

Management by Competencies

Introduction

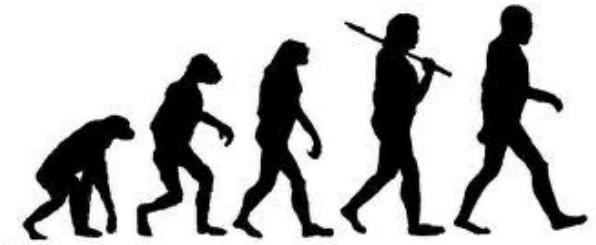
Agenda

- ▶ Course Introduction
 - origin
 - motivation and goals
 - resources
- ▶ Management basic

Course teachers

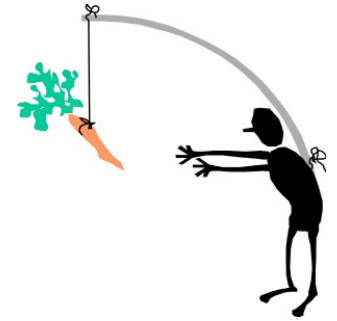
- ▶ Ing. Leonard Walletzký, Ph.D.
 - Lessons
 - Seminar groups group – starting from 25.2.

Course context and origin



- ▶ Originally being developed for the SSME study program
- ▶ Based on
 - existing *Management by Competences* theory and methodology by Jiří Plamínek
 - 3 years experience of using *Management by Competencies* in practice
- ▶ IT people need „special approach“

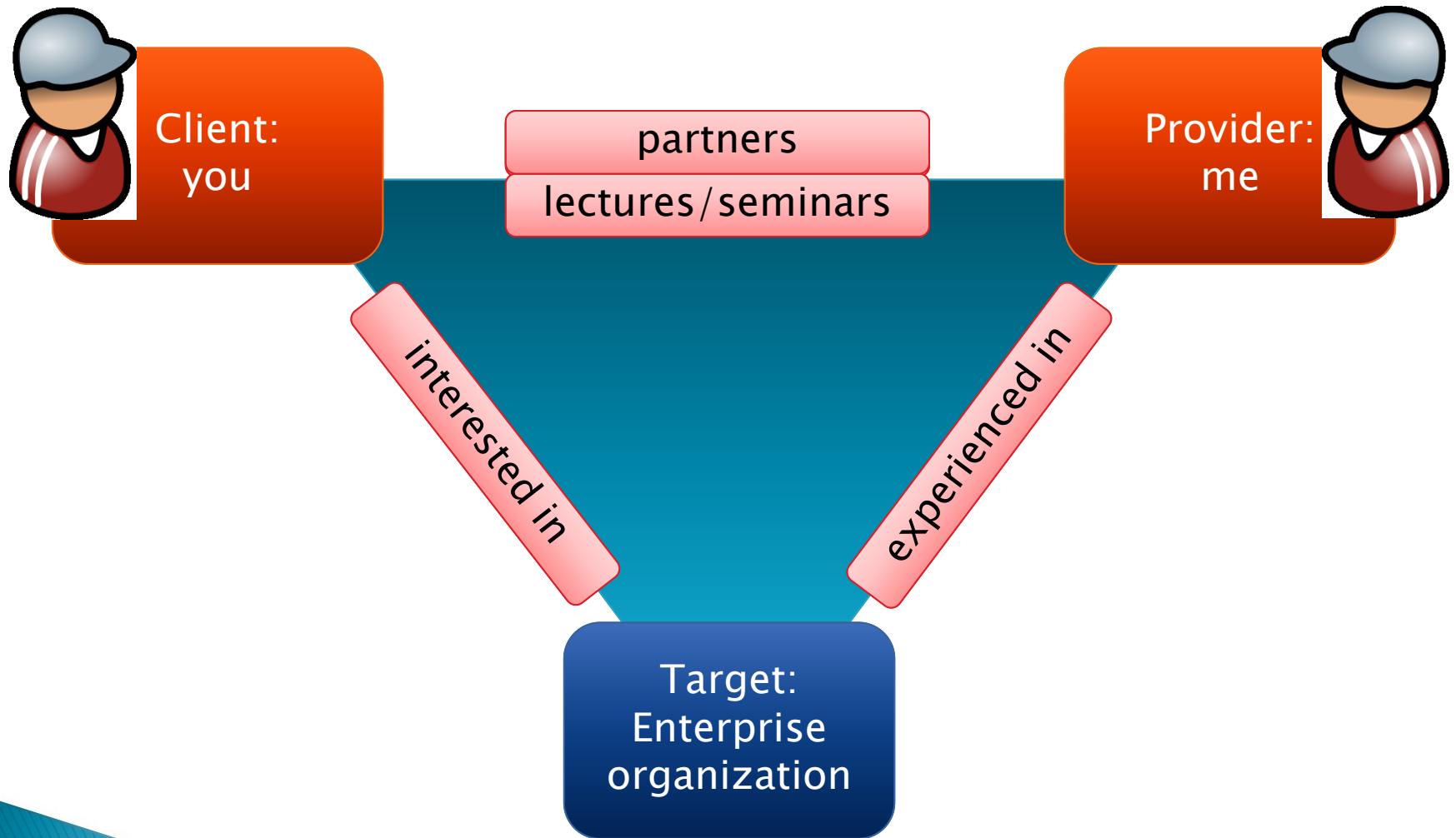
Course motivation



Management is
always
important

Management is
a M part of
SSME

Course as a Service



Course goals and value proposition



To introduce

- essence of management of sustainably successful companies
- main aspects, which cause problems in company management
- methods and tools for identification and elimination of such problems

You will understand

- enterprise organization
- management processes
- service background
- the value of human uniqueness

Value co-creation

Lectures

- Theory
- Examples

2 hours per 1 week

All together

Seminars

- Training
- Discussions

2 hours per two weeks

Two alternating groups

“Home” works in teams

Course organization



- ▶ Course schema
 - two hours lecture per week
 - one hour seminar per week → two hours per 14 days
- ▶ Lectures
 - focused on theory
 - examples
- ▶ Seminars
 - focused on practical issues and training

Course resources



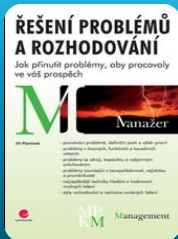
Management by Competencies

J. Plamínek, R. Fišer – Czech only



Leading of people, teams, and companies

J. Plamínek – Czech only



Problem solving and decision making

J. Plamínek – Czech only

Course and MbC resources



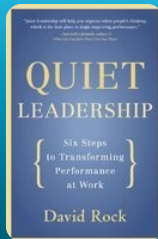
Synergistic management

J. Plamínek – Czech only



Theory of Constraints

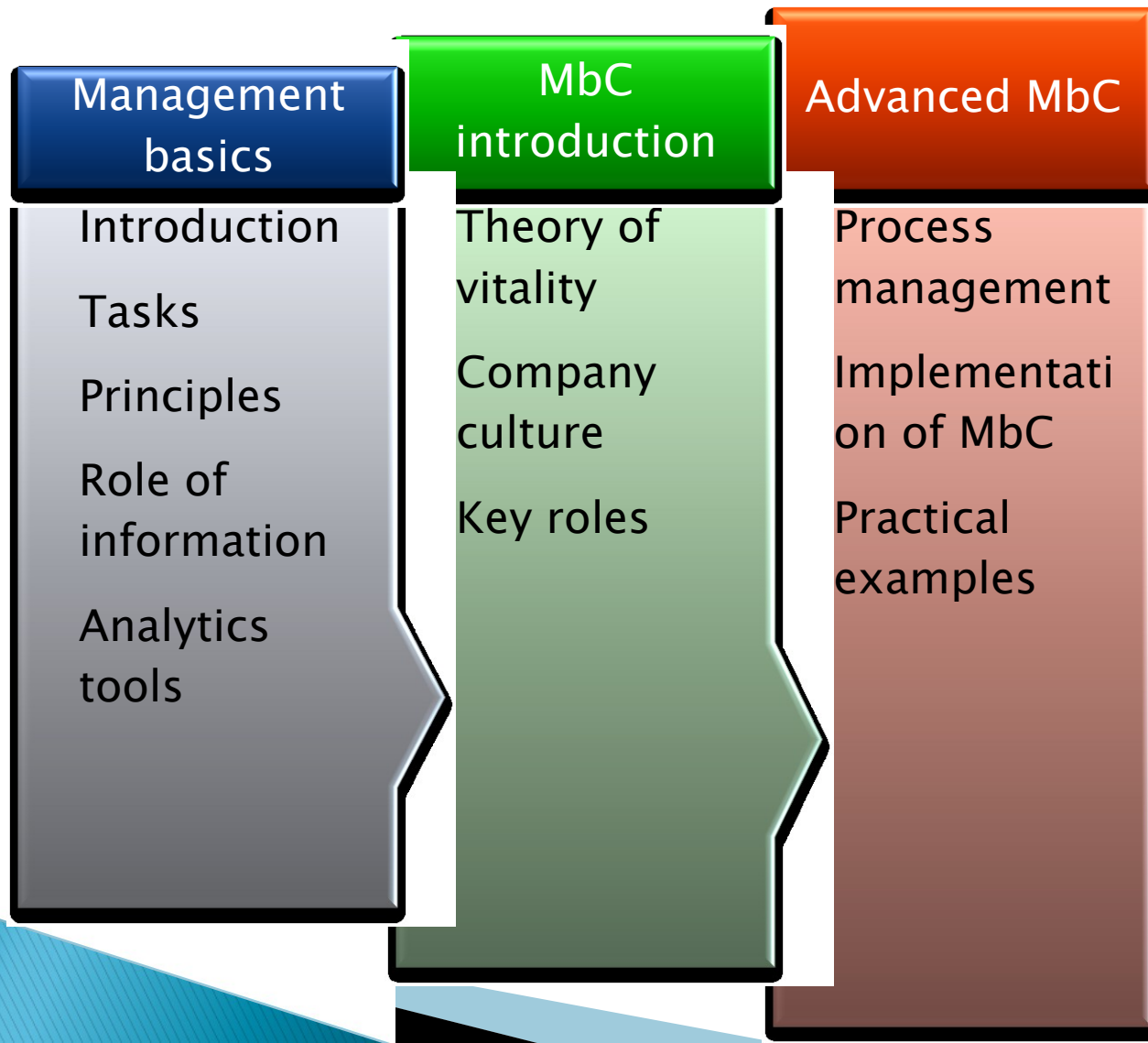
Elyahu M. Goldratt



The Quiet Leadership

D. Rock


Outline of the course



Exam

- ▶ 30% – seminar work
- ▶ 60% – test at the end of the semester
 - 50% open questions
 - 50% optional questions
- ▶ Management by competencies (the basic) is the part of the state exam

Main tasks of the management

- ▶ is to form the production process
 - ▶ and increasing of the output
 - ▶ to fulfill the company targets
 - ▶ in the highest level possible
- 

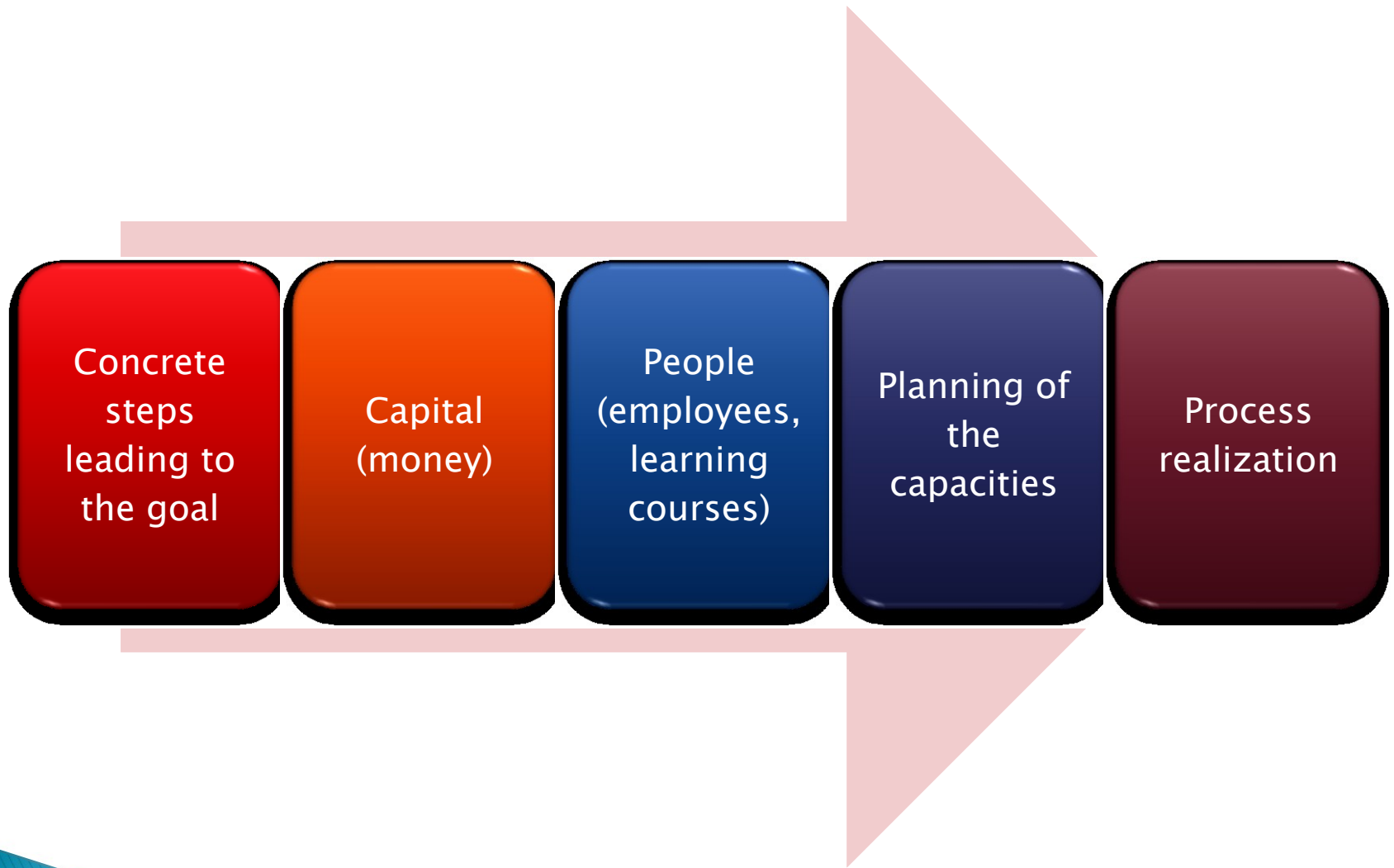
5 phases of the management



Goals creation

- ▶ Main idea: the maximization of the profit
 - Main goal – our version of maximization of the profit
- ▶ Analyze the possibilities – the ways how to reach the main goal
- ▶ Choosing the best option

Planning and realization



Control

- ▶ Need to control realization process
- ▶ **The part of the realization**
 - Control, if the realization goes in the right way
 - Reaction to mistakes or deviations
- ▶ Control after realization is not effective

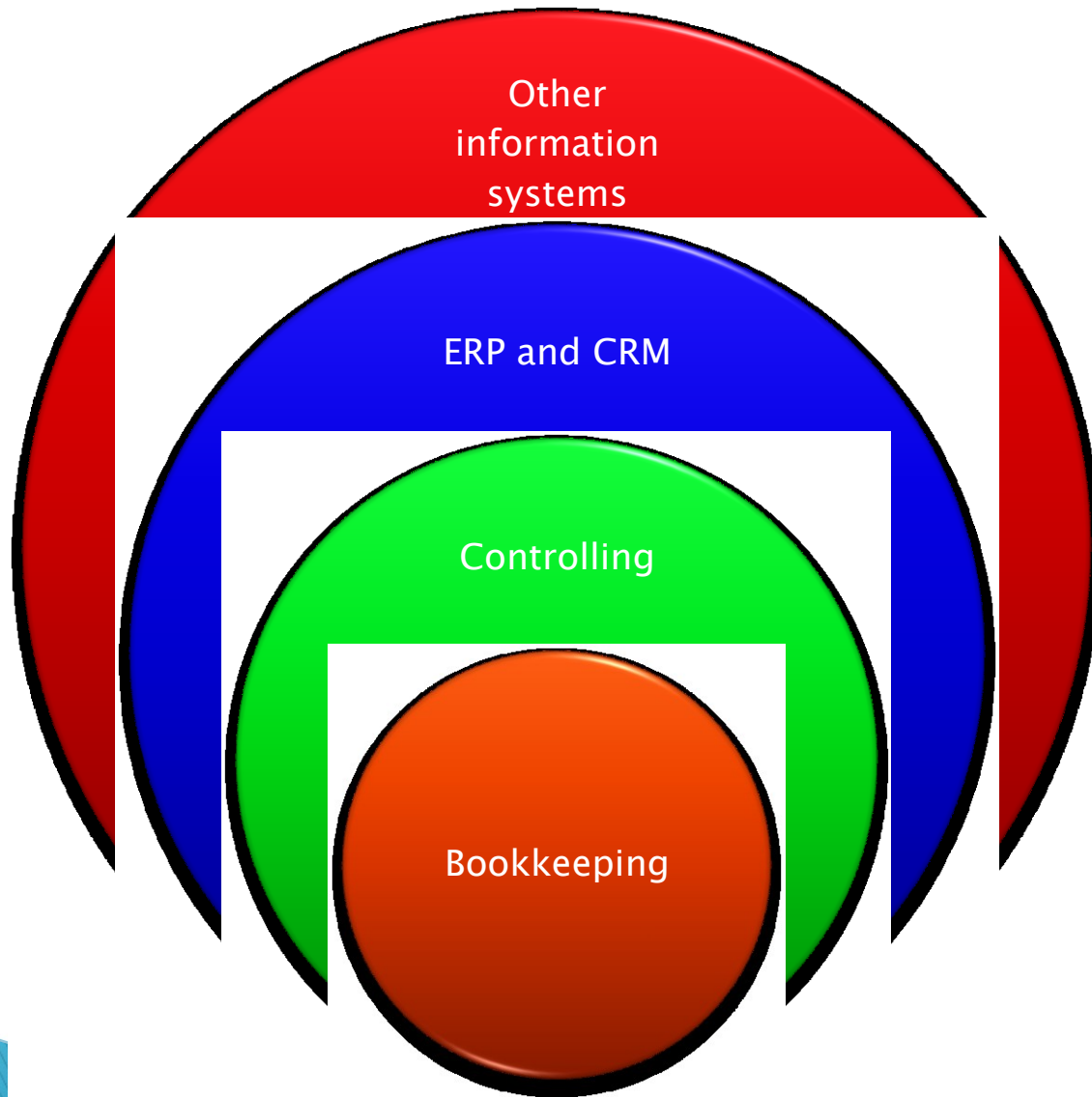
Coordination

- ▶ All phases need to be coordinated
- ▶ Important is not only the task itself
- ▶ Important is also:
 - The order of tasks
 - Relationships between the departments of the company or organization
- ▶ Communication process

information

- ▶ Realization is the sequence of transactions
 - In the „goods“ economy
 - Material is transformed into intermediate product
 - Intermediate product is transformed into final product
 - All transform transactions must be profitable
 - In the service economy
 - Goal is split into tasks need to be done
 - Those tasks need to be completed in specific sequence
 - All tasks must be profitable

Where is the information?



Conclusion

- ▶ Main goals of the management
- ▶ Why do companies need management?
- ▶ What are the sources for decisions?
- ▶ Specific role of information and IT