

Strengthening company management through partial managerial activities

Anna Jacková¹

¹ University of Žilina, Faculty of Management Science and Informatics, Univerzitná 8215/1, 010 26 Žilina, Anna.Jackova@pd.uniza.sk

Grant: FVG/24/2018

Name of the Grant: Faculty research grant of the Faculty of Management Science and Informatics of the University of Žilina, in Žilina

Subject: AH - Ekonomie

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Abstract In the idea of improving management, it is necessary to look at the managerial mode implemented by the manager at the level of the management of the company or at the level of the internal organizational unit. It seems simple. However, it is not. First, it is necessary to realize that management is not a monolithic activity but a part of the movement influence of other movements that have their logic and intent. If the control is not taken into account, a conflict arises from a movement collision resulting in impaired energy. Therefore, it is important to realize that management is a concentrated effort to achieve the goal with the smallest energy consumption. It consists of several sub-activities, referred to as partial managerial activities, or partial managerial activities, including planning, decision-making, organizing, staffing, leading of people and control. Because they represent the most widespread understanding of the essence of management, they are also referred to in the literature as sequential managerial activities.

Keywords Planning, decision-making, organizing, staffing, leading of people, control, managerial roles.

1. INTRODUCTION

Management of the company in a market economy environment that is characterized by difficult predictable and surprising changes in the environment is extremely challenging.

Company competitiveness is dependent on the quality of management that tells if management is able to form effective development strategies to ensure the long-term prosperity of the company. Its role is also to prove effective use of the decisive factors of the company's development. The quality of management is firstly and foremost understood the professional performance of partial managerial activities, including planning, decision-making, organizing, staffing, leading of people and control. Because they represent the most widespread understanding of the essence of management, they are also referred to in the literature as sequential managerial activities.

2. PLANNING

Planning is considered the synonymous with excellent management. It sets out what goals need to be achieved and, in particular, through which resources and ways (strategies) it will be most beneficial. Planning reduces chaos, uncertainty, improves relationships, and optimizes resource use in the company.

Planning consists of the following three activities:

- objectives setting,
- establishing the means to achieve them,
- identification of ways to achieve them.

2.1 Setting of objectives

It is important to formulate objectives to do the excellent planning in the management. Formulation of objectives must meet the necessary basic conditions - according to SMART model objectives should be:

- specific,
- measurable,
- agreed,
- realistic,
- trackable.

The specificity of objective definition means that the objectives must have a precisely defined content, i.e. a particular orientation towards an activity or cause must be clear. Objective measurability means that they must be quantifiable so that they can be evaluated using some appropriate methods. If the objectives of a company were only general, non-measurable and non-quantifiable, it would be difficult to control and evaluate their performance or the degree of their fulfillment or non-fulfillment. Acceptable objectives are respected, acceptable and workable with. Realistic objectives also mean conditions that can actually be achieved. Term objectives are time bounded, i.e. they have a clearly defined time point to which the objective is to be achieved. From this point of view, these can be objectives of three known basic horizons (long, medium and short term), but also different periods (Hittmár, 2006, p. 82).

2.2 Setting the means to achieve the objectives

One of the key issues in finding and evaluating resources for achieving objectives is resources scheduling. Utilizing opportunities from the external environment to find ways to achieve set objectives is limited by the constrained options available as well as potential sources.

The objectives of a company can be achieved through a variety of sources - by the following means:

- workers, such as managers, workers, office wallah and owners,

- material, such as raw materials, materials, semi-finished products, energy,
- capacity, such as machinery, equipment, technology, production capacity,
- financial, such as loans, profit, equity,
- others, such as information, time, licenses, other dispositions (Hittmár, 2006, p. 83).

2.3 Determining ways to achieve objectives

Part of the planning is also to define how the predetermined objectives will be achieved. There are usually several ways to achieve objectives – solution options. Variance is one of the basic principles underlying planning activity. It is a specific search, analysis and evaluation of the various real possibilities to reach the set objectives. Variants differ in different activities, throughput and difficulty, but especially in the likelihood associated with the nature of background information on future developments. Variants can also be a combination of the use of different resources to optimally achieve all the objectives in their logical interconnection.

The company's planning process results in a set of business plans that can be structured in different ways:

- a management object, such as a business plan as a whole, a sub-plan, a division plan, workshop plan,
- a time horizon such as a long-term plan, a medium-term plan, a short-term plan, an operational plan,
- Functional focus, such as business plan, production plan, financial plan, personal plan, inventory plan, sales plan,
- Management level, such as business plan, division plan, department plan, operational plan, collective plan.

Such plans determine the direction of the desired development of the company and its individual parts and anticipate the results of all the important processes that are taking place in the company (Hittmár, 2006, p. 83).

3. DECISION-MAKING

Decision-making is part of every management. The company success depends on quality decision-making. It can be defined as the sequence of activities by which the manager identifies and analyzes the problem as a subject of the solution, determines the possible way of solving it, and chooses the best way to solve the problem.

Basic features of decision making:

- exists a choice, which means that the one who decides has the obligation to create several solutions
- the choice of solution is conscious, i.e. is based on the thought process; instinctive act or unintentional, impulsive action cannot be considered as a decision,
- the choice is purposeful, i.e. aims to meet one or more objectives,
- the choice of solution is based on certain criteria, which also means the choice of resources and procedures to achieve the objective,
- after the decision is made follows implementation, i.e. the decision raises a chain of follow-up activities aimed at achieving the chosen solution and leads to the desired results (Hittmár, 2006, p. 215).

4. ORGANIZING

Organizing represents the implementation of relationships that make it possible to carry out planned tasks in the sense of the set objectives. Organizing is to ensure the conversion of plans to an activity that is aimed at determining how employees have to perform the work and creating a relatively stable organizational structure.

Organizing in management creates:

- organization,
- hierarchical relations,
- stability,
- synergistic effects.

Organizing creates an organization, replaces chaos (disorder) by order, disunity with purpose, and uncertainty with certainty.

The organizing creates hierarchical relationships, distinguishing superior and subordinate levels of management. It also creates a stabilizing effect and stabilizes the company. It brings an element of equilibrium, strength and inertia to the company, both in positive and negative terms. In addition, the organizing creates the conditions for synergistic effects resulting from the assumption that the whole is more than the sum of the individual parts.

As Hittmár points out The content focus and basic logic of the organizational process express the OSCAR system. Specifies the requirements that organizational process needs to ensure:

- objectives,
- specialization,
- coordination,
- authority,
- responsibility.

OSCAR requirements are also organizational categories with the following meaning:

- organizing in management is a objective-oriented activity for fulfilling certain intentions and tasks - it is therefore necessary to know and orient all the activities of the organization in order to achieve the stated objectives,
- the basic and most important element of organizing is a person - he / she is specialized in many different ways and therefore the organizational role is to find his / her optimal activity in the given object,
- this specialization requires a greater degree of co-ordination; - when organizing it is exercised by delegating this activity to the persons who provide it with the issuing of orders for retrofitting of individual partial activities to the whole,
- the right to make decisions and to give orders for the execution of these decisions without the need to obtain the consent is an expression of the authority division - often called competence or, scope,
- the power to organize must always be in accordance with the responsibility for the decisions thus executed - there is a strictly defined relationship between the competence granted and the respective responsibility (Hittmár, 2006, 106).

Through organizing, resources are defined, set and provided for activities and people's relationships in meeting certain objectives, tasks and goals. Instead of organizing, the term organization is also used many times:

- in a meaningful sense - organization as an object,

- in the meaning of attribute - organization as attribute of object,
- in the meaning of structure - organization as a form,
- in active meaning - organization as an activity.

Organization in the meaning of structure is the basic starting point for company management, where the organizational structure forms the basis - a framework for the management process, and therefore must be understood as a constantly changing value that is constantly moving. The following factors are important for identifying the organizational structure of a company:

- the nature of the company's macro-environment,
- type of company strategy,
- the technology used by the company,
- the characteristics of human resources in the company.

5. STAFFING

Personnel provisioning for management and managed processes is very closely linked to organizational structures and ensures the fulfillment of defined tasks of people in the envisaged structures. The manager acts as a leader and selects his staff. He also decides on their appointment, motivates them, organizes them and evaluates their results.

Staffing issues consist of activities that include:

- personnel planning,
- work analysis and specification requirements on worker,
- search (recruitment),
- selection of workers, their hiring and adaptation.

Extending these activities is the issue of staff development, which creates the conditions for workers to acquire new knowledge, skills and abilities, because only in this way a new quality of human potential can be acquired in the company.

As Soroka says, Apart from the professional capabilities of individuals in the work process, the overall personality presentation of individuals is also important. It is to be realized through systematic corporate education on the level of social communication, which combines the field of image, verbal and nonverbal communication. At present, new demands are placed on the workforce, whether in terms of thinking, decision making, learning of knowledge and skills, as well as some personality features such as flexibility, adaptability, positive thinking and attitudes towards change, sociability and social intelligence as well as more flexible and effective social communication. These requirements relate in particular to middle and leading positions, top managers - entrepreneurs and managing officers (Soroková, 2004).

6. LEADING OF PEOPLE

Leading of people primarily concerns the relationship of superiors and subordinates and cooperation of employees in achieving the objectives of the company. It is recommended that the leader be energetic, willing to take the initiative, honest and truehearted, have self-confidence and verbal and numerical abilities, and be able to lead and influence others.

Leading of people can be done through approaches such as:

- a personal example (his / her characteristics, his / her performance, his / her conduct),

- indirect action (motivation, favorable company climate, stimulation),
- direct guidance (regulations, directives, orders, tasks).

Leadership is the ability or process of influencing people, in which the leader, by using his power, seeks the willing participation of the subordinates in achieving the objectives of the group and thus satisfying their needs (Sedlák, 1997, p. 321).

As Vodáček and Vadáčková says, Management can be characterized as an effective use of managers' skills, and skills to guide, direct, stimulate and motivate their employees to pursue the objectives of their work in a quality, active or creative way (Vodáček, Vodáčková, 1999 p. 83).

The role of leader is:

- assigning tasks,
- checking the fulfillment of tasks,
- creating organizational conditions for performing tasks,
- creation of technical conditions for performance of tasks,
- motivating employees.

7. CONTROL

Control deals with evaluating processes that have already taken place or are running. Control includes a variety of activities that help managers find out if the results are consistent with the expected results.

As Hittmár says The basic control tasks in the management include:

- to determine the real state of the development of the controlled object
- to compare the actual state with the development that the plan has set,
- to identify any deviations from the plan as well as the causes of the deviations,
- propose measures to eliminate deviations and their causes,
- draw conclusions for further decision making and thus influence the whole management (Hittmár, 2006, p. 162).

Control as managerial activity depends on the other activities that precede it. It affects them and is influenced by them. Therefore, it is important to recall from a number of approaches to control (negative, regulatory, professional, informational), in particular an educational and repressive approach.

Majtán states the approach to control in the form of educational approach as following: It is meaningful for the employee or other control body to show the shortcomings he has committed and show him the possibilities to remove these shortcomings. The approach focuses on forming positive attitudes and responsibility of control objects. Delivering the consequences of wrongdoing is only advisable if there is a conscious shortcoming (Majtán, 2016, p. 232).

According to Mišún and Mišúnová A representative understanding of control is one of the most dangerous for the future of managerial work. In this case, the manager focuses mainly on discovering the culprit, finding a lack and sanctioning them at all costs. This attitude can completely suppress the subordinate initiative, generate strong feelings of fear and can cause a high fluctuation of subordinate of this manager. Sometimes we meet the opinions that employees like a "hard hand," but with emphasis of being always fair. In more sophisticated jobs, using this approach is not appropriate. Where

positions are needed for creativity and a high initiative on the part of employees, the access is harmful (Mišún, Mišúnová, 2017, p. 28).

8. MANAGERIAL ROLES

In the literature, apart from partial managerial activities (sequential managerial activities), continuous managerial activities are also mentioned. Continuous managerial activities “express the continuity and dynamism of management.

According to this approach it is a permanent continuous process of analytical activity (monitoring and evaluation of internal and external conditions, assessment of impacts on the effective fulfillment of tasks or problem solving), decision making (the process of designing and choosing the solution of the problem) and implementation activities (gradual implementation, implementation of the approved decision into the activities of the individual components of the organization, its practical implementation).

Critics of these approaches emphasize that the work of managers can not be broken down into successive functions, and that managers' work better reflects the content of their roles. These approaches represent management as a process of implementing clearly defined roles or tasks.

Basic management roles are considered:

- the decision-making role,
- information role,
- interpersonal role.

8.1 The decision-making role

The decision making role is that the manager decides on:

- objectives,
- the roles and procedures for achieving them,
- resources and their reallocation,
- continuance of the transformation process.

The manager also solves the problems, prepares measures to limit risk factors and eliminate crises, and is a negotiator according to the nature of the problem (<http://fsi.uniza.sk>).

The decision-making group is one of the most important activities of each manager. This group includes the following roles:

- manager as an entrepreneur,
- manager as dispute solver,
- manager as resource allocator,
- manager as negotiator.

The role of the manager as an entrepreneur lies mainly in deciding on the acquisition and use of business opportunities. It is associated with making the changes that are necessary in every company for the sake of its long-term functioning in a changing external environment. This means that each manager should work to respond to changes and, in the case of their complexity and difficulty, a new project is needed to design.

The role of the manager as a dispute solver is to solve the problems that normally arise in the company. The manager usually has no direct responsibility for their origin and method of solution. The basis may be the resolution of problems arising in connection with the new law, strike, bankruptcy, etc.

Part of the job of a manager as a resource allocator is to decide on how resources are distributed to the company. The lack and importance of individual resources, whether financial, human, technological, etc., underlines the importance of this decision-making role of the manager. Therefore, this activity deals with all partial managerial activities. Resource allocation issues vary according to company level. At the top level of management, where strategic business issues are addressed, resource allocation depends on its long-term orientation. At the middle management level, problems with a shorter time span are solved, it can be a problem of construction or reconstruction of a production facility, and so on. Allocation of resources is also important at the operational level of management, in solving technical problems of production.

There is a whole range of conflicts in each company and their causes are very diverse. The role of the manager as a negotiator is to resolve these conflicts, as otherwise the conflict will deepen and compromise the achievement of the company's objectives. The manager should act on behalf of the company and negotiate with other companies or can perform this role inside the company as a representative of a department and negotiate with other departments. In an effort to resolve conflicts, the manager meets, discusses and negotiates with all the parties in order to reach a mutual agreement. Therefore, negotiation is an integral part of the work of each manager.

8.2 Information role

Information role is fulfilled by manager by receiving and collecting information, determining their direction, providing them where they are needed and appropriate, towards the individual elements of the company as well as outside of the company. He is the speaker of the relevant part of the company, where he is responsible for the execution of the tasks (<http://fsi.uniza.sk>).

Effective managerial work requires quality information to make decisions. Therefore, it is necessary to ensure the flow of information in the company. The manager's information role group expresses the information aspect of the managerial work. These roles include:

- manager as observer,
- manager as informant,
- manager as speaker.

As an observer, the manager searches, collects and stores information. He must constantly monitor the internal as well as the external environment of the company in order to identify changes, to reveal the problems and opportunities. He uses both oral, written and visual sources of information. This information must be evaluated and decided on which information, when and how it can best be used in decision-making.

The manager as an informant acts as an information disseminator. His role is to provide subordinates with information that they are unable to obtain otherwise. It is an integral part of managerial work that involves the exchange of information between the manager and his / her subordinates, superiors, as well as other managers at the same level of management. The manager provides information even if they do not have a quick and easy contact with each other.

The speaker manager focuses on the exchange of information between the company and the external environment, and as an official representative of a company, provides information and standpoints for the mass media, customers, superiors, etc. (<http://referaty.sk>).

8.3 Interpersonal role

The interpersonal role of the manager is that he is the immediate leader of his co-workers, who he leads and guides, is a coordinator and a link in the cooperation with the internal (superiors, subordinates) of the organization as well as representatives of external entities (customers, suppliers, representatives of cooperating companies, state bodies, etc.) (<http://fsi.uniza.sk>).

The nature of interpersonal roles varies according to the mission that the manager performs. The group of interpersonal roles therefore includes those that represent work with people. They are:

- manager as representative,
- manager as leader,
- manager as coordinator.

The manager as a representative is the official representative of the company in two areas. The first are the activities that require his participation for legislative and legal reasons. An example might be signing an official contract with another company. The second area of activity does not require the manager's participation for the preceding reason, but is conditioned, for example, by a social protocol.

The manager as a leader is responsible for guiding and coordinating the activities of the subordinate workers in order to achieve the company objectives. This managerial role includes many areas of staffing, such as staff selection, deployment, and remuneration. Role of leadership lies in communicating and motivating workers. It is a very important role.

The role of the manager as a coordinator includes the manager's activities in relation to the external environment, which is to customers, suppliers, government institutions, etc. These are contacts outside of the vertical chain of commands to their subordinates. Concisely, the manager as a coordinator is to establish a network of contacts with external institutions that can directly or indirectly influence the successful operation of the company.

9. CONCLUSION

Managers have an important mission in each company because they have a good or bad influence on its activities and results. The name "manager" is sometimes used only to identify the top executives of companies that run businesses and are responsible for their overall activity. Managers represent only one category of workers who perform management (Donnelly, Gibson, Ivancevich, 1997, p. 496).

With the progressive development of science and technology, the position of the owners and the function of managers is also separated. Company management is entrusted to professional managers. The capabilities of creative and strategic thinking, effective communication, collaboration, and ability to take responsibility for their decisions are considered to be the most important skills and qualification requirements for managers.

Differently achieved company results are however the result of their management and the work of their managers. The management system of each company is to provide a number of activities performed to achieve the stated objective. This whole system must

be properly organized, arranged and controlled and therefore requires managerial activities such as planning, decision-making, organizing, staffing, leading of people and control. These activities overlap each other with the role of the manager, because they play a particular role in the process.

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