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ORGANIZATION OF MANAGERIAL WORK

2021

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INTRODUCTION

The separation of owners, entrepreneurs, managers and employees is not only a formal process, but also manifests itself in the interests and goals of them. Owners are interested in valuing investment capital, paying dividends and growing the value of capital. The goal of managers is to grow the size of the company, prestige and social recognition, as well as the opportunity to realize their intentions and ideas. The manager in a company is a person responsible for a specific organizational unit or otherwise defined area (project, area, team). The role of the manager is to manage, ie plan, lead, organize, make decisions and control people, processes and other resources in the delegated responsibility in the company. Managers differ from other employees in their specific knowledge and ability to perform managerial functions. In addition to knowledge, every manager must have certain qualities and abilities (innate or acquired). The manager for the performance of managerial functions should be equipped with qualities that create the preconditions for achieving quality work. The manager must be a personality who lives by management. It's not even someone who suddenly decides to be a manager. In any case, people have to rely on him. Responsibility, honesty and a fearless character add a sense of security and that the company is in good hands. This is how his subordinates will behave naturally, it does not have to be dictated. On the other hand, nothing is played on, it is usually itself, and it should look at each situation with eyes that are just right to use.

The aim of the textbook "Organization of managerial work" is to help you – future managers, to perceive the nature of managerial work, its complexity, elements and possibilities of its continuous improvement. From a conceptual point of view, the textbook deliberately combines theoretical knowledge with practical experience, case studies, tasks and questions for discussion and solution. The latest trends in the work of successful managers and examples of good practice from the distant past have been reflected in the content of individual chapters.

After studying this textbook, you will be able to identify the manager and other top employees, get to know different personalities and traits that are suitable for managerial work, understand the nature of managerial work, including its inputs, process and outputs, apply various techniques of work organization of successful managers, manage yourself and people around you, improve your own work and positively influence people in your team and much more.

1 WHO IS THE MANAGER?

Market orientation, the effort to assert itself and advance in a competitive environment, create the need for skilled and successful employees who are able and willing to take responsibility for the operation and results of the company. There is no recipe that can be used to prescribe the requirements, abilities and skills of such successful employees. In theory and practice, there are differences in conceptual and content definition.

After studying this chapter, you will be able to:

- a) differentiate between the work and activities of the manager from a functional, procedural and institutional point of view,
- b) define the tasks and roles of the manager according to the level of management and degrees of specialization,
- c) to develop positive traits and expressions of behaviour forming the personality of the manager,
- d) identify the necessary qualification requirements of the manager to achieve success,
- e) to avoid incorrect ways of gaining authority in the workplace,
- f) use the potential of internal and external assumptions of the manager – leader in managerial work.

1.1 Requirements for the manager

Employees who manage people, are responsible for the entrusted department of the activity, have a leading function, are referred to as supervisor, director, manager. A **supervisor** is the person who leads the working group, the social structures. If you are in a position where you influence others, give them tasks and set the basic directions of development, or you have people who follow you, then you are a supervisor. Supervisor convinces, directs and educates people to be willing to perform tasks and use their skills to perform them. The skills of a supervisor may also be held by managers who are responsible for the company's resources, including human resources. However, not every supervisor is also a manager.

A **director** has a greater range of powers and responsibilities that result from him being in the line of the organizational vertical (Sedlák, Lišková, 2016). He can make excellent plans, organize, deploy, and use resources,