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MANAGERIAL SKILLS DEVELOPMENT AS AN INTEGRAL PART OF MANAGERIAL COMPETENCE

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Abstract: *The 21st century brings with it a number of significant economic, political, social and cultural changes that are largely reflected in the quality of people's lives. The quality of life is determined by the competence of managers that they have in the management of the company, as well as different types of organizations to continuously develop and improve. The objective reality is not only related to a manager in the civil sector organizations, as well as managers - commanders in terms of the Armed Forces of the Slovak Republic. Their full professionalization requires managers to thoroughly know the basic aspects of management skills and be able to use them in their practical work. Therefore we tried to outline some of the generally accepted theoretical basis that affect management as well as the related responsibilities of managers in organizations.*

Key words: *management, learning and development of managers, manager's competencies, quality of human resources, managerial work style, personality of the manager.*

Contemporary Management

Seldom in the history of mankind has entered an institution on the scene same pace as the management, reflected both in the short term their distinctive properties. During the nearly one hundred and fifty years management transformed the social and economic structure of developed countries. Powered global economy and outlined new rules for states wishing to become parties to this economy as equal partners. Management underwent transformation too. However, it remains that the task of the management is the same: *this role is to enable people to collective performance through common goals, shared values, structuring, training, and development, all of which need to be given to performance and respond to changes.* (1)

The fundamental purpose of this task has changed - if only because the performance management turned labour resources of unskilled manual workers to high-educated employees with knowledge.

The world of the third millennium brings new requirements for successful performance of management work. It grows the complexity of issues, the dynamics of changes flowing from them growing uncertainty and risks. It's true that tomorrow does not arise. As a result of global development, organization's management is constantly changing and it is clear that managers of 21st century must become masters of change, if they want to be successful. Increase in the pace of these changes and competition accelerate so that organizations must continuously innovate and respond very quickly if they are not

extinguished. Managers who can effectively use the human and material resources for their organizations are an indispensable source of their prosperity in the new global economic conditions.

Managing the changing economic conditions is carried out in the global competitive environment, where the four basic functions - planning, organizing, leading and controlling of people - are performed both in the national and increasingly multinational environment. Shift to the information society, while the quality of human resources has become an important tool to achieve success and competitive advantage. Employees are seen as bearers of knowledge, whereas the binding of geographical location, are becoming increasingly less of a hindrance. Managements of organizations are realizing that now is no longer important where one is coming, but it is essential that you can bring to the organization.

Any changes that managers need to respond in their work are bound to affect the style of *managerial work*. It will be a change in the position of "head of the powerful" the highest authority in a formal position coach, visionary and supporter of creative ideas. This change in style of managerial work is not an end in itself matter as very significant contribution to the formation of qualitatively new way of dealing managers, not to formally telling, but to a form of more personalized and more open contact. New style of behaviour of managers contributes to the creation of a new *organizational culture* in the spirit of shared values, which are a prerequisite for creating a common perception of the objectives and progress of the organization. In that context, an important element without which it is impossible to different management functions and activities carried out, the *managerial skills and capabilities*. There are countless studies that deal with the definition of managerial competencies and capabilities. These include the following:

1. *Create a shared vision*. All employees must know where the organization is going, what it means for them and what specific job requirements in it for them arise.

2. *Develop and adopt a healthy scale of ethical values*. If the manager's ethical values are not high, then the organization will deal with the most likely or fair. This does not mean the end of the organization, but will it cost to human capital because people do not like to work for an organization whose values do not believe in them.

3. *Contribute to the development of people and delegate to them powers*. Ability to judge people is a prerequisite for their successful integration into the right type of place. It requires intuition as well as experience.

4. *To have emotional confidence*. Share keeping with the wide variety of people requires the ability to work with people who may have more knowledge, which must lead and motivate co-decision. Successful managers must be able to say "I do not know how to go on, let's discuss this".

5. *Accept the changes*. Be able to see a change as an opportunity, even at the cost of unpleasant decisions.

6. *Effective communication skills*. A relatively new requirement, which is the result of increasing penetration of the outside world: the media, shareholders, customers, industry analysts, and the public into organizations. This requires managers to be able to properly articulate a compelling vision, interested in the views of all stakeholders, to assess the value of these ideas and get the support of people to promoting and implementing the changes and goals of the organization.

7. *Thinking in global context and prove to set clear priorities*. Select the right opportunities for future development that will support long-term strategy and competitiveness of organizations in a globalized environment. (3)

Basic competencies of managerial workload

To summarize the previous general competencies and capabilities, which should have a manager in current modern management organization, we come to the conclusion that: "*Competence of Manager is his ability to perform a particular function or set of functions, and yet achieve a certain level of performance.*" (5)

Implementation of the management cycle in any organization requires from the manager knowledge of basic competencies, without which the implementation of management at the appropriate level is not possible. Every manager can develop these competencies. The more they are developed, the more successfully he may operate in a stable environment.

Usually, the competencies are specified as a set of knowledge, skills, attitudes, and personality characteristics. We can talk about technical competence and competence in dealing with people. These two groups are sometimes referred to as hard and soft site of management. This distribution is very useful because it reflects two main pages for each work manager, t. j. *technical page* and *work with people*.

On the performance of his duties a manager needs to have some knowledge. These should include economic, business and management skills, technology, specific organization, its structure and organizational culture, management concepts, systems, policies and methods; social, psychological, cultural, political factors, affecting its activity. Of course, different levels of management require different levels and depth of knowledge in different areas.

Skills are the ability to do certain things, to apply knowledge. In generally, the skill to hold managerial positions includes three groups of skills: *professional and technical* (which are tied to a particular industry, sector), *conceptual* (analytic and diagnostic), and *interpersonal* (the ability to

communicate, understand and motivate). When characterizing analytical and conceptual skills should be based on this, what position in the hierarchy manager takes. They give an answer to the question "what to do?".

At higher levels they should handle file management approaches each activity: finance, technology management, control system and human resources management. It is also necessary to understand the links between activities, see the organization as a whole. It should also be able to diagnose the problem and its context, to decide on the solutions and implement solutions.

The highest levels of management require analytical and conceptual approaches to the development of the overall strategic objectives of the organization. At this level, it is difficult to understand the economic, industry and competitive forces that affect on the future of the organization, cannot process complex information of the general environment.

Another group consists of *procedural skills*. They give an answer to the question "How to do it?" These include general interpersonal skills. The point is that in order to lead to the application manager effective, it should be able to:

- always clearly defined and specific goals and objectives to people,
- clearly express own wishes, orders, guidelines, ideas, suggestions, etc..,
- accurately articulate their thoughts clearly and objectively, and their report,
- decisions making even in difficult situations,
- accept people's behavior, understand, tolerate and regulate,
- giving people feedback and also from them and expect to receive.

In the perception of managerial work in the context of competence is important to know the *manager personality*

characteristics, based on the assessment of *personality*.

Personality is understood as a unity - integrity - the whole set of biological, psychological and social characteristics of a person. Personality is what determines the behavior of a person in a particular situation. The personality is hidden what specifies uniqueness - individuality - individual (personality structure), but also what determines changes in its behavior (dynamic personality).

For assessing the personality of the manager seems appropriate following psychological breakdown structure of personality which are defined: *activation-motivational characteristics* - attitudes, interests, aspirations, values, ideals, and so on., *Self-regulatory properties* - will, conscience, discipline, *performance characteristics* - physical properties intelligence, creativity, education, expertise, management skills (analyze, predict, decide, lead, control), *social-relational properties* - the need to have an impact, need and ability to co-operation, communication skills (social competence).

However, it is difficult to make a clear list of personality traits manager, because demand for them will vary as different levels of government, as well as various levels of management in different types of organizations to their content and scope. An important role is played by the social context. What are some situations and organizations may be seen as highly desirable, it may be inappropriate in others. Another subject might be, it does not provide a fixed list of properties change over time, as developments in the organization and in society, changes in all these factors in an organization.

Therefore, it is always necessary to define the properties with respect to a particular function in a particular place. You can not do a one-off assessment manager irrespective of social conditions which govern the evolution of the situation in the

workplace, in the organization, as well as the further development of subordinates.

Practical implementation of the managerial competence strengthening at the Slovak Armed Forces Academy

a) current system of education

Before we address the practical implementation of management responsibilities in terms of the Armed Forces Academy of the Slovak Republic, we consider it appropriate to point out its mission. The Armed Forces Academy of General Milan Rastislav Štefanik located in Liptovský Mikuláš, is the state military college of university type. It is a top educational and scientific institution, and the only military college university type, prepares officers for the Armed Forces of the Slovak Republic in all three levels of higher education:

- accredited programs in undergraduate study,
- fields of study in engineering studies,
- Sciences doctoral study.

Higher education is carried out in four fields of study:

-Mechanical Engineering – the study program of Mechanical Engineering,

-Electronics - Electronic Systems study program,

-Management - Management study program,

-Security and Defence - the study program of Security and Defence.

Education takes place in a variety of activities (seminars, training courses) and in different organizational forms of study (part-time, additional studies, specialization, retraining ... from highly traditional and the latest teaching methods, including multimedia). The main mission of the Academy is especially higher education.

At the academy is studying nowadays in various forms of university study 276

students. An important role is playing lifelong learning, professional soldiers and workers in a variety of long-term career courses and short-time courses undertaken by individual departments and institutes of the Academy. During the academic year, is going through this type of training around 1,500 members of the Armed Forces. A substantial proportion of students gaining knowledge of fundamentals of management those are included in the curriculum. (4)

b) *Key competences of manager*

In the previous paragraph, we briefly outlined the basic theoretical foundations of managerial competence within management and highlighted some of the fundamental aspects. Now considers it appropriate to indicate how to implement the theoretical - practical training of soldiers and workers in the qualitative strengthening of managerial competencies that are implemented by the Department of Management short courses on "*manager's key competencies*."

Course organizationally runs for three days in which lecture internal as well as external experts. The whole course (which lasted for 100 hours) is divided into six modules, which are aimed at:

- efficiency of the manager – an effective manager,
- teamwork - creating a team building,
- communication of manager,
- Human Resource Management,
- etiquette of the manager,
- Project Management.

Life and experience has shown that we headed in the right direction, course participants present publicly their satisfaction with the practical skills, our analysis of the feedback from the courses and personal experiences of this form of education is only confirmed this opinion.

We can give each other in the form of education in which we see the meaningfulness of these activities and the development of practical implementation of a management theory in everyday practice.

Conclusions

Managerial capabilities and the workload in a wider context is an area with which we can be satisfied for now. The quality of this work has a decisive impact on the workers of organizations, as well as its further progress. Cultivating of skills and purposeful use in organizations is determined by the increase in the overall level of human resource management.

Managers simply need to become more skilled, capable to perform the job. They need to develop the skills, knowledge, attitudes and behaviours that stand in the background above-average performance of the whole organization.

Managerial competencies are becoming one of the key building blocks of success in fulfilling the organizational mission and vision, to create value for all stakeholders. (2) Without these factors can be filled either role well in terms of the Armed Forces of the Slovak Republic. Therefore, it is necessary to improve the competence of managers - captains in their lifelong learning process.

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