

Management by Competencies

Introduction

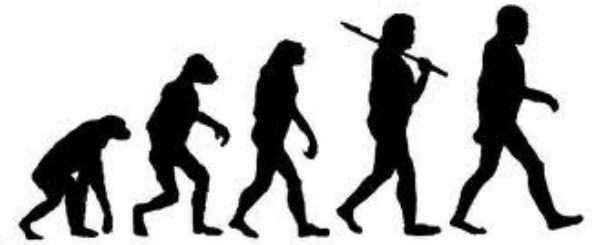
Agenda

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

Course teachers

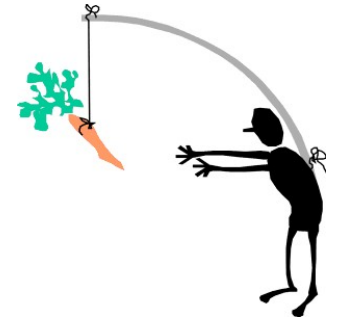
- ▶ Ing. Leonard Wallezký, Ph.D.
 - Lessons
- ▶ Mgr. Zuzana Schwarzová
 - Seminars – starting from 27.2.

Course context and origin



- ▶ Originally being developed for the Service Science, Management and Engineering (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 a „special approach“

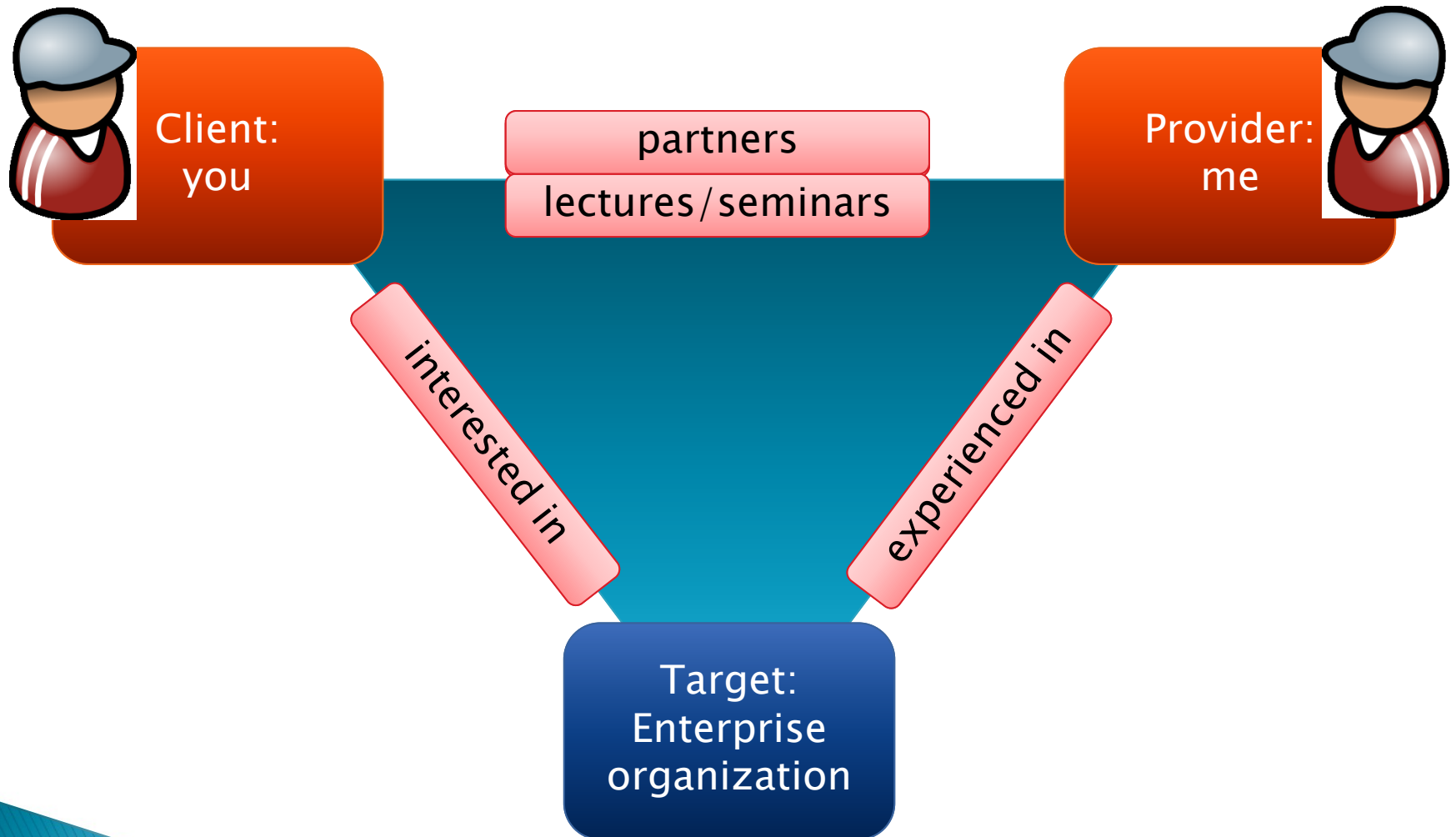
Course motivation



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



- ▶ Lectures: Two-hour lectures are held each week, focusing on theoretical concepts supplemented with examples.
- ▶ Seminars: two hours every 14 days (equivalent to one hour per week), concentrate on practical issues and training. These sessions involve working on practical examples from real company

Course resources



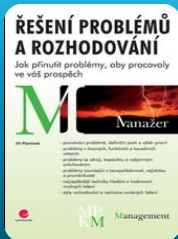
Management by Competencies

J. Plamínek, R. Fišer – Czech only



Leading of people, teams, and companies

J. Plamínek – Czech only



Problem solving and decision making

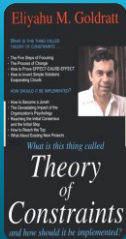
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Course and MbC resources



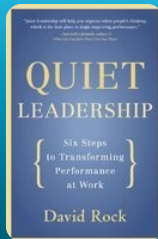
Synergistic management

J. Plamínek – Czech only



Theory of Constraints

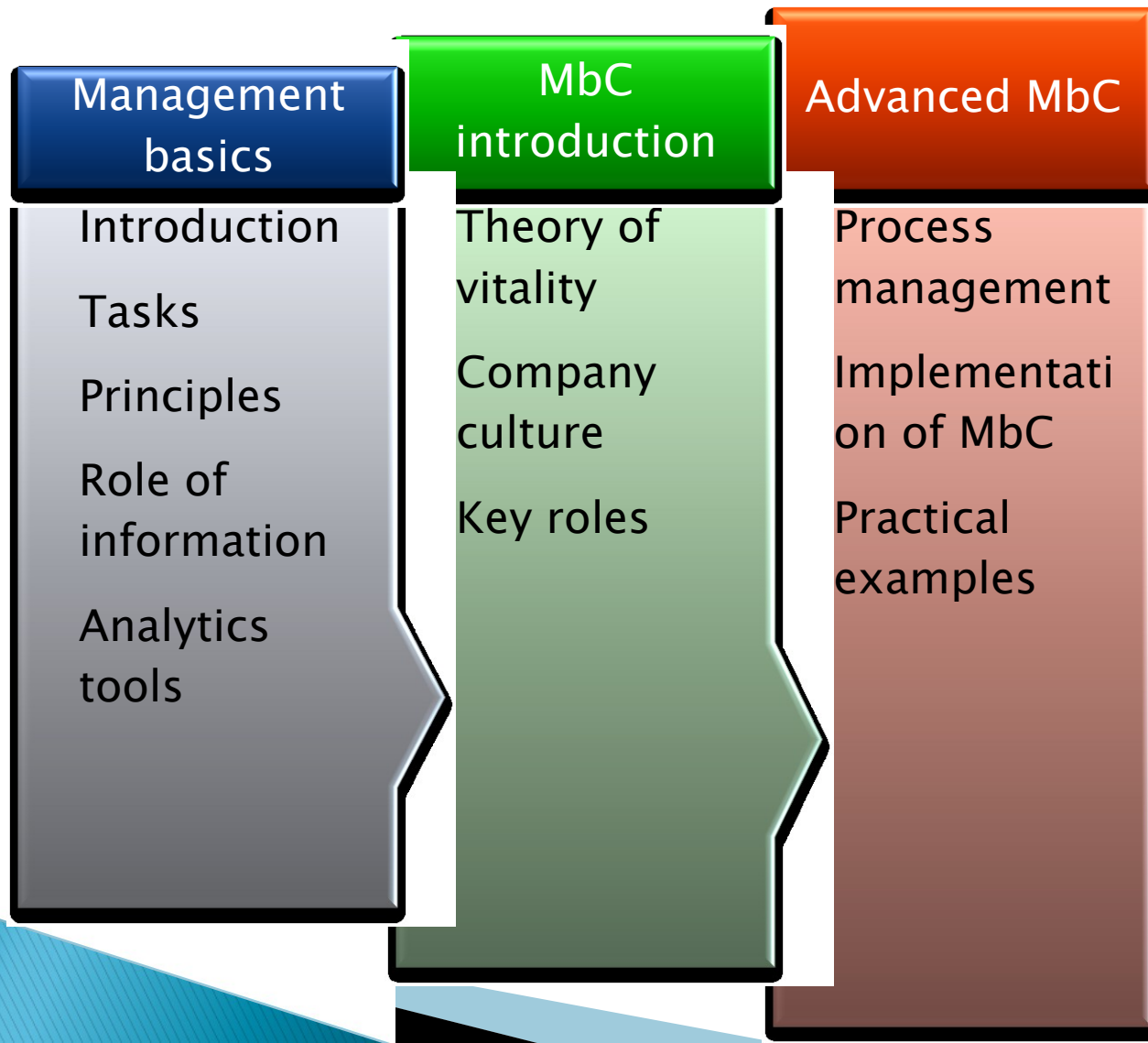
Elyahu M. Goldratt



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 goals
 - ▶ in the highest level possible
- 

Management from the company perspective

Strategic Planning

- Setting the company's direction and defining long-term goals.

Resource Management

- Allocating resources (human, financial, physical, and informational) efficiently to achieve the company's objectives.

Operations Management

- Overseeing the company's day-to-day operations to ensure they align with strategic goals.

Risk Management

- Identifying potential risks and implementing strategies to mitigate them.

Performance Monitoring

- Tracking the company's performance against its strategic goals, and making necessary adjustments.

Staff Development

- Hiring, training, and developing employees to meet the company's needs.

Stakeholder Communication

- Communicating effectively with stakeholders, including employees, customers, investors, and the public.

Compliance and Governance

- Ensuring the company complies with laws and regulations, and adheres to corporate governance standards.

5 phases of the management



Leading and Leadership

- ▶ Guiding and influencing individuals or a group towards a common goal.
- ▶ Setting a clear vision and communicating it effectively.
- ▶ Providing the necessary information and methods to realize the vision.
- ▶ Balancing the conflicting interests of all members or stakeholders.
- ▶ Demonstrating creativity in difficult situations.
- ▶ Not just about authority, but about qualities, actions, and impact.

Leadership styles

Autocratic Leadership

- This style is characterized by individual control over all decisions and little input from group members. Autocratic leaders typically make choices based on their ideas and judgments and rarely accept advice from followers.

Democratic Leadership

- Also known as participative leadership, this style is typically the most effective. Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other members.

Transformational Leadership

- Transformational leaders inspire their team members because they expect the best from everyone on their team and themselves. This leads to high productivity and engagement from everyone in the team.


Laissez-Faire Leadership

- This leadership style allows employees to carry out activities freely within broad boundaries. Laissez-faire leaders give their team members a lot of freedom in how they do their work, and how they set their deadlines.

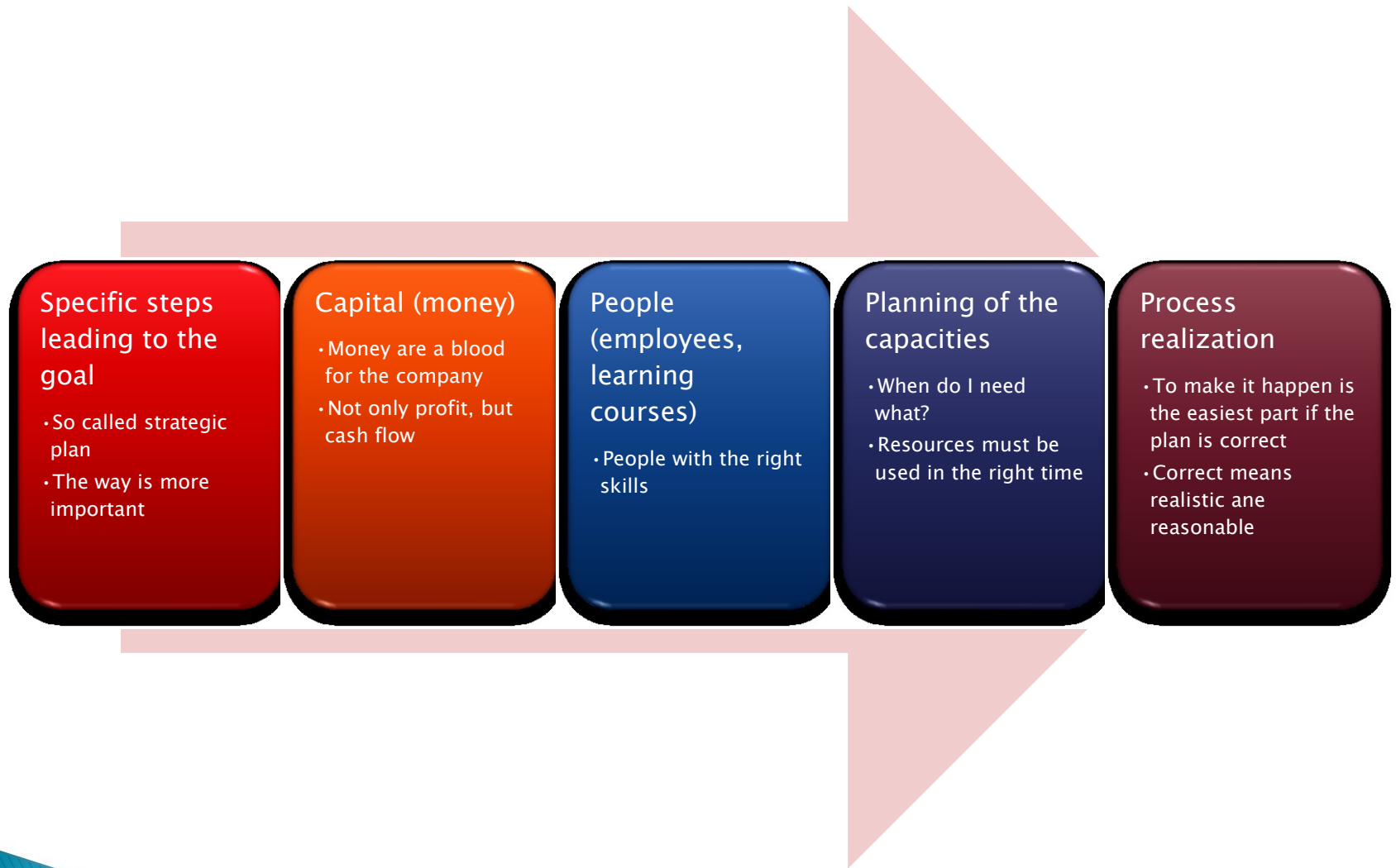
Transactional Leadership

- This leadership style starts with the idea that team members agree to obey their leader when they accept a job. The transaction usually involves the organization paying team members in return for their effort and compliance.

Goals creation

- ▶ Main idea: the maximization of the profit
 - Main goal – our version of maximization of the profit
 - ▶ The question – what profit?
 - Short term – in one fiscal period (year or shorter)
 - Long term – in more than three years or more
 - ▶ Analyze the possibilities – the ways how to reach the main goal
 - ▶ Choosing the best option
- 

Planning and realization



Control

- ▶ **Need to control realization process**
 - In the basic, it is the comparison between the plan and reality
 - Must contain also the adaptation part (when you need to change the plan)
- ▶ **The part of the realization**
 - Does the realization go in the right way?
 - Monitoring must be an everyday task!
 - Response to mistakes or deviations
- ▶ **Control after realization only is not effective**
 - Then we can only analyze the reasons of failure
 - After realization we should evaluate the whole process and suggest the improvements

Coordination

- ▶ Organizing and synchronizing activities of individuals and departments.
 - Relationships and synergy among teams and departments
- ▶ Aligning efforts towards common goals.
 - Order of the tasks and goals, their structure
- ▶ Ensuring effective and harmonious teamwork.
 - Collaboration within the team
- ▶ Facilitating clear communication and conflict resolution.
 - Conflicts are normal
 - The role of the manager is to achieve a solution that is acceptable for everyone but best for the company
- ▶ Enhancing efficiency and achieving organisational objectives.
 - The goal is not that everyone is happy, but everyone is working for the company

Information in management

- Processed data used in decision-making.
 - The question of data quality
- Basis for planning, controlling, organising, and directing.

•Planning

- Information helps managers forecast future conditions, set goals, and determine the best strategies to achieve these goals. It provides insights into market trends, customer behavior, and internal capabilities, which are crucial for effective planning.

•Controlling

- Information is used to compare actual performance with planned performance. Managers use this information to identify deviations, take corrective actions, and ensure that the organization's objectives are being met.

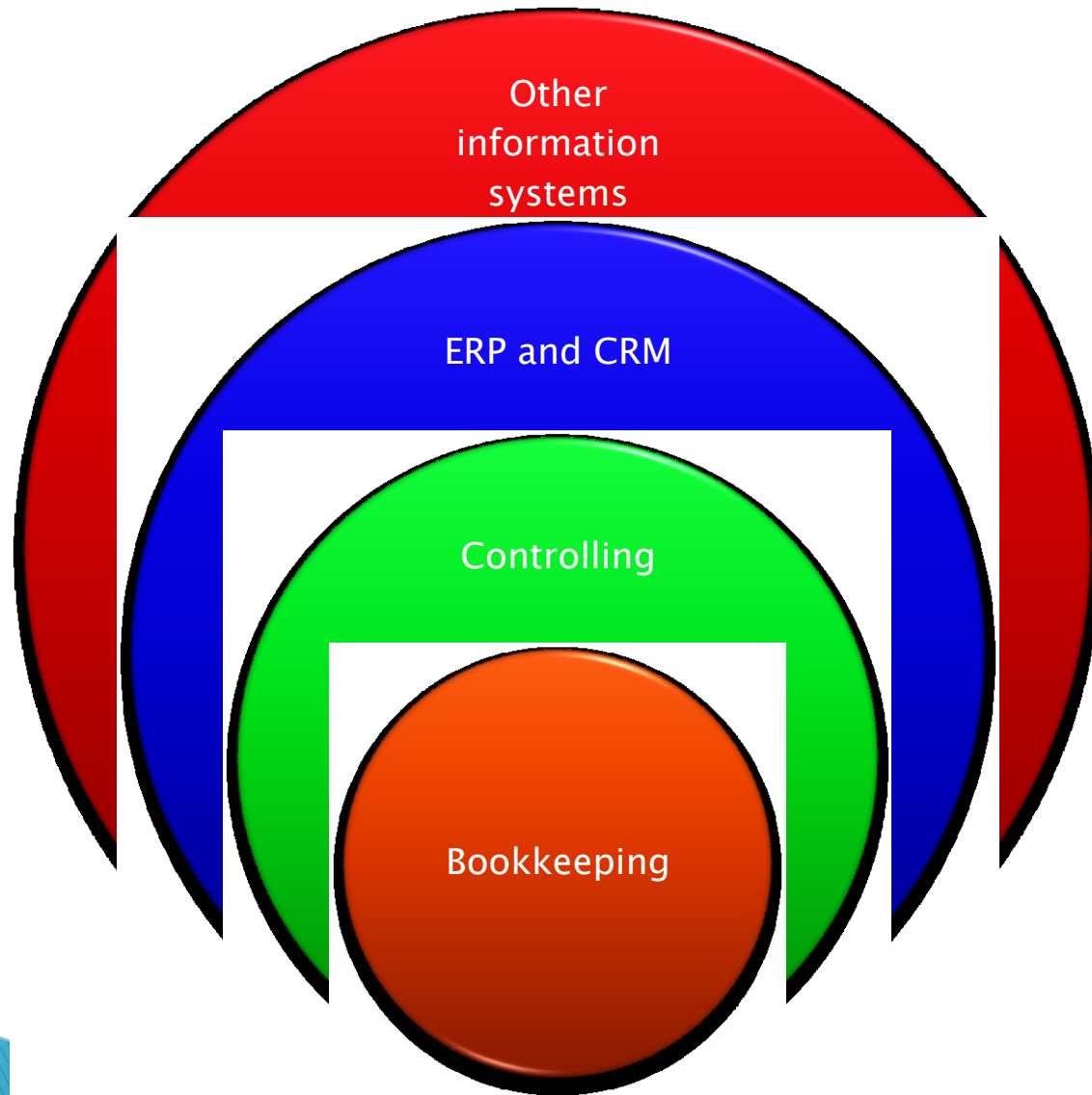
•Organizing

- Information helps managers understand the resources available to the organization, including human, financial, and physical resources. This understanding is essential for organizing these resources effectively to carry out the organization's plans.

•Directing

- Information is used to guide and motivate employees towards achieving the organization's goals. Managers use information to communicate expectations, provide feedback, and make decisions that affect the direction of the team or organization.

Where are 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

Acknowledgement:

This presentation was improved by using Microsoft Copilot.