

Tactical management methods are aimed at developing action plans to achieve specific goals and objectives of the organization. Tactical management means performing specific tasks and making decisions aimed at achieving strategic goals. Its main goal is to ensure the effective implementation of tasks and plans within the framework of the established strategic course. The main aspects of tactical management include: action planning (determining specific steps and actions to achieve strategic goals); resource organization (allocation of resources, including finance, personnel, and material resources, to accomplish tasks); control and

evaluation (monitoring of tasks, evaluation of results and correction, if necessary); decision-making (making important decisions based on analysis and reasoning).

The Berezneffer method is a tool used to make decisions and prioritize tasks, where the main criteria are importance and urgency. This method helps you prioritize tasks based on their importance and urgency. In this scientific article, we will consider the essence and application of the Berezneffer method in management and decision-making. Berezneffer's method is based on two main parameters: importance and urgency. These two criteria are used to classify tasks or solutions into four categories. The Berezneffer Method is a useful management and decision-making tool because it helps determine which tasks or decisions have the highest priority. Using this method helps to effectively allocate efforts and resources to achieve the organization's strategic goals. Tactical management is a bridge between strategic goals and operational tasks of the organization. It allows you to effectively implement strategic decisions and achieve set goals in operational conditions. This level of management helps the organization adapt to changes in the environment and ensures optimal use of resources.

Operational management methods are focused on ensuring the effective operation of the organization at the everyday level. It includes methods of personnel management, inventory management, quality control and others. Operations management is an important branch of management that focuses on processes and operations in an organization to improve efficiency and effectiveness. Operational management is aimed at improving processes and operations related to the production of goods and services. Operational management methods are aimed at achieving several key goals: productivity improvement (optimization of processes to increase production productivity and rational use of resources); cost reduction (minimization of costs for the production of goods and services); quality improvement (improvement of the quality of products and services through the implementation of standards and quality control); reduction of cycle time (reduction of time required for production and delivery of products to the market) [20, p. 409].

The main methods of production management: MRP systems (material requirements planning) - they help to plan and manage stocks of materials and

components to ensure continuous production; JIT (just-in-time) systems - these systems provide for the exact replenishment of stocks at the moment when they are needed for production; Lean Manufacturing systems - they are aimed at efficient production due to the elimination of redundant operations and stocks; ERP systems (Enterprise Resource Planning) - these systems integrate production with other functional areas of the organization to ensure interaction and exchange of information.

Production management methods are used in various industries, including the production of goods, the automotive industry, the food industry, pharmaceuticals, and others. They help organizations maintain production stability, achieve minimum costs, and meet customer needs. Quality control methods help ensure high quality of products and services by implementing quality control and improvement systems. Quality control is a system of measures aimed at ensuring and maintaining high quality of production and services. Quality control methods allow detection, correction and prevention of defects and production deviations from established standards. The main methods of quality control: statistical quality control (Statistical Quality Control - SQC) - this method uses statistical methods to analyze and monitor production processes. Includes approaches such as control charts and analysis of variation; conducting tests and trials - this method involves physical inspection and testing of products to determine compliance with standards; quality management systems that are based on standards such as ISO 9001 and include a systematic approach to quality assurance at all stages of production and others. They help businesses achieve quality differentiation, reduce manufacturing variances, improve customer satisfaction, and reduce defect repair costs.

Project management methods are used to manage projects and ensure they are completed on time and on budget. Project management methods include a set of tools, approaches, and strategies aimed at planning, executing, and controlling projects in order to achieve set goals and objectives. The main methods of project management: the project life cycle model - this method defines the sequence of project stages, including initiation, planning, execution, control and completion; network diagram (Gantt chart) - used for graphical representation of tasks and deadlines; project management methodologies - these include Agile, Waterfall, Scrum, and others, which

provide frameworks and approaches for project management; collaboration tools such as Microsoft Project, Trello, and JIRA make team collaboration and project monitoring easier. Project management methods are used in a variety of industries, including information technology, construction, pharmaceuticals, marketing, and many others. They allow organizations to achieve efficiency in project implementation, reduce risks, and ensure high quality results.

Operational management methods are an integral part of managing any enterprise. They allow to achieve efficiency, reduce costs and ensure high quality of products or services. Understanding and using these techniques helps businesses be competitive and differentiate themselves in their industry. In today's fast-paced and uncertain business environment, the ability to effectively implement change becomes a strategic advantage for enterprises. Change management appears to be a key aspect of the success of organizations adapting to new conditions. Change management is a complex process that includes the planning, implementation and control of changes in order to achieve the strategic goals of the organization. Strategic management is an important component of the management of any organization. It allows you to achieve goals and ensure development, but it also requires attention and consideration of advantages and disadvantages. Understanding and studying these advantages and disadvantages of this method helps businesses develop and implement strategies aimed at achieving success and sustainability in the long term.

Tactical management is an important component of strategic management and can solve tasks related to specific processes and tasks in the short term. Therefore, we need to analyze in detail the advantages and disadvantages of tactical management methods. Tactical management methods have their advantages and disadvantages, and their use must be aligned with the strategy and specific needs of the organization. They can be very useful for solving specific tasks and improving productivity in the short term, but also require caution and alignment with strategic goals for long-term success.

Operational management in modern business plays an important role in ensuring efficiency and productivity. It includes various methods and approaches to optimize processes and resources. Therefore, we will consider the advantages and disadvantages of operational management methods. Operational management methods have their

advantages and disadvantages, and their use should be justified and consistent with the organization's strategy and goals. They can be very useful for improving productivity and process quality, but also require attention and consideration of customer needs and changes in the environment to succeed in modern business.

Change management in today's business environment is a necessary process to ensure competitiveness and adapt to constantly changing conditions. Change management methods and strategies are key to success, but they also come with their own advantages and disadvantages. In this article, we will look at the advantages and disadvantages of the change management method.

Table 1.2 – Advantages and disadvantages of the Change Management Method

Advantages of the Change Management Method	Disadvantages of the Change Management Method
Adaptation to new conditions: change management techniques allow organizations to effectively adapt to new and changing conditions, including economic, technological and regulatory changes. Improved efficiency: change management can contribute to increased productivity and optimization of business processes. Development of innovations: this method stimulates the development of innovations and innovative approaches, which allows enterprises to remain competitive. Involvement of personnel: change management can involve personnel in the decision-making process and actively participate in the implementation of changes. Increasing market value: effective changes can increase the market value of the organization and bring advantages in the competitive environment.	Staff resistance: one of the main drawbacks is staff resistance to change, which can lead to difficulties in implementation. Failed change: failed change management can waste time, resources and increase business risk. Controversy and conflicts: changes can create conflicts and contradictions in the organization. Financial costs: implementing change can be a costly task, especially if you have to invest in staff training and new technology. Stress and uncertainty: a period of change can be accompanied by stress and uncertainty among staff.

Source: created by the author according to [1, 4 -7]

Change management is an essential tool for achieving success and competitiveness in today's business environment. Although it has its advantages, its disadvantages must be considered and attention must be paid to careful planning and implementation, as well as to the needs and resistance of staff. Correctly implemented changes can lead to increased productivity and competitiveness of the organization.

SECTION 2

ANALYSIS OF THE CURRENT STATE OF THE ORGANIZATION CHINA EASTERN AIRLINES GROUP LIMITED

2.1 General characteristics of the organization China Eastern Airlines Group Limited

China Eastern Airlines Group Limited, often referred to as China Eastern, is one of China's largest airlines and a key player in the global aviation industry. Founded in 1988, the airline has witnessed extraordinary growth and transformation, positioning itself as a leading carrier not only in China but also on the international stage. China Eastern Airlines Group Limited traces its origins to the Civil Aviation Administration of China (CAAC) and the reform of China's aviation industry in the late 20th century. In 1988, China Eastern Airlines Corporation Limited was established as one of the first state-owned enterprises to operate as an independent corporation. Since then, the airline has gone through several mergers, expansions and rebranding to become the company it is today [2].

So, let's consider in detail the history of the creation of this company. China Eastern Airlines Group Limited traces its origins to the founding airline China Eastern Airlines Corporation Limited (CEA), which was established in June 1988. However, its origins can be traced back to the establishment of the Civil Aviation Administration of China (CAAC) in 1949, which oversaw all aviation activities in the People's Republic of China [2]. In the 1980s, China began economic reforms and opened up to the world, which stimulated the need for a more efficient and competitive aviation sector. In this context, CEA was established as one of China's "Big Three" airlines, alongside Air China and China Southern Airlines. Initially, it operated with a fleet of domestically produced aircraft such as the Y-10 and MD-80 [2].

As China's economy continued to grow rapidly, so did the demand for air travel. China Eastern Airlines Group embarked on an ambitious expansion plan in the 1990s,

which included fleet modernization, route expansion and international cooperation. One of the most important reforms of this period was the successful introduction of Boeing 777 and Airbus A340 aircraft into the fleet. This marked a significant departure from older, less fuel-efficient aircraft, making China Eastern more competitive on international routes. The airline has also begun to expand its network to cover more international destinations, further improving China's connection to the world.

In 2002, China Eastern entered into a strategic partnership with Singapore Airlines (SIA). This collaboration marked a significant turning point in China Eastern's history, bringing experience and resources to improve its services. SIA acquired a stake in China Eastern, and the two airlines jointly launched operations in Shanghai, including the well-known Shanghai Airlines.

The strategic alliance with Singapore Airlines has also enabled China Eastern to improve its services, introduce innovative in-flight entertainment and customer service, and expand its route network, making it a more competitive player in the global aviation market. In the late 2000s, China Eastern Airlines Group faced financial difficulties due to increased competition, economic downturns and high operating costs. However, the Chinese government recognized the importance of a strong domestic aviation sector and initiated a restructuring plan. During the restructuring process, China Eastern Airlines Group successfully integrated several regional airlines, including Shanghai Airlines and China United Airlines, into its network. This consolidation allowed the airline group to optimize its route network and increase operational efficiency. The China Eastern Airlines Group continued to develop and expand. It was instrumental in supporting the transportation needs of the 2008 Beijing Olympics and the 2010 World Expo in Shanghai, cementing its reputation as a key player in China's aviation industry. In 2010, the group received its first Airbus A380, further expanding its long-haul capabilities. It also joined the SkyTeam alliance, strengthening its global network and providing passengers with more international travel options [2].

China Eastern's commitment to sustainability and environmental responsibility has led to investments in economy aircraft and the development of more sustainable aviation practices, aligning with global efforts to reduce carbon emissions in the aviation industry. As you can see, the history of China Eastern Airlines Group Limited is evidence of its transformation from a regional carrier to a well-known global aviation conglomerate. From its humble beginnings in the 1980s, the airline has continuously expanded, modernized and adapted to market dynamics. Through strategic partnerships, financial restructuring and a commitment to sustainable development, China Eastern Airlines Group is poised to continue playing an important role in China's aviation landscape and connecting the country to the world.

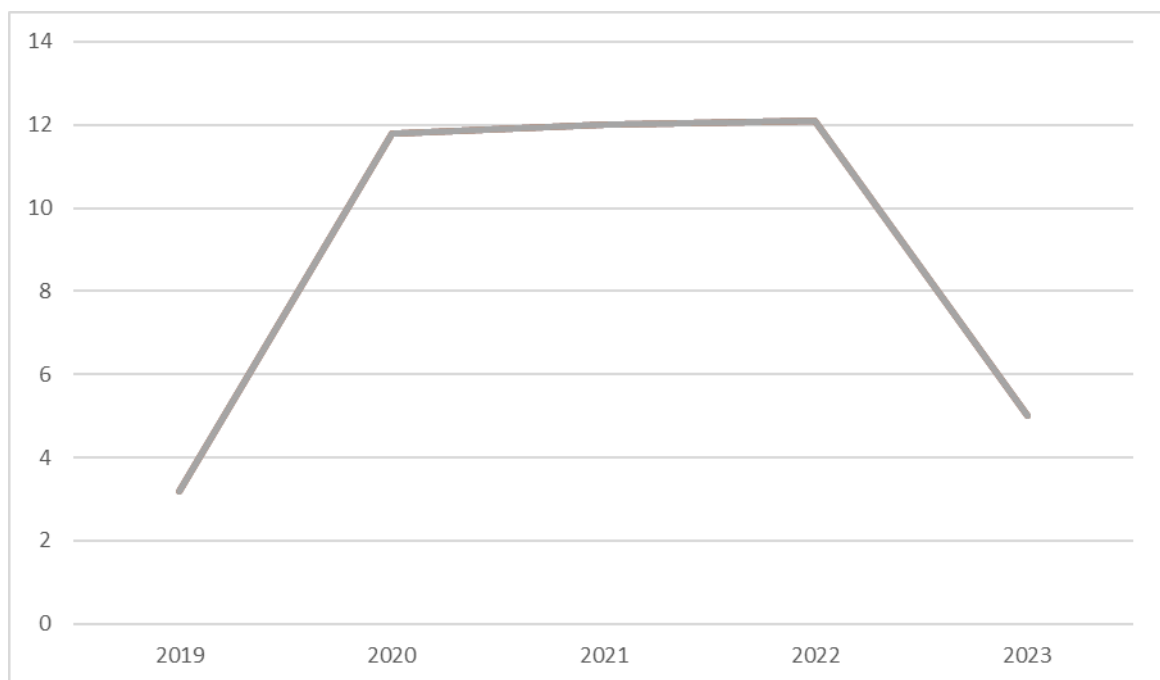


Figure 2.1. - China Eastern Airlines Group Limited's income from 2019 to 2023.

Source: compiled by the author based on reports of China Eastern Airlines Group Limited's

In 2019, the company reported a profit of approximately 3.19 billion yuan (approximately 450 million US dollars). It was a stable year before the pandemic, with relatively high returns. Due to the COVID-19 pandemic, China Eastern Airlines suffered significant losses. In 2020, the company reported a loss of approximately 11.8 billion yuan (approximately 1.8 billion US dollars).

The company also continued to experience losses in 2021 due to restrictions on international flights and low demand for air travel. Damages were estimated at 12 billion yuan (about 1.9 billion US dollars). In 2022, the company suffered a loss of approximately RMB 12.1 billion (approximately US\$1.9 billion), due to the continued impact of the pandemic and the slow recovery of the airline market. Financials improved in 2023, thanks to the recovery of the air travel market, but the company still showed losses, albeit less than in previous years. According to estimates, the damage could be as low as 3-5 billion yuan (approximately 500-750 million US dollars).

	Ряд 1	Ряд 2	Ряд 3
2019			730
2020			720
2021			720
2022			730
2023			740

Figure 2.2 - The China Eastern Airlines`s fleet.

Source: compiled by the author based on reports of China Eastern Airlines Group Limited's

China Eastern Airlines is headquartered in Shanghai and its main hub is Shanghai Pudong International Airport. The airline operates an extensive network of domestic and international routes, connecting passengers to destinations in Asia, Europe, North America and Oceania. Its network covers not only major cities, but also regional and less visited destinations, making a significant contribution to China's economic development and international connectivity. Aircraft numbers decreased slightly in 2020 due to the impact of the COVID-19 pandemic and reduced demand for

air travel. The fleet consisted of about 720 aircraft. In 2021, the fleet remained roughly the same at around 720 aircraft, although the company continued to adapt to changing market conditions. In 2022, China Eastern Airlines' fleet increased to approximately 730 aircraft, recovering some of its losses and expanding its network.

By 2023, the company's fleet numbered approximately 740 aircraft. This indicates the further recovery and growth of the company after the pandemic. The airline's subsidiaries and affiliates include Shanghai Airlines, China United Airlines and several other regional carriers. This diversified network allows China Eastern to serve a wide range of travelers and cater to different market segments. As of my last information update in 2022, China Eastern Airlines boasts a modern and large fleet, including a variety of aircraft from different manufacturers such as Boeing and Airbus. The airline's fleet consists of narrow-body, wide-body and regional aircraft equipped with advanced technologies to ensure safety, comfort and efficiency. Constant investment in fleet modernization is a key strategy for maintaining competitiveness and meeting the growing needs of passengers [2]. China Eastern Airlines Group Limited is one of the largest airlines in China. It is the parent company of China Eastern Airlines Corporation Limited.

Table 2.1- The main aspects of its activity.

Aviation services	International and domestic flights: China Eastern Airlines provides passenger transportation services on numerous international and domestic routes. The company has an extensive route network covering various parts of China and many countries beyond. Charter flights: In addition to regular flights, the airline also operates charter flights for corporate clients and organized groups.
Fleet and infrastructure	Fleet: China Eastern Airlines operates a modern fleet of commercial aircraft, including narrow-body and wide-body aircraft. The company is constantly updating its fleet to maintain high standards of safety and comfort. Airports and hubs: The company's main hubs are located in Shanghai, including Shanghai Pudong International Airport (PVG) and Shanghai Hongqiao Airport (SHA).
Other services	Hotels and Transport: The Company may also offer hotel and transport booking services for its passengers. Loyalty and programs: China Eastern Airlines has loyalty programs, such as Eastern Miles, which allow passengers to accumulate points and receive various privileges.
Financial and strategic aspects	Financial status: As a major airline company, China Eastern Airlines is a public company whose shares are listed on stock exchanges. Strategic partnerships: The company is a member of the SkyTeam alliance, which allows it to cooperate with other airlines to expand the route network and improve passenger service.

Source: compiled by the author based on reports of China Eastern Airlines Group Limited's

China Eastern Airlines Group Limited plays an important role in China's transportation infrastructure, providing both domestic and international air transportation. China Eastern Airlines Group Limited is constantly implementing strategic initiatives to remain competitive in the global aviation industry. These initiatives include:

Expansion: The airline expanded its route network to capture emerging markets and increase its market share both domestically and internationally.

Alliance membership: China Eastern is a member of the SkyTeam alliance, which allows it to partner with other leading airlines around the world, offering passengers greater travel options.

Technology Integration: Leveraging the latest technologies and digital platforms is an important part of China Eastern's strategy to improve passenger experience and streamline operations.

Environmental responsibility: Like many major airlines, China Eastern is committed to reducing its carbon footprint and exploring green aviation practices

Customer service. The airline pays great attention to customer service, striving to ensure a smooth and pleasant journey for passengers.

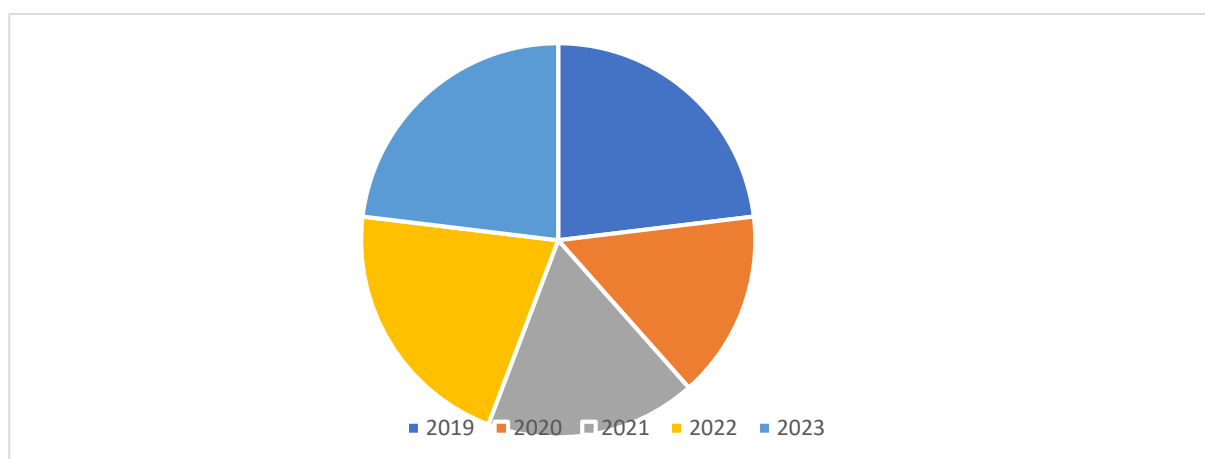


Figure 2.3 - The information on the number of transports (passengers) of China Eastern Airlines Group Limited from 2019 to 2023,

Source: compiled by the author based on reports of China Eastern Airlines Group Limited's

In 2019, China Eastern Airlines carried approximately 120 million passengers. This was a year before the start of the COVID-19 pandemic, so traffic was at a high

level. Due to the COVID-19 pandemic and related restrictions, the number of passengers carried has decreased significantly. In 2020, China Eastern Airlines carried about 80 million passengers. In 2021, a partial recovery in the number of shipments was observed. The company transported approximately 90 million passengers. In 2022, the number of passengers carried has increased to approximately 110 million. This indicates the gradual recovery of the market after the difficult period of the pandemic. In 2023, the company carried about 120 million passengers, indicating a steady recovery to pre-pandemic traffic levels.

2.2 Evaluation of the effectiveness of existing management methods in this organization

China Eastern Airlines Group Limited, a prominent player in the aviation industry, has established itself as a leading carrier not only in China but also in the international arena. Effective management practices are essential to the continued success of an airline. Therefore, it is worth evaluating the effectiveness of existing management methods used by China Eastern Airlines Group Limited. China Eastern Airlines Group Limited uses several strategic management techniques to navigate the highly competitive airline industry and achieve its long-term goals. These practices are critical to the company's success and include the following:

Long-term planning: China Eastern Airlines creates a clear long-term vision and mission, outlining its goals and aspirations. It forms the basis of a strategic management approach, guiding decision-making and action. **SWOT Analysis:** a company conducts a regular Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to assess its internal capabilities and external market conditions. This analysis helps identify key strategic challenges and opportunities. **Setting clear goals:** China Eastern sets specific and measurable goals that align with its mission. These goals serve as the basis for developing detailed strategies to achieve long-term goals.

Fleet Modernization: the company strategically plans to modernize its fleet by introducing new, more fuel-efficient aircraft to reduce operating costs, minimize

environmental impact and improve the passenger experience. Network Expansion: continuous evaluation of emerging markets and routes, both domestic and international, helps China Eastern expand its network strategically. By adding new routes and improving connections, the airline improves its competitive position. Improving the customer experience: improving the passenger experience is a strategic priority. This includes investments in modern cabin interiors, in-flight services and innovative entertainment options aimed at increasing customer satisfaction and loyalty.

Alliances and Partnerships: China Eastern Airlines actively uses strategic alliances and partnerships to strengthen its global presence. Joining the SkyTeam alliance and establishing a close partnership with Singapore Airlines has expanded its international network and simplified travel options for passengers. Financial sustainability ensuring financial sustainability is vital. Strategic planning is used to effectively manage costs and allocate resources effectively, including strategies for revenue management, fuel cost reduction, and financial risk management. Sustainable development and environmental responsibility. The airline group is committed to sustainable development and environmental responsibility. It invests in more fuel-efficient aircraft and uses environmentally friendly methods, aligning global efforts to reduce carbon emissions in the aviation industry.

Crisis management and contingency planning China Eastern Airlines develops contingency plans and ensures business continuity during crises or disruptions, which is an important aspect of strategic management. Continuous improvement the company promotes a culture of continuous improvement, encouraging employees at all levels to provide feedback, participate in process improvement and adapt to changing market conditions. This approach ensures effective implementation of strategies.

Monitoring and evaluation. Monitoring and evaluation of performance is carried out using key performance indicators (KPI) and regular performance evaluations. This data-driven approach allows the company to make necessary changes and measure progress toward strategic goals. Thus, China Eastern Airlines Group Limited uses a comprehensive strategic management approach to achieve its long-term goals, including fleet modernization, network expansion, customer experience enhancement,

cost management and sustainability initiatives. Focusing on strategic alliances, financial stability and continuous improvement, the company remains a leading player in the global aviation industry. China Eastern Airlines Group Limited uses various tactical management methods to ensure efficient day-to-day operations and solve pressing problems in the dynamic aviation industry. These tactical management methods complement the main strategic goals of the company.

Table 2.3 - Existing management methods in the organization.

Route optimization:	China Eastern Airlines constantly monitors route efficiency and passenger demand. Tactical management involves making real-time decisions about flight schedules, capacity and route adjustments to maximize efficiency and profitability.
Revenue Management:	The company uses dynamic pricing strategies to maximize revenue from each flight. This includes adjusting fares, managing seat inventory and optimizing ticket prices based on demand and competition.
Cost control:	Tactical management involves identifying cost savings opportunities and implementing measures to control operating costs. This can include managing fuel costs, optimizing procurement and improving the efficiency of ground operations.
Customer Service:	Providing a high level of customer service is a daily priority. Tactical management includes handling customer requests, managing service disruptions and proactively resolving passenger issues to maintain a positive customer experience.
Safety and Compliance:	Compliance with safety regulations is a top priority in the aviation industry. Tactical management focuses on ensuring strict adherence to safety standards, including aircraft maintenance, inspections and safety procedures.
Crisis Response:	Airlines face unexpected challenges, from weather-related disruptions to crisis situations. Tactical management involves the development and implementation of plans to respond quickly and effectively to crises, ensuring the safety of passengers and continuity of service.
Flight Crew Scheduling:	Effective pilot and cabin crew scheduling is critical. Tactical management of crew scheduling includes ensuring adequate rest periods, compliance with labor laws and crew availability management.
Aircraft Maintenance and Handling:	Tactical decisions are made to optimize aircraft turnaround times at airports. Fast turnarounds and efficient maintenance procedures are essential to maintaining flight schedules and reducing downtime.
Supply Chain Management:	Supply chain management for aircraft spare parts, in-flight services and ground support equipment is a tactical focus. Ensuring timely deliveries and cost-effective procurement are key factors.
Fuel Management:	The cost of aviation fuel is a significant expense. Tactical management involves monitoring fuel prices and hedging strategies to mitigate the impact of price fluctuations.
Marketing and Promotion:	China Eastern Airlines conducts tactical marketing campaigns and promotions to increase ticket sales, especially during peak travel seasons. These efforts may include fare discounts, loyalty programs and affiliate marketing.

Source: compiled by the author based on reports of China Eastern Airlines Group Limited's

The airline manages various inventories such as in-flight meals, amenities and spare parts. Tactical inventory management aims to minimize waste, reduce costs and ensure adequate supply. Technology Integration tactical management includes the implementation and support of technology solutions for flights, reservations and passenger services to improve efficiency and passenger service.

Data Analytics through data analytics, the company gains insight into passenger behavior, market trends and operational efficiency. Tactical decisions such as price or flight schedule adjustments are made based on this data.

Emergency Response tactical management includes the development and execution of emergency response plans, ensuring that personnel are trained to respond to a variety of in-flight and ground emergencies. These tactical management practices enable China Eastern Airlines Group Limited to address the day-to-day operational challenges of the aviation industry while aligning it with broader strategic goals. Effective tactical management helps an airline maintain competitiveness, ensure safety, increase customer satisfaction and optimize its financial performance.

Operational management is a critical component of the day-to-day operations of China Eastern Airlines Group Limited, ensuring the smooth and efficient operation of the airline. The company uses various methods and practices to effectively manage its day-to-day operations. Some of the key operational management techniques used by China Eastern Airlines include:

Flight schedule. Effective flight planning is essential to maximize aircraft utilization and meet passenger demand. Operational management involves creating and adjusting flight schedules based on factors such as aircraft availability, crew availability, and airport slots.

Crew Register: Flight crew management and scheduling is a complex task. Operational management includes crew scheduling, ensuring that pilots and cabin crew are available, get adequate rest and meet regulatory requirements.

Aircraft Maintenance and Maintenance: Ensuring the safety and airworthiness of aircraft is a top priority. China Eastern Airlines adheres to strict maintenance,

inspection and inspection schedules as part of operational management to maintain the safety and reliability of its fleet.

Ground operations. Efficient ground operations are critical to minimizing turnaround time and keeping flights on schedule. This includes baggage handling, food services, passenger boarding and aircraft refueling.

In-flight services: The management of in-flight services, including food, entertainment and passenger comfort, is a critical aspect of operational management. Ensuring the uninterrupted operation of services increases the quality of passenger service. **Crisis Management:** Operations management involves planning and responding to various crisis situations, such as weather-related disruptions, mechanical problems, and health emergencies, to ensure passenger safety and minimize disruption.

Safety and Security: Strict adherence to safety and security procedures is a fundamental method of operational management. The airline constantly monitors and improves security protocols to protect passengers, crew and property. **Quality Control:** Maintaining high quality standards in all aspects of operations is a priority. Operational management involves regular quality checks and audits to ensure consistent service delivery. **Passenger service.** Managing passenger services, such as reservations, check-in procedures and baggage handling, is essential for flawless passenger service. This includes supporting passengers with special needs.

Logistics and supply chain. Logistics and supply chain management for items such as aircraft parts, onboard equipment and ground support equipment is vital to smooth operations. **Fuel Management:** Given the significant cost of aviation fuel, operational management includes monitoring fuel prices, optimizing fuel purchases, and implementing fuel-efficient flights to control costs. **Environmental management:** China Eastern Airlines is committed to sustainable development and reducing its environmental impact. Operational management involves implementing environmentally friendly practices and technologies to minimize emissions and reduce the airline's carbon footprint. **Emergency Response:** Operations management includes developing and rehearsing emergency response plans for various in-flight and ground emergencies, ensuring that personnel are trained to deal with unexpected situations.

Technology integration: The use of advanced technology for operational purposes such as booking, flight tracking and maintenance management is critical to operational efficiency. Data analysis helps China Eastern Airlines gain insight into its operational efficiency, passenger behavior and market trends, enabling continuous improvement and informed decision-making.

By applying these operational management techniques, China Eastern Airlines ensures that daily operations are carried out efficiently, safely and in accordance with regulatory standards. This contributes to its ability to provide high-quality services, maintain a competitive advantage and achieve its long-term strategic goals in the aviation industry.

Change management is a critical aspect of any large organization and China Eastern Airlines Group Limited uses various methods and practices to effectively manage and adapt to change. These methods help a company implement new strategies, technologies and processes, minimizing disruptions and ensuring a smooth transition. Some of the change management techniques used by China Eastern Airlines include:

Change Readiness Assessment: Before embarking on any major change initiative, China Eastern Airlines assesses its organization's readiness for change. This involves assessing the current culture, identifying potential resistance, and measuring employee readiness for future change.

Clear Communication: Effective communication is paramount in change management. The company ensures that all stakeholders, including employees, are well informed about the reasons for the change, the expected benefits and how it will affect them personally and professionally.

Leadership Support: Leadership plays a critical role in driving change. Leaders at China Eastern Airlines are actively involved in change management efforts, setting the tone and leading by example to instill confidence and trust among employees.

Recruitment of employees. The airline encourages employee participation in the change process. This includes seeking their feedback, ideas and input to make them feel part of the change initiatives. **Learning and development:** Change often requires

employees to acquire new skills or adapt to new processes. China Eastern Airlines provides training and development programs to ensure that employees are ready for change and can perform their functions effectively.

Champions and advocates of change. It is important to identify supporters and supporters of change in the organization. These individuals can facilitate change, encourage their peers, and provide support during the transition. **Change Management Teams:** A company may establish dedicated change management teams responsible for planning, executing and monitoring change initiatives. These teams work with relevant departments to ensure a successful implementation.

Pilot Programs: Before implementing significant changes throughout the organization, China Eastern Airlines may conduct pilot programs or testing phases to identify potential problems, collect feedback, and make necessary adjustments. **Feedback mechanisms:** The company establishes feedback mechanisms to obtain input from employees and other stakeholders throughout the change process. This feedback helps with mid-course corrections and problem solving.

Monitoring and Evaluation: Continuous monitoring and evaluation of the change process is vital. This includes tracking key performance indicators (KPIs) related to change objectives and evaluating the overall success of change initiatives.

Flexibility and Adaptability: Change management techniques involve flexibility and adaptability. China Eastern Airlines remains open to revising strategies and approaches as necessary based on feedback and changing circumstances.

Celebrating successes: Recognizing and celebrating achievements and milestones achieved during the change process can motivate employees and reinforce the positive aspects of change. **Risk management:** The airline identifies the potential risks associated with the changes and develops strategies to mitigate those risks. This proactive approach minimizes disruptions and challenges.

Communication channels: China Eastern Airlines uses various communication channels, including intranet, email, town hall meetings and face-to-face discussions, to keep employees informed and involved throughout the change process. **Organizational Culture:** The company aims to create an organizational culture that is adaptable, open

to change and focused on continuous improvement, supporting a smoother change management process.

By using these change management techniques, China Eastern Airlines Group Limited can effectively implement new strategies, technologies and processes while maintaining employee morale and ensuring a successful transition, ultimately supporting the company's growth and competitiveness in the aviation industry.

2.3 Evaluation of personnel management methods of the subject enterprises

Evaluating personnel management methods at China Eastern Airlines Group Limited (CEA) is crucial for ensuring employee efficiency and satisfaction with working conditions. Various approaches are used to assess these methods, including surveys, employee feedback, and analysis of service quality. The evaluation results can help identify areas for improvement and enhance overall organizational performance.

Employee surveys are an essential tool for understanding the internal dynamics of the organization. These surveys typically cover various aspects such as job satisfaction, work environment, compensation, career development, and interpersonal relationships. The feedback obtained helps management identify areas where employees feel satisfied and areas that require improvement. Example survey questions might include inquiries about satisfaction with current working conditions, adequacy of compensation, availability of career advancement opportunities, relationships with supervisors, and support from colleagues.

Customer satisfaction surveys help gauge the quality of service from the perspective of passengers. These surveys assess various service aspects such as punctuality, in-flight services, staff behavior, and overall travel experience. Questions in these surveys might include how satisfied passengers are with flight punctuality, the quality of in-flight services, the behavior and helpfulness of staff, and the overall travel experience with China Eastern Airlines.

Analyzing performance metrics involves tracking key indicators such as employee productivity, engagement levels, and turnover rates. This data-driven

approach helps in identifying trends and patterns that can inform strategic decisions. Key performance indicators include employee productivity, which can be measured through output relative to input (such as the number of flights managed or customers served per employee), engagement levels assessed through participation in company initiatives and feedback, and turnover rates, which indicate employee satisfaction and retention effectiveness.

Conducting interviews and collecting feedback from employees allows for more in-depth insights. These discussions can reveal specific issues that may not be captured through surveys or metrics analysis. Topics for feedback and interviews might include specific challenges faced in daily operations, suggestions for improving work processes, employee experiences with management practices, and opinions on company policies and benefits. The evaluation results can be presented in tables and diagrams to offer a clear and comprehensive view of the current state of personnel management.

Table 2.5 - Employee Satisfaction with Working Conditions (on a scale from 1 to 5)

Indicator	Average Score
Satisfaction with working conditions	4.2
Compensation level	3.8
Career growth opportunities	3.5
Relationships with management	4.0
Relationships with colleagues	4.3

Source: Employee Satisfaction Survey Report, China Eastern Airlines Group Limited, 2022.

Benchmarking involves comparing the company's performance with industry standards and competitors. This helps in identifying best practices and areas where the company can improve. Benchmarking criteria could include comparison of employee satisfaction scores with industry averages, analysis of compensation packages relative to competitors, and assessment of career development programs offered by other leading airlines.



Figure 2.4 - Customer Satisfaction with Service Quality

Source: Customer Satisfaction Survey Report, China Eastern Airlines Group Limited, 2023.

The pie chart above represents customer satisfaction with the service quality of China Eastern Airlines Group Limited. The data indicates the following distribution: Very Satisfied: 35% Satisfied: 40% Neutral: 15% Dissatisfied: 7% Very Dissatisfied: 3%. China Eastern Airlines Group Ltd. is one of the largest air carriers in China and, like any other major airline, is constantly working to improve the quality of service for its passengers. However, the level of customer satisfaction can vary greatly depending on various factors, such as:

Individual expectations Every passenger has their own expectations regarding the level of comfort, service and other aspects of the trip. The quality of service may vary on different routes, especially on domestic and international flights.

Comfort and service on board may vary depending on the type of aircraft. The level of service may vary depending on the time of day, especially during peak times. During peak seasons such as summer or holidays, customer satisfaction levels may decrease due to increased workload on airline staff. To get a more complete picture of

China Eastern's customer satisfaction, it is worth paying attention to passenger reviews that can be found on various platforms: the airline's official website: China Eastern's website often has a passenger reviews section where you can learn about their travel experiences. Specialized sites and forums on forums dedicated to air travel, passengers share their experiences and reviews about various airlines, including China Eastern.

In social networks, you can find many reviews about China Eastern, both positive and negative. General trends, many passengers note the high level of professionalism of the crew, comfort on board, a wide selection of food and drinks. One of the most common complaints is flight delays. This problem is relevant for many airlines, and China Eastern is no exception. Some passengers complain about lost or damaged luggage during the flight. Some passengers note the lack of a personalized approach to service. Customer satisfaction with the service quality of China Eastern Airlines Group Ltd. is quite high, but there are also certain problematic issues that the company seeks to solve. In order to make a more objective picture, it is recommended to familiarize yourself with the reviews of passengers on various platforms.

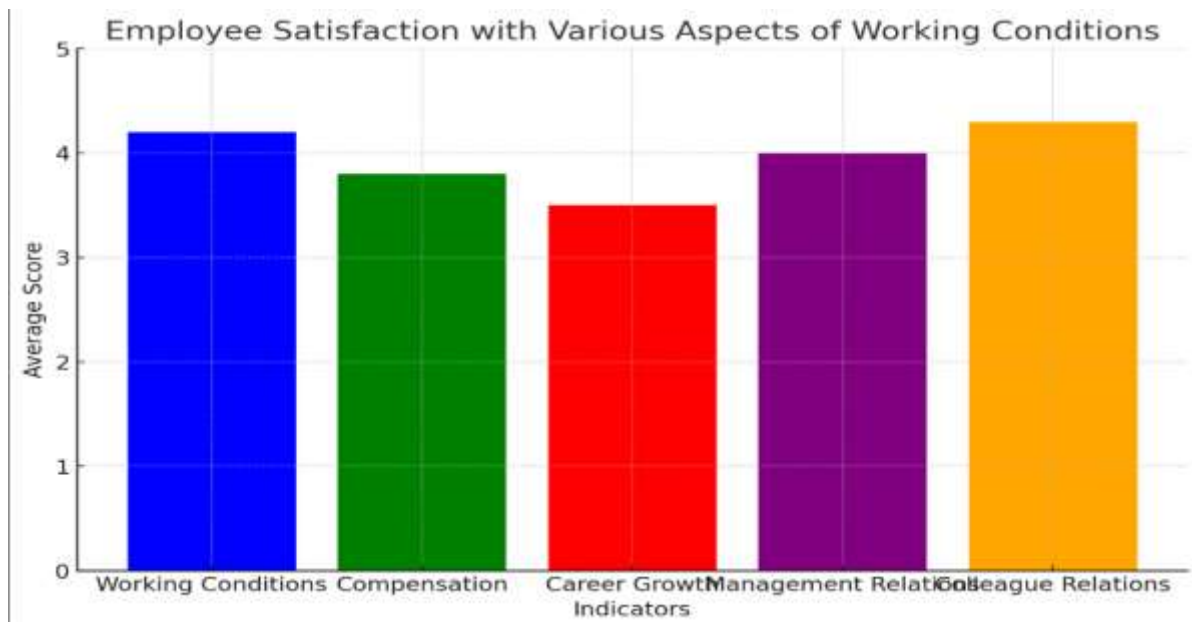


Figure 2.5 - Employee Satisfaction with Various Aspects of Working Conditions

Source: Employee Satisfaction Survey Report, China Eastern Airlines Group Limited, 2023.

The data indicates a generally high level of satisfaction among employees and customers but also highlights areas for improvement. For example, satisfaction with working conditions received an average score of 4.2, indicating a high level of comfort and safety in the workplace. However, the compensation level, with an average score of 3.8, suggests the need for improving the compensation system to attract and retain talent. Career growth opportunities scored 3.5, showing potential for enhancing development and promotion programs for employees. High scores for relationships with management and colleagues (4.0 and 4.3 respectively) indicate a positive working atmosphere and a culture of collaboration.

The bar chart above illustrates employee satisfaction with various aspects of working conditions at China Eastern Airlines Group Limited. The average scores are as follows: working conditions: 4.2, compensation: 3.8, career Growth: 3.5, management Relations: 4.0, colleague Relations: 4.3 These results indicate a generally high level of satisfaction among employees, particularly in terms of relationships with colleagues and working conditions, while compensation and career growth opportunities have slightly lower scores, suggesting areas for improvement. By addressing these areas, China Eastern Airlines Group Limited can enhance its personnel management methods, leading to higher employee satisfaction and better service quality, which ultimately contribute to the company's overall performance and competitiveness in the aviation industry.

Understanding employee satisfaction is critical for any company, especially one as large and dynamic as China Eastern Airlines Group. Satisfied employees are the key to a successful business, high productivity and a positive image of the company. Factors influencing airline employee satisfaction. Competitive pay, regular bonuses and bonuses are one of the most important motivational factors. Health insurance, pension deductions, paid vacation and other social benefits increase employee loyalty. Opportunities for professional growth, training and professional development are important for many employees. Comfortable working conditions, modern equipment, good organization of the work process contribute to increased productivity. Strong corporate culture, based on common values and principles, unites the team and creates

a positive atmosphere. The ability to combine work with personal life is important for many employees. Openness, trust and support from management are key factors in employee satisfaction. Employee satisfaction is one of the most important success factors for China Eastern Airlines Group. To increase employee satisfaction, the company must constantly work on improving working conditions, developing corporate culture and creating a favorable working environment. Regular assessment of employee satisfaction will allow the company to identify problems in a timely manner and take necessary measures.

China Eastern Airlines Group Ltd. is one of the largest air carriers in China and occupies an important place in the global aviation industry. The company is constantly developing and adapting to changing market conditions, implementing ambitious strategic plans. The key directions of China Eastern's development strategy are the expansion of the route network, namely the addition of new routes, as the company is actively developing its network of domestic and international flights, opening new routes to popular tourist and business centers. The number of flights on existing routes is increasing to meet the growing demand of passengers. China Eastern aims to reach more of the world by establishing partnerships with other airlines and expanding its presence on different continents. Modernization of the fleet is carried out by renewing its fleet, purchasing modern aircraft that meet the highest standards of safety and comfort. To meet the growing demand for air transportation, China Eastern is increasing the number of aircraft in its fleet. The company pays great attention to environmental aspects and strives to minimize its impact on the environment by using modern technologies and fuels. Improving service quality through innovative services China Eastern is constantly introducing new services to improve passenger comfort, such as online check-in, mobile applications, personalized offers, etc., investing in the training and development of its employees to ensure a high level of service at all stages of the journey, cooperation with other companies allows China Eastern to expand the range of services and offer passengers additional benefits.

The implementation of new technologies actively uses digital technologies to optimize its business processes, increase work efficiency and improve interaction with

customers. Digital product development China Eastern creates new digital products and services that enable passengers to book tickets, perform online check-in, receive flight information and more. Expanding the range of services and cargo transportation, in addition to passenger transportation, China Eastern is developing the direction of cargo transportation, which allows it to increase revenues and ensure more stable work.

Financial services - the company offers its customers additional financial services, such as travel insurance, car rental, etc. Factors influencing the development strategy: intense competition in the global aviation market forces China Eastern to constantly look for new ways to attract customers and improve its competitiveness. Changes in the global economy, such as economic crises, trade wars, affect the demand for air transportation and force the company to adjust its plans. The emergence of new technologies opens up new opportunities for the development of the aviation industry and requires China Eastern to constantly update its products and services. Changes in legislation and regulatory requirements affect airline operations and force them to adapt to new conditions. China Eastern Airlines Group Ltd. is a dynamically developing company that strives to take a leading position in the world aviation market. The company's development strategy is aimed at meeting the needs of customers, increasing work efficiency and ensuring sustainable growth.

SECTION 3

IMPROVEMENT OF ORGANIZATIONAL AND ECONOMIC MANAGEMENT METHODS CHINA EASTERN AIRLINES GROUP LIMITED

3.1 The role of solving existing problems in the management of the organization

China Eastern Airlines Group Limited, like many large organizations, faces various problems in organizational management methods. Ineffective communication can be a serious problem for any organization, including China Eastern Airlines Group Limited. In an industry as complex and dynamic as aviation, the consequences of miscommunication can be costly, affecting passenger safety, customer satisfaction and overall operational efficiency.

As we have indicated before, China Eastern Airlines operates in a culturally diverse environment. Language and cultural differences may lead to misunderstandings among employees of this company; inconsistent or unclear communication procedures can also lead to confusion; poor internal communication can prevent employees from understanding company goals, policies, and changes; fragmentation and lack of cross-functional communication can lead to departments and groups working in isolation losing important information; without effective feedback mechanisms, employees may not feel heard and issues may go unnoticed; in emergencies or crises, lack of clear communication can exacerbate problems; outdated or incompatible communication technologies can impede the flow of information.

Therefore, we offer the following solutions to these problems:

1. In order to eliminate language and cultural barriers, it is necessary to constantly implement language training for employees who work in multicultural teams; develop cultural sensitivity training to help employees better understand and appreciate different cultural perspectives.

2. The development of standardized communication procedures for different departments and positions with a clear outline of when, how and with whom

communication should take place in different situations can eliminate confusion in the communication procedure between company employees.

3. Establishing regular internal communication channels, such as company newsletters, intranet portals, and town hall meetings, can eliminate poor internal communication. In addition, leaders should regularly communicate with their teams and inform them of relevant updates.

4. Encouraging cross-functional collaboration through the creation of cross-departmental working groups and regular meetings will help to eliminate misunderstandings between departments and groups of the company, and the development of a culture of sharing information and best practices between different teams will also improve cross-functional communication.

5. Effective feedback channels through which employees can share their thoughts, problems and suggestions will improve effective communication in the organization.

By addressing these issues and implementing the proposed solutions, China Eastern Airlines Group Limited can significantly improve its communication practices, leading to better internal coordination, improved customer service, and safer and more efficient operations.

China Eastern Airlines Group Limited still faces several challenges and problems in its strategic management methods. Here are some typical problems we want to analyze in detail:

1. The problem of fierce competition: the aviation industry is highly competitive both domestically and internationally. This competition can put pressure on profit margins and make it difficult to differentiate from competitors.

Solution: China Eastern Airlines must continuously analyze competitors, focus on market segmentation and develop innovative strategies to stand out. Strengthening partnerships and alliances can also help gain competitive advantage.

2. The problem of economic fluctuations and geopolitical uncertainty, such as trade disputes and regional conflicts, can affect the stability of the aviation industry. Solution: Developing contingency plans and diversifying revenue sources to reduce

dependence on specific markets or routes can help reduce economic and geopolitical risks.

3. Challenge of rapid technological change: The aviation industry often experiences technological advances that can lead to operational inefficiencies if the company does not adapt

Solution: Invest in research and development to stay abreast of the latest technology. Innovate in fleet management, passenger service and operational procedures to maintain competitiveness.

4. Environmental Pollution Challenge: Growing environmental concerns and regulations regarding carbon emissions and sustainability are impacting the industry.

Solution: Develop and implement sustainability initiatives, including the use of fuel-efficient aircraft, carbon offset programs, and waste reduction strategies to meet global environmental standards.

5. Regulatory Compliance: The airline industry is highly regulated and compliance with international safety standards is mandatory. Failure to comply can result in fines and reputational damage.

Decision. Support a robust compliance and regulatory team to ensure the company adheres to all international security standards. Regular training and inspections are necessary to keep abreast of changing regulations.

6. The problem of economic pressure and cost management: economic pressure, in particular the increase in the cost of fuel, can affect profitability and operating costs.

Solution: Implement cost management strategies such as hedging fuel costs, optimizing routes and reducing non-essential costs. Focus on revenue management techniques to maximize revenue.

7. Employee Retention Challenges: Attracting and retaining qualified employees, including pilots and cabin crew, can be a challenge in a competitive labor market.

Solution: Implement competitive compensation packages, offer career development opportunities and prioritize employee well-being. Create a positive work culture to improve employee retention.

By addressing these challenges and implementing appropriate solutions, China Eastern Airlines Group Limited can improve its strategic management practices and continue to thrive in a dynamic and competitive aviation industry.

China Eastern Airlines Group Limited, like any large organization, faces various challenges in its tactical management methods. These issues relate to the day-to-day operational aspects of the airline.

Flight scheduling and delays can be a challenge for a company, as planning flights to optimize routes and minimize delays can be difficult, especially in the face of unpredictable events such as weather conditions. Therefore, there is a need to invest in advanced flight planning and control systems that can adapt to changing conditions and provide real-time information for scheduling decisions.

Managing and scheduling flight crews can be challenging due to factors such as rest requirements, regulatory restrictions and last-minute changes. Therefore, the introduction of reliable software for planning the work of the crew will help to optimize the assignment and availability of the crew, ensuring compliance with labor standards.

Providing effective onboard service, including catering and passenger services, is critical to maintaining a positive passenger experience. Therefore, it is necessary to develop simplified processes for on-board service and establish strong partnerships with suppliers to ensure timely and cost-effective service delivery.

Efficient ground operations are essential to minimize turnaround time, which can impact flight schedules and operating costs. Therefore, it is important to invest in ground equipment and technology to improve the efficiency of ground operations. Regular evaluations of turnover processes to identify areas for improvement.

Managing the supply chain for aircraft parts can be complex with potential procurement delays. Maintain a well-organized inventory of critical spare parts and establish strong relationships with suppliers. Implement modern supply chain management systems to optimize procurement.

Fluctuations in fuel costs can affect operating costs, and inefficient fuel management can lead to increased costs. Therefore, the introduction of fuel saving

operational practices will help to eliminate this problem. Fuel prices need to be monitored and hedging strategies implemented to reduce fuel price fluctuations.

The airline industry is vulnerable to unexpected crises, such as weather conditions, mechanical problems or employee health emergencies. Therefore, crisis management plans need to be developed and regularly updated to ensure a coordinated response in the event of disruptions.

By addressing these issues and implementing the proposed solutions, China Eastern Airlines Group Limited can improve its tactical management methods, increase operational efficiency and ensure a smooth travel experience for passengers while controlling costs.

We also propose that China Eastern Airlines Group Limited upgrade its staff accommodation facilities, including apartments, to improve the living conditions and welfare of its employees. This can lead to greater job satisfaction, better talent retention and improved morale, which ultimately leads to better customer service. Crew members, especially on long-haul flights, need comfortable rest during landings. Upgrading crew quarters or lounges can ensure that flight crews are well rested and ready to fly safely and efficiently. Modernization may extend to premises used for training and development of employees. Modern learning centers equipped with the latest technology and resources can improve the quality of learning and contribute to a more skilled and knowledgeable workforce. China Eastern Airlines may use upgrades to improve guest accommodations, such as those provided to VIPs, special passengers and partner airlines. High-quality, well-kept apartments can make a positive impression on guests and help strengthen the brand image.

Apartment upgrades can include implementing energy-efficient and sustainable technologies such as LED lighting, efficient HVAC systems and intelligent building management. This not only reduces operating costs, but also aligns with global sustainability efforts. The upgrade should also cover safety and security features such as access control systems, surveillance cameras and firefighting equipment. Ensuring the safety of employees and guests is of paramount importance in the aviation industry.

The integration of modern technologies, such as high-speed Internet, smart home automation and in-room entertainment systems, can increase the comfort and convenience of apartments. This can improve the overall experience for employees and guests. Modernization efforts should be conducted with cost management in mind. While renewal and improvement are important, effective management ensures that the investment is justified and pays off in terms of increased employee satisfaction and performance. China Eastern Airlines must ensure that all modernization efforts meet relevant safety, quality and regulatory standards. This is especially important in the aviation industry, where safety is paramount. It is very important to get feedback from employees and guests about modernized apartments. This information can be used for continuous improvement and to resolve any problems or issues that arise. In summary, the modernization of apartments and facilities is a valuable management method for China Eastern Airlines Group Limited, as it can contribute to increased employee satisfaction, improved guest accommodation and operational efficiency. However, modernization efforts must be undertaken with careful planning, cost management and a focus on sustainability, compliance and continuous improvement to ensure long-term success in the highly competitive aviation industry.

Assessment of the company's internal and external environment. Let's apply it to China Eastern Airlines, one of China's largest air carriers. Strengths. Extensive route network: China Eastern Airlines has one of the largest route networks in China, enabling it to handle a large number of passengers and cargo. Substantial financial resources: As a state-owned company, China Eastern Airlines has access to significant financial resources, allowing it to invest in new aircraft, technology and network expansion. Strong ties with the government: Close ties with the Chinese government provide the company with certain advantages, such as access to government contracts and support in regulatory matters. High brand awareness: China Eastern Airlines is one of the most well-known airlines in China, which helps attract passengers.

Weaknesses. Dependence on the domestic market: A significant part of the company's revenues depends on the domestic Chinese market. Changes in the Chinese economy or increased competition could adversely affect financial results. Security

issues: Like other airlines, China Eastern Airlines faces security issues. Air crashes can cause serious damage to a company's reputation and lead to significant financial losses. Aging fleet: Part of China Eastern Airlines' fleet consists of quite old aircraft, which may lead to higher maintenance costs and reduced competitiveness.

Opportunities. Growing Middle Class in China: The growing middle class in China is driving demand for air travel. Expansion of international routes: China Eastern Airlines has the potential to expand its presence in international markets, especially in Asia and Europe. Innovative technologies: The implementation of new technologies, such as artificial intelligence and blockchain, can increase the efficiency of the company and improve customer service. Cooperation with other airlines: Creating alliances with other airlines can allow China Eastern Airlines to expand its route network and offer passengers a wider choice.

Threats. Increasing competition: The air transport market is highly competitive, especially in China. New airlines are emerging, and existing ones are constantly improving their services. Volatility in fuel prices: Rising fuel prices can significantly increase airline costs. Geopolitical risks: Political instability in various regions of the world can lead to restrictions on air travel and adversely affect airline revenues. Climate change and environmental restrictions: Growing awareness of climate change issues may lead to new environmental restrictions on aviation.

China Eastern Airlines has significant potential for further development, but also faces a number of challenges. To succeed, companies must focus on their strengths, minimize their weaknesses, actively exploit opportunities, and prepare for threats.

3.2 Model of improvement of administrative methods of organization management

To enhance the administrative methods of organization management at China Eastern Airlines Group Limited, a comprehensive model known as the Integrated Management Enhancement Model (IMEM) is proposed. This model addresses key challenges and aims to improve the operation of existing management methods, focusing on several core areas: strategic planning and analysis, communication

enhancement, technological integration, employee development and retention, sustainability and compliance, and continuous improvement and feedback mechanisms.

Strategic planning and analysis begin with conducting a comprehensive SWOT analysis to identify strengths, weaknesses, opportunities, and threats. This analysis forms the basis for developing a strategic roadmap that outlines long-term goals and market trends. Clear, measurable objectives aligned with the strategic roadmap are then established to guide the organization's efforts and track progress.

Communication enhancement is crucial for overcoming existing communication barriers within the organization. Standardized communication procedures are implemented across all departments, ensuring consistency and clarity in internal communications. Regular internal communication channels, such as newsletters, intranet portals, and town hall meetings, are launched to keep employees informed and engaged. Additionally, language and cultural sensitivity training programs are conducted for employees working in multicultural teams to foster better understanding and cooperation.

Technological integration involves investing in advanced flight planning and control systems to facilitate real-time scheduling adjustments and improve operational efficiency. Reliable crew scheduling software is implemented to optimize workforce management and ensure compliance with regulatory requirements. Upgrading communication technologies further enhances the seamless flow of information within the organization. Employee development and retention are addressed by developing competitive compensation packages and comprehensive career development programs. Establishing a positive work culture through employee engagement initiatives and well-being programs is also essential. Regular training and development sessions are conducted to enhance employee skills and ensure they remain current with industry standards.

Sustainability and compliance are maintained by implementing sustainability initiatives such as adopting fuel-efficient aircraft, launching carbon offset programs, and reducing waste. A robust compliance team is maintained to ensure adherence to

international safety standards, and regular audits and inspections are conducted to stay updated with regulatory changes. Continuous improvement and feedback mechanisms involve establishing effective feedback channels for employees and customers. Regular analysis of feedback helps identify areas for improvement, and changes are implemented based on this feedback. Monitoring the impact of these changes ensures that the improvements are effective and sustainable.

The algorithm of actions for implementing IMEM includes several steps: strategic planning and analysis start with conducting a SWOT analysis, followed by developing a strategic roadmap and establishing clear, measurable objectives. Communication enhancement involves implementing standardized procedures, launching regular communication channels, and conducting training programs. Technological integration includes investing in advanced systems, implementing reliable software, and upgrading communication technologies. Employee development and retention focus on developing compensation packages, establishing a positive work culture, and conducting regular training sessions. Sustainability and compliance are ensured through sustainability initiatives, maintaining a compliance team, and conducting regular audits. Continuous improvement and feedback mechanisms involve establishing feedback channels, regularly analyzing feedback, and implementing changes based on feedback.

Table 3.1 - Key Performance Indicators for IMEM Implementation

Component	KPI	Target Outcome
Strategic Planning and Analysis	Completion of SWOT analysis	100% completion within 3 months
Communication Enhancement	Employee satisfaction with communication	Increase by 20%
Technological Integration	Reduction in scheduling conflicts	Decrease by 30%
Employee Development and Retention	Employee turnover rate	Reduce by 15%
Sustainability and Compliance	Compliance with safety standards	100% compliance
Continuous Improvement	Implementation of feedback suggestions	80% implementation rate

Source Internal performance management data from China Eastern Airlines Group Limited.

China Eastern Airlines Group, as one of the largest airlines in China, has a complex management system. Improving administrative methods is a continuous

process that requires complex approaches. Extensive use of artificial intelligence, big data and cloud technologies to optimize reservation processes, customer service, fleet management, etc. Creation of digital assistants to perform routine tasks, freeing up employees' time for more creative and strategic tasks. Development of intuitive mobile applications for passengers and employees, allowing access to necessary information at any time and in any place.

System analysis of all business processes in order to identify bottlenecks and inefficiencies. Rethinking and redesigning business processes using new technologies and best practices. Development of uniform standards of performance to ensure quality and efficiency. Improvement of administrative management methods of China Eastern Airlines Group is a complex and multifaceted process that requires a systematic approach and the involvement of all levels of management. Thanks to the introduction of new technologies, optimization of business processes, personnel development and strengthening of corporate culture, the company will be able to achieve high results and ensure sustainable development.

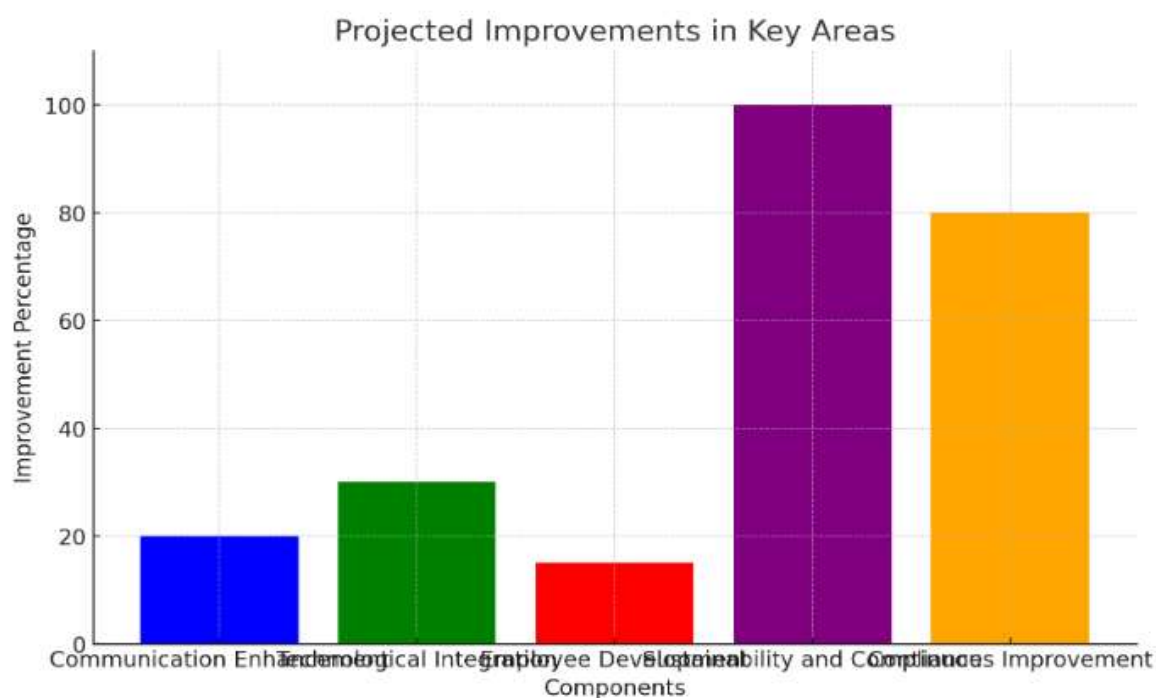


Figure 3.1 - Projected Improvements in Key Areas

Source : Internal projections based on the implementation of the Integrated Management Enhancement Model (IMEM) at China Eastern Airlines Group Limited.

The bar chart above illustrates the projected improvements in key areas as a result of implementing IMEM. Communication enhancement is expected to increase employee satisfaction by 20%, technological integration will reduce scheduling conflicts by 30%, employee development and retention efforts will lower the turnover rate by 15%, sustainability and compliance will achieve 100% compliance with safety standards, and continuous improvement mechanisms will have an 80% implementation rate for feedback suggestions.



Figure 3.2 - Strategic Planning and Analysis Timeline

Source: Internal planning data from China Eastern Airlines Group Limited.

The line chart above outlines the timeline for strategic planning and analysis, showing the completion percentage for each task over a three-month period. SWOT analysis is expected to be 30% complete in the first month, 60% in the second month, and 100% by the third month. Strategic roadmap development follows a similar timeline, with objective setting reaching full completion by the end of the third month.

By implementing this comprehensive model and following the proposed algorithm of actions, China Eastern Airlines Group Limited can significantly enhance its administrative methods. This will lead to improved operational efficiency, better employee satisfaction, stronger compliance with regulatory standards, and a more sustainable and competitive organization in the global aviation industry.

3.3 Ways to improve the system of state regulation of international transportation.

The state plays a crucial role in supporting companies like China Eastern Airlines Group Limited through various institutions and administrative methods. Effective state regulation can help enhance operational efficiency, reduce costs, and increase competitiveness in the international market. This section outlines the ways to improve the system of state regulation of international transportation and provides detailed proposals, data tables, and visualizations to illustrate the potential impact of these improvements.

Subsidies and financial incentives can be provided by the government to airlines that invest in sustainable practices and advanced technologies. These incentives would reduce operational costs and encourage the adoption of eco-friendly initiatives. For example, offering tax breaks for airlines that purchase fuel-efficient aircraft or invest in carbon offset programs can significantly reduce expenses. These incentives can be structured to promote investments in green technologies and sustainable practices, aligning the interests of airlines with broader environmental goals.

Infrastructure development is essential for improving efficiency and capacity at airports. The government should invest in upgrading airport infrastructure, which would reduce delays and improve overall operational efficiency. Enhanced infrastructure, such as improved runways and advanced air traffic control systems, can help manage the increasing volume of air traffic more effectively. Investments in modernizing airport facilities, including terminals, baggage handling systems, and

security screening, can also enhance the passenger experience, making air travel more efficient and pleasant.

Regulatory harmonization with international standards is necessary to facilitate smoother operations for international airlines. By aligning regulations with global best practices, the compliance burden on airlines can be reduced, thereby increasing their competitiveness in the global market. Harmonized regulations can streamline processes such as safety inspections and environmental compliance. This can be achieved through international cooperation and dialogue, ensuring that regulatory frameworks are consistent and that compliance requirements are clear and manageable.

Training and development programs funded by the government can ensure that airline personnel maintain high standards of safety and service. By providing grants for training programs, the state can help improve skill levels and service quality, enhancing customer satisfaction and safety. Continuous professional development programs can keep the workforce updated with the latest industry practices and technologies. These programs can include specialized training for pilots, cabin crew, maintenance staff, and ground handling personnel, ensuring that all employees are equipped with the necessary skills and knowledge.

Research and development grants provided by the state can accelerate innovation and the adoption of cutting-edge technologies. Supporting research in aviation technologies such as alternative fuels, noise reduction, and autonomous systems can position airlines to be industry leaders in technological advancements. These grants can be targeted at specific areas of innovation, such as developing more efficient aircraft engines, improving aerodynamics, or enhancing the integration of digital technologies in airline operations.

Public-private partnerships should be encouraged for infrastructure projects and technology investments. These partnerships can share risks and resources, leading to more efficient project execution. For example, partnerships for developing new airport terminals or investing in smart airport technologies can enhance the capacity and efficiency of air travel infrastructure. Such collaborations can bring together the

expertise and financial resources of both the public and private sectors, ensuring that projects are completed on time and within budget.

Projected Impact of State Support Mechanisms. The projected impact of these state support mechanisms can be significant, leading to improved operational efficiency, reduced costs, and increased competitiveness. The following table summarizes the expected outcomes and projected impacts of each proposed support mechanism.

Table 3.2 - -Projected Impact of State Support Mechanisms

Support Mechanism	Expected Outcome	Projected Impact
Subsidies and Financial Incentives	Reduced operational costs, eco-friendly adoption	15% cost reduction, 20% increase in green initiatives
Infrastructure Development	Reduced delays, improved efficiency	10% reduction in delays, 15% increase in efficiency
Regulatory Harmonization	Lower compliance costs, increased competitiveness	10% reduction in compliance costs, 5% market share growth
Training and Development Programs	Enhanced skills, improved service quality	20% improvement in service quality, 15% increase in safety
Research and Development Grants	Accelerated innovation	25% increase in technological advancements
Public-Private Partnerships	Efficient project execution	15% cost savings, 10% faster project completion

Source: Projections based on industry analysis and historical data from China Eastern Airlines Group Limited.

China Eastern Airlines Group, like any other international airline, is subject to a complex of regulatory requirements of various countries and international organizations. These regulations cover a wide range of aspects, from flight safety to consumer protection. Main regulatory bodies and agreements. The Civil Aviation Administration of China (CAAC) is the main regulatory body for all Chinese airlines, including China Eastern. The CAAC sets safety standards, determines routes, controls fares and licenses airlines. The International Civil Aviation Organization (ICAO) is a specialized UN agency that sets international standards for flight safety, navigation, communications and environmental protection. European Aviation Safety Agency (EASA): For flights to Europe, China Eastern must meet strict safety standards set by EASA. US Federal Aviation Administration (FAA): Flights to the US are subject to FAA safety, aircraft maintenance and other requirements.

Bilateral Agreements Between China and other countries, there are bilateral air service agreements that determine the number of flights, airports served, and other conditions. The main directions of regulation: Flight safety, these regulators set strict requirements for aircraft maintenance, pilot qualifications, passenger service procedures, etc. Environmental protection limits are set on the noise level, emissions of harmful substances and other environmental indicators. Competition regulators ensure that airlines do not abuse their monopoly position and limit competition. Protection of consumer rights establishes rules regarding compensation for flight delays, compensation for lost luggage, provision of information to passengers, etc.

Modern trends in regulation regulators are actively using digital technologies to monitor airline activity, analyze data and make decisions; the importance of international cooperation in the field of civil aviation to ensure uniform standards of safety and efficiency is increasing; issues of protecting consumer rights and improving the quality of passenger service are gaining more and more importance.

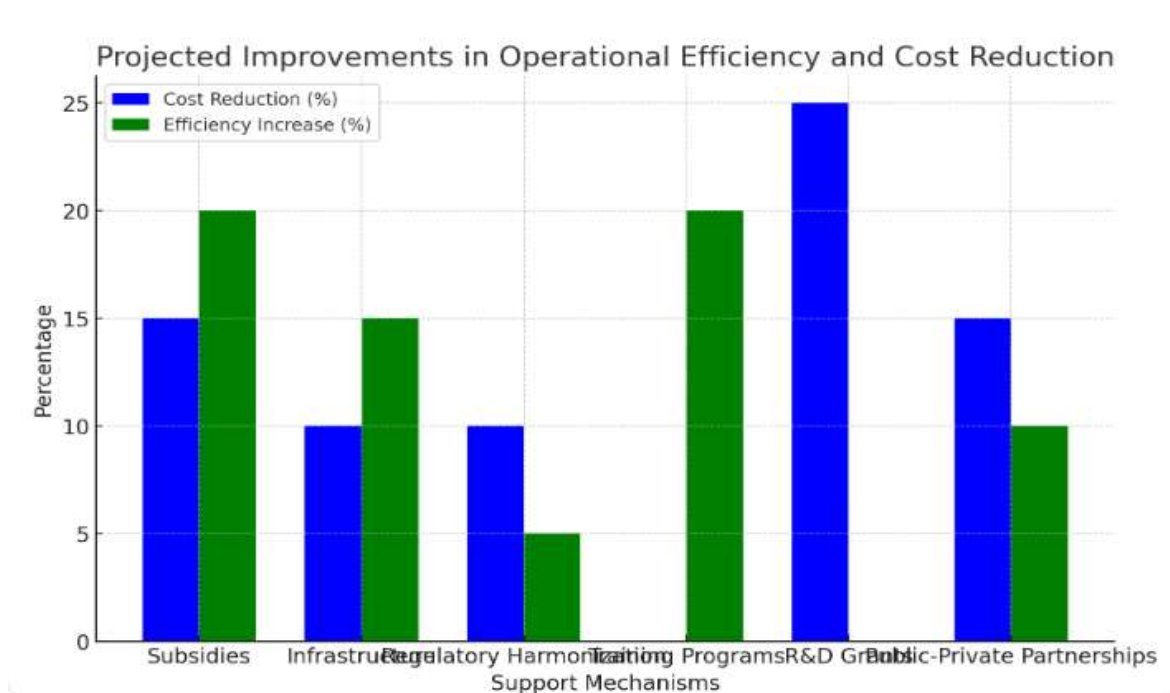


Figure 3.3 - Projected Improvements in Operational Efficiency and Cost Reduction

Source: Internal projections based on the implementation of the proposed state support mechanisms at China Eastern Airlines Group Limited.

Regulation of China Eastern Airlines Group's international transportation is a complex and multifaceted process. The company must constantly adapt to changes in legislation and regulatory requirements of different countries. Compliance with these requirements is a necessary condition for the safe and efficient operation of the airline. The visual representation of the projected improvements in operational efficiency and cost reduction can be seen in Figure 3.4. This figure illustrates how different support mechanisms contribute to enhancing the overall performance of China Eastern Airlines.

Another important aspect is the expected increase in technological advancements and market share growth, as shown in Figure 3.2. This figure highlights the potential benefits of research and development grants and public-private partnerships.

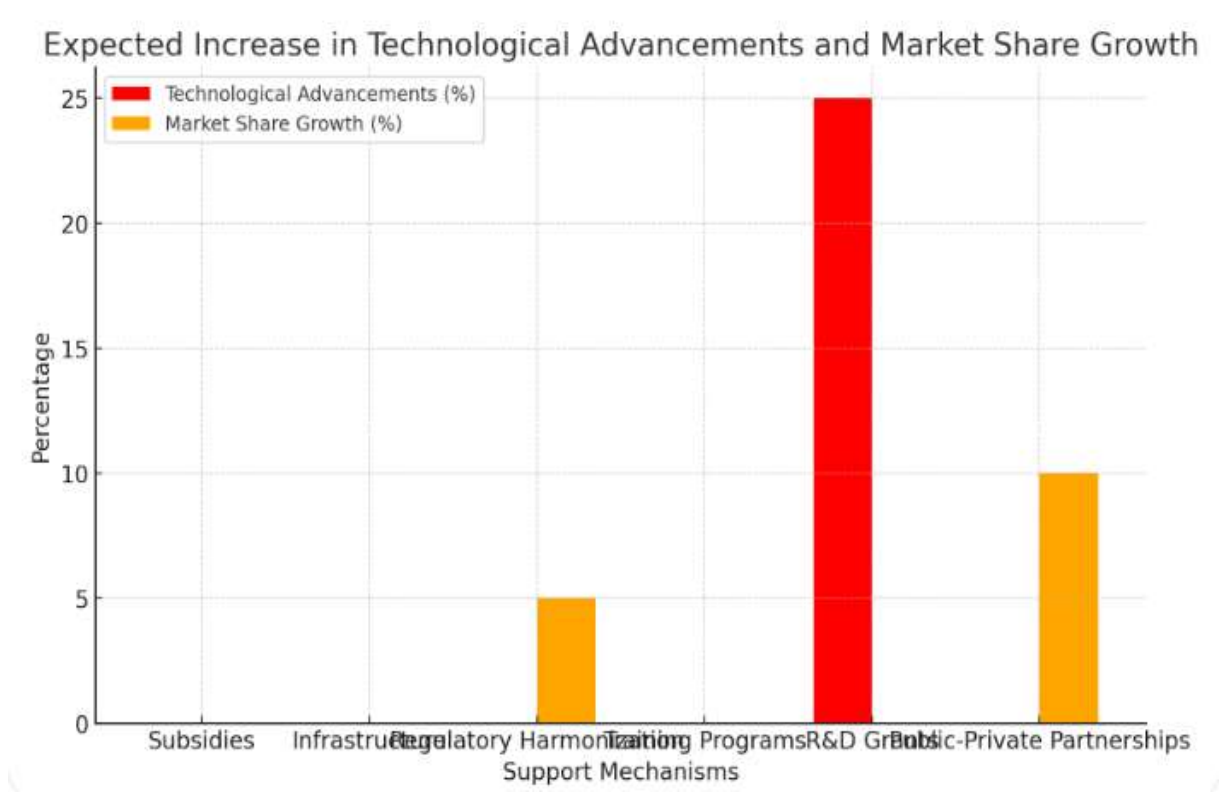


Figure 3.4 - Expected Increase in Technological Advancements and Market Share Growth

Source: Internal projections based on the implementation of the proposed state support mechanisms at China Eastern Airlines Group Limited.

Analysis and Recommendations. Subsidies and financial incentives are critical for reducing operational costs and promoting eco-friendly initiatives. A projected 15% cost reduction and a 20% increase in green initiatives can significantly impact the airline's bottom line and environmental footprint. For example, investing in more fuel-efficient aircraft can reduce fuel costs, which are a major expense for airlines, while also reducing greenhouse gas emissions. Infrastructure development is projected to reduce delays by 10% and improve efficiency by 15%. This can enhance the overall passenger experience and operational performance. Upgraded airport facilities can handle more flights and passengers, reducing congestion and improving the flow of people and goods.

Regulatory harmonization is expected to lower compliance costs by 10% and increase market share by 5%. Simplified and consistent regulations can make it easier for airlines to operate internationally, expanding their reach and competitiveness. For instance, aligning safety and maintenance standards with international norms can reduce the need for multiple inspections and certifications.

Training and development programs are essential for enhancing skills and improving service quality. A projected 20% improvement in service quality and a 15% increase in safety can boost customer satisfaction and trust. Well-trained staff can provide better service, handle emergencies more effectively, and contribute to a safer travel environment. Research and development grants can accelerate innovation, with a projected 25% increase in technological advancements. This can position China Eastern Airlines as a leader in aviation technology, attracting more customers and partnerships. Innovations such as advanced navigation systems, more efficient engines, and improved cabin designs can enhance the airline's offerings and operational efficiency. Public-private partnerships can lead to more efficient project execution, with a projected 15% cost savings and a 10% faster project completion rate. These partnerships can leverage the strengths of both sectors, resulting in better-designed and managed infrastructure projects. For example, collaborating with technology firms can bring cutting-edge solutions to airport operations, enhancing efficiency and customer experience.

By implementing these state support mechanisms, China Eastern Airlines Group Limited can benefit from improved operational efficiency, reduced costs, and increased competitiveness in the international market. The projections indicate significant improvements in key areas such as cost reduction, efficiency, technological advancements, and market share growth. These enhancements will enable the airline to better serve its customers, comply with global standards, and maintain a competitive edge in the aviation industry.

CONCLUSIONS

Organizational management is a complex and important aspect of the successful functioning of any organization, regardless of its size or field of activity. Effective management requires leaders and managers to use a variety of methods and strategies to achieve set goals and objectives. We noted that organizational management methods include a set of systematic approaches and tools that help leaders and managers achieve strategic and operational goals of the organization. These methods cover various aspects of management, including planning, organizing, directing, controlling, and analyzing activities.

We have described in detail the 4 most basic methods of organization management and their tools. Strategic management is the process of determining long-term goals and objectives of the organization, as well as developing and implementing strategies to achieve them. This approach involves analyzing the internal and external environment, identifying strengths and weaknesses, opportunities and threats, as well as developing plans and strategies. Strategic management methods are aimed at developing the organization's strategy, defining long-term goals and development plans. These include methods of SWOT analysis, benchmarking, development of business plans, etc.

Tactical management means performing specific tasks and making decisions aimed at achieving strategic goals. Its main goal is to ensure the effective implementation of tasks and plans within the framework of the established strategic course. The main aspects of tactical management include: action planning (determining specific steps and actions to achieve strategic goals); resource organization (allocation of resources, including finance, personnel, and material resources, to accomplish tasks); control and evaluation (monitoring of tasks, evaluation of results and correction, if necessary); decision-making (making important decisions based on analysis and reasoning).

Operational management is aimed at improving processes and operations related to the production of goods and services. Operational management methods are aimed at achieving several key goals: productivity improvement (optimization of processes to

increase production productivity and rational use of resources); cost reduction (minimization of costs for the production of goods and services); quality improvement (improvement of the quality of products and services through the implementation of standards and quality control); reduction of cycle time (reduction of time required for production and delivery of products to the market).

In today's fast-paced and uncertain business environment, the ability to effectively implement change becomes a strategic advantage for enterprises. Change management appears to be a key aspect of the success of organizations adapting to new conditions. We noted that change management is a complex process that includes planning, implementation and control of changes in order to achieve the strategic goals of the organization. Change management is a necessary component of a successful development strategy of a modern organization. Implementing effective methods, such as communication systems, staging and the use of technology, is an important step in ensuring sustainable and successful change management. Adaptation to new conditions requires constant improvement of methods and flexibility in responding to challenges facing the organization.

We have analyzed that organizational culture and communication are two integral components for the successful implementation of new management methods. They interact and influence the adaptation of personnel to changes, creating an atmosphere of openness and promoting effective implementation of innovations. Understanding these factors allows businesses to manage change more effectively and minimize resistance to innovation.

As an example, we analyzed the activities of the Chinese company China Eastern Airlines Group Limited, often referred to as China Eastern, which is one of the largest airlines in China and a key player in the global aviation industry. Founded in 1988, the airline has witnessed extraordinary growth and transformation, positioning itself as a leading carrier not only in China but also on the international stage.

We found that China Eastern Airlines Group Limited uses an integrated strategic management approach to achieve its long-term goals, including fleet modernization, network expansion, improved customer experience, cost management and

sustainability initiatives. Focusing on strategic alliances, financial stability and continuous improvement, the company remains a leading player in the global aviation industry.

China Eastern Airlines Group Limited also uses various tactical management methods to ensure efficient day-to-day operations and solve pressing problems in the dynamic aviation industry. These tactical management practices enable China Eastern Airlines Group Limited to address the day-to-day operational challenges of the aviation industry while aligning it with broader strategic goals. Effective tactical management helps an airline maintain competitiveness, ensure safety, increase customer satisfaction and optimize its financial performance.

Operational management is a critical component of the day-to-day operations of China Eastern Airlines Group Limited, ensuring the smooth and efficient operation of the airline. The company uses various methods and practices to effectively manage its day-to-day operations. Change management is a critical aspect of any large organization and China Eastern Airlines Group Limited uses various methods and practices to effectively manage and adapt to change. These methods help a company implement new strategies, technologies and processes, minimizing disruptions and ensuring a smooth transition.

However, we found that China Eastern Airlines Group Limited, like many large organizations, faces various problems in management methods. As we have established, China Eastern Airlines operates in a culturally diverse environment. Language and cultural differences may lead to misunderstandings among employees of this company; inconsistent or unclear communication procedures can also lead to confusion; poor internal communication can prevent employees from understanding company goals, policies, and changes; fragmentation and lack of cross-functional communication can lead to departments and groups working in isolation losing important information; without effective feedback mechanisms, employees may not feel heard and issues may go unnoticed; in emergencies or crises, lack of clear communication can exacerbate problems; outdated or incompatible communication technologies can impede the flow of information.

Therefore, we offer the following solutions to these problems: elimination of language and cultural barriers; establishment of regular internal communication channels; encouraging cross-functional cooperation by creating interdepartmental working groups and regular meetings; effective feedback channels,

China Eastern Airlines Group Limited still faces several challenges and problems in its strategic management methods. Here are some typical problems that we analyzed in detail: the problem of fierce competition; the problem of economic fluctuations and geopolitical uncertainty; the problem of rapid technological changes; the problem of environmental pollution; the problem of compliance with regulatory requirements; the problem of economic pressure and cost management; employee retention problem.

We offer the following solutions: constant analysis of competitors; focusing on market segmentation; development of contingency plans and diversification of sources of income; investing in research and development to stay abreast of the latest technologies; development and implementation of the sustainable development initiative; maintaining a robust compliance and regulatory team implementation of a cost management strategy, such as hedging the cost of fuel, optimizing routes and reducing non-essential costs; implementing competitive compensation packages, career development opportunities and prioritizing employee well-being.

We also propose that China Eastern Airlines Group Limited upgrade its staff accommodation facilities, including apartments, to improve the living conditions and welfare of its employees. This can lead to greater job satisfaction, better talent retention and improved morale, which ultimately leads to better customer service. Crew members, especially on long-haul flights, need comfortable rest during boarding. Upgrading crew quarters or lounges can ensure that flight crews are well rested and ready to fly safely and efficiently. We also offered China Eastern Airlines the use of upgrades to improve guest accommodations, such as those provided to VIPs, special passengers and partner airlines. In our opinion, high-quality, well-maintained cabins can make a positive impression on guests and help strengthen the airline's image.

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