

The evaluation of managerial functions in the context of modern management theories

Assoc. Prof. Ing. Eva Čáslavová, Ph.D.
UK FTVS, Prague

In my contribution I would like to focus on managerial functions, its progress in modern management school theories and point out current implementation in the field of sports in the Czech Republic.

The basic theme of managerial work is content and concept of managerial activities (functions). Managerial functions are performed by any leading worker whether he/she is leading manufacturing concern, sport organization or military unit and formation. Theoretical works in the present modern management trend pursued and are pursuing managerial functions classification and content. These theories resulting especially from manufacturing organization case studies do have so stable theoretical content that it can be and is implemented in non-manufacturing organizations.

Classification of managerial functions has proved necessary for arrangement of organization management findings. It is true, that individual authors have classified different number of managing functions and the curiosity is up to 19 managerial functions by American author J. B. Miner, but the most popular is classification by Harold Koontz and Heinz Weihrich. They have defined 5 managerial functions:

- Planning,
- Organizing,
- Staffing,
- Leading,
- Controlling.

In the follow-up explanation I will concentrate on above classification of managerial functions and its impact and differentiation in present modern management theories. These functions are also termed as sequential managerial functions, since they are implemented step by step in logical sequence (Diagram 1).

Every sequential function is permeated with running functions such as communication, decision-making, implementation, which is not going to be a subject of my contribution.

Planning

This managerial function has been primarily developed alongside formation of entrepreneurial strategy and its school of thought shall be implemented both in sport organizations and military units and formation. Preference of strategic planning is given by motivation of uncertainty and risk reduction in the long-term development in concrete organization. The ground is formed by:

- H. Igor Ansoff (1990) "Implanting strategic management",
- Michael E. Porter (1980) "Competitive Strategy",
- Gary Hamel (1994) "Competing for the Future".

At present, a synthesis made by the Czech authors Vodáček and Vodáčková (2001) is on the basis of a world management literature dividing the strategy defining process into 7 phases:

a) *Statement of mission*

Statement of the main mission and philosophy of the organization.

b) *Analysis of initial state, particularly strengths and weaknesses of the organization*

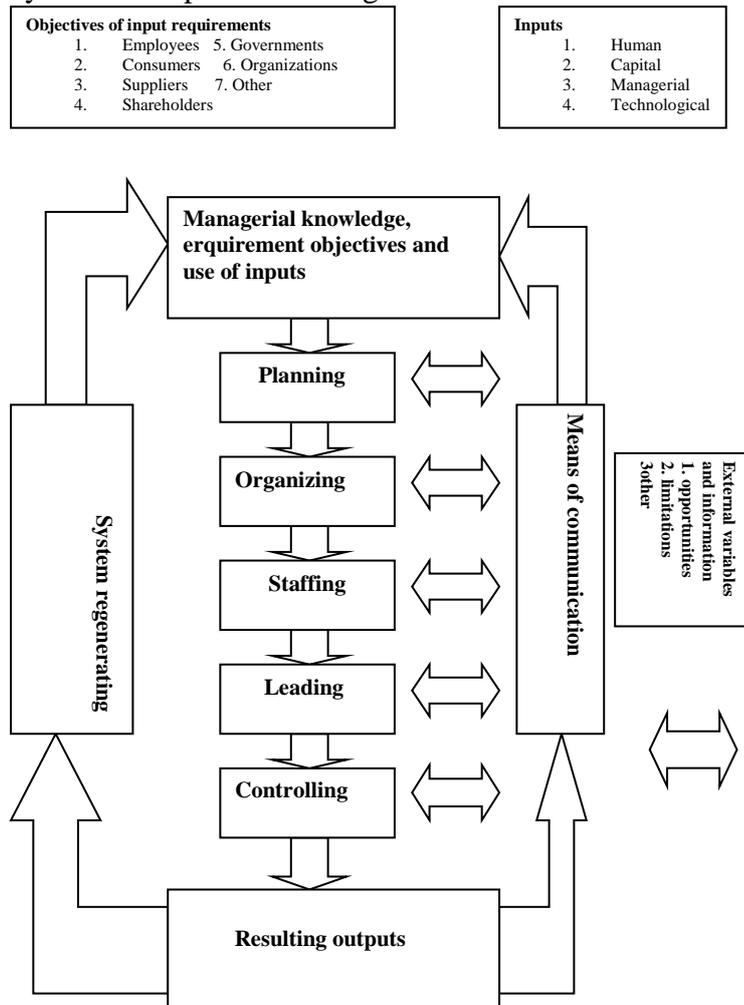
Analyzing not only in entrepreneurial environment but elsewhere it is desirable. It analyzes, first and foremost, comparison with potential competition and procedures for further projection activities.

c) Analysis of potential development resources and creation of specific strengths of the organization including analysis of use of resources efficiency

The point is an originative interconnection of strengths and weaknesses analysis with resource conditions leading to creation of strong position of the organization in the intended term.

d) Statement of objectives for speculated strategy

Diagram 1 – System conception of management



Source: Koontz, Weihrich 1988

Framework of objectives is the issue of the organization's top management. It is important to define parameters for each objective (content, way of achievement or analyzing, term, connection to framework of planning etc.). It is recommended, ideally, to set relatively small number of objectives (4-6) according to the organization's type of activity.

e) Statement of scripts and selection of an appropriate strategy

Chosen script predefines detailed elaboration of general selected strategy as well as elaboration of partial strategies for separate autonomous components of organization or fields of activity.

f) Analysis of selected strategy suitability

Organization must be prepared for the changing conditions; opportunities, threatens in the follow-up implementation process

g) *Strategy implementation*

This phase comprises also reevaluation of strategy and possibly previous phases.

I am stating an experience in strategic planning in implementation to activities performed by sport organizations.

Strategic planning enables the sport organizations:

- To analyze a way how to build a sport organization,
- To specify the most important target groups, i.e. groups of persons which primarily assist in objectives meeting,
- To state short-term, medium-term and long-term objectives,
- To define way how to meet the objectives.

I proposed content of sport organization's strategic plan for the area of sport management.

It is necessary to mention, that the strategic planning in the Czech sport environment is most often implemented on the basis of business organizations, where the creation of entrepreneurial strategy seems to be a necessity.

There are already elaborated some means and tools of planning for the field of sport, i.e. SWOT analysis for sport events planning.

Organizing

Organizing and organizational structures are, by P.F. Drucker (2001), the oldest management function. Modern management trends put the accent chiefly on:

- Simplicity and flexibility of organizing methods and types,
- Independent conduct of organizational components,
- Using of integrated procedural management reengineering approaches chiefly with the assistance of information technologies.
- Reduction of organizational types which only arrange a decision making or works for other units,
- Analyzing of staff units slenderness and assignments with appropriate workers in professional and qualifying way,
- Increasing of linear leaders' value and reputation, who are performing prestigious activities,
- Linking of organizing methods and types with motivation systems of participation in shown good/bad results,
- Replacement of rigid rules, regulations and organizational types with development of direct and informal communication,
- Using of informal structures and developing of screen cooperation.

These trends are described in works by P. F. Drucker (1999) "Management Challenges for the 21st century", G.S. Gardiner (1996) "21st Century Manager – Meeting the challenges and Opportunities of the New Corporate Age", F.J. Guillart, J.N. Kelly (1995)

"Transforming the Organizations – Reframing Corporate Direction, Restructuring the Company, Revitalizing the Enterprise, Renewing People", S. Helgesen (1995) "The Web of Inclusion: A New Architecture for Building Great Organizations".

Trends above are relevant for all managing areas in organization including sport and armed forces and following of these trends results in more effective use of resources and more precise outputs.

There are evident defects in sports organizing, which create a basis for ineffective drawing from funds, imprecise financial documentation, wrong division of power of decision resulting in doubling of performed functions or, on the contrary, to absence of some. Within big sport organizations is a problematic wrong choice of managing range and number of chosen managing levels, which affect an effective business in relation to communication and incurred costs.

Selection, assignment and assessment of workmates (staffing)

This managerial function lies in ability to ensure an appropriate selection of good and long-faithful workmates, their assignments according to specialization, fair assessment and further professional development. It is intentionally said as workmates – cooperation among personnel - modern management is interested in originative and loyal approach than in simple recruitment of workers.

Modern management lays a great emphasis on personnel affairs. Some authors talk about “human resource management” as a separate field or possibly about “personal management”. They usually include some parts of other managerial functions in their theories (in particular planning and leading) and this area often becomes autonomous.

Selection and assignment of workers work on manpower planning and is based on analysis of capacity requirements for works in process or works considered in the future.

Uniqueness is occurring in the field of sport chiefly in non-profit organizations which cooperate with volunteers. We can hardly monitor their occupational qualifications for selection, but it is rather oriented on time and location, in particular for sport events.

Leading

Modern management gives a great amount of findings, opinions, experience, methods and approaches how to achieve an active and quality participation of workers in meeting the organization’s mission and objectives. These methods and approaches are focused on workers, who lead bigger teams, to control the whole spectrum of approaches necessary for personnel managing with a different need of authoritative and autonomous decision making. In historical connection, these approaches result from theories X and Y originated in the 1950s dealt in work „The Human Side of Enterprise“ (1989) by D. McGregor. In modern management a work by J.A. Pearce and R.B. Robinson is a follow-up to it and deals with transition from autocratic to liberal managing, possibly to full liberty of participation in organization’s activities.

This managerial function pays high attention to personnel motivation. Modern management distinguishes three types of motivation:

a) Theories of understanding of motivation reasons

The most popular theories are:

- Maslow’s “Hierarchy of needs theory“ focuses on specific functions adjusting it to the considered conditions. These functions use sociological economic analysis designed to particular needs measure.
- Herzberg’s “Two factors theory” was originated in the later 1950s, despite of this fact, it ranks among the most popular motivation theory. The first group of factors comprises motivators and the second hygienic factors. Present management deals with determination of economically adequate limits by static testing to ensure that hygienic factors do not have dissatisfactory influence. Another research orientates on intensity and economic benefit of each motivation factor in comparison with costs, elicitation and duration. (Herzberg’s work “Managerial Choice: To be Efficient and to be Human“).
- Alderfer’s “ERG theory” has a similar conception as above mentioned theories, it divides human theories into three hierarchical groups:
 - Provision of existence,
 - Provision of social relations with working environment,
 - Provision of personal or vocational and qualifications growth.
- McClelland’s “need for success achievement theory” focuses on three levels of hierarchically sorted motivations. It is based on:
 - Need for affiliation
 - Need for power,

- Need for achievement.

b) Theories of course of the motivation process

These theories focus on elicitation, duration, regulation, preservation and termination of motivation action. It involves:

- Vroom's "expectancy theory" pays attention to estimate, evaluate and monitor personal objectives and interests,
- Porter's and Lawler's "extended expectancy model" works on the fact that employee's expected motivation reward is decisive for the strength of motivation efforts in comparison with anticipated efforts and risks of achievement (Managerial Attitudes and Performance),
- Adams's "equity theory" deals with rewards with respect to costs incurred to the employee in comparison with other employees,
- Skinner's "reinforcement theory" considers that previous findings, impressions and experience do considerably influence human reaction to similar situations in presence. Skinner defines four possible motivation methods – positive motivation, negative motivation, activity strangling and negative punishment.

c) Theories of specific propose

This group of motivation method assigns specific attitudes suitable for managerial applications to the above mentioned groups. They are as follows:

- Employee's participation in decision making; this application deals with participation usefulness, gravity of occurred problems and a way of participation choice,
- Manager's self-motivation which deals with participation in achieved output, need for passing the risks of hard and responsible activities.
- Other motivation attitudes; comprising motivation programs to raise quality of working life or involvement of employees to internal business activities.

All theories mentioned above hold an important position for sport practice. However, I would say that sport organizations in the Czech environment do not intentionally and continuously deal with motivation and motivators. Details show results of research aimed at personnel matters in sport organizations in Prague, which was carried out by Sport Management Department in the years 2007-2009. We can also say that using of motivation methods requires ability of creative thought and knowledge of managing psychology. Despite its great importance, some managers welcome rather simple practical advice. (Vodáček, 2000)

Literature of modern management differentiates between general functional managing of personnel and different version of leadership forms. Differentiation occurs also at carrier of both forms - managers in the first case and creative managers or leaders in the second case. Creative managing confesses a great expansion in modern management theories. There are various classifications of present attitudes towards leadership, which are divided into three groups in conception of modern management:

a) Characteristic features of leader

At present, these theories are based on opinion that some of the characteristic features of leader are rather congenital (energy, partial intelligence, assertiveness and behaviour), but either must be consequentially developed or can be fully developed.

The present managerial literature analysis carried out by Vodáček (2000) shows that for good creative leaders are usually typical following abilities:

- ***understanding of workmate's mind***, to understand what are their motivators and how it changes in time and according to situation,
- ***gaining of workmate's loyalty***, to create a coherent team of people and to know how to motivate them in order to inspiration and creation of an environment which evokes positive response to objectives and full willingness to meet them,
- ***responsible and effective leading*** to meet the objectives including their active participation,
- ***meeting the motivation needs*** including a great portion of moral impulses (sense of pride on participation, sense of self-realization etc.) (Ghiselli, 1971)

b) Theory of leader's behaviour

There are three basic types of creative leadership in managerial literature of modern management – autocratic style, democratic style, free style. Later works deal chiefly with democratic and free style – so called “System 4” (Likert 1976). Likert's theory of four systems works on experimental analysis of manager's and leader's behaviour and says that creative leaders use:

- ***Exploitive-authoritative style***,
- ***Benevolent-authoritative style***,
- ***Consultative style***,
- ***Participative style***.

Other theories do in later years point trends toward significant independence of decision making power of led employees or groups. However, it is counterbalance with responsibility according to risk of performed activities and employees initiative. It is important to realize that creative leader's behaviour can be noticeably changed according to situation even for the same team.

In conclusion I would like to emphasize that managing by a leader does not mean a loss of discipline and control of formal or informal built team. However, it rather results from environment and spirit of leadership and thus it is conscious, created without use of violence and cleared of the carrot and stick philosophy. A monograph “Understanding Motivation” (1990) by John Adair is very interesting in this respect.

c) Theories of state conditions of leader's success/failure

There are three theories:

- ***Leadership continuum theory*** recommending differentiation of behaviour and leadership according to the situation and conditions (Tannenbaum, Schmidt)
- ***Leadership effectiveness theory*** recommending open style of creative leadership according to situation parameters (Fiedler)
- ***Path-goal theory*** recommending division of objectives into well-arranged and manageable substeps. (House)

Classical recommendations are shown in opinions by managerial celebrities in their autobiographic and reasoning books. In the sport area these theories are use rather intuitively than it would be involved in regular training of sport leaders.

Controlling

Controlling is the last sequential managerial function. This function analyzes differences between present state and planned objectives of organization, and how to work with them in implementation of leading process.

Modern management classifies control process by:

- ***content***,
- ***management level***,

- **implementation concept.**

Control methods and practices are used according to classified control process.

Modern management deals with recommendations for effective controlling (Vodáček 2000).

We can emphasize following recommendations:

- to plan and organize control **procedure in accordance with evaluated managerial process content,**
- to pay attention to **economy of control process,**
- **to pay attention to the right timing of control** and notice significant differences about planned intentions,
- to ensure adequate **control quality,**
- to respect **differences resulting from organizational parameters** of controlled groups,
- to work on declaration of power and responsibility, independence factor and function of controlled employees and teams,
- ideally, **to use simple control procedures,** but it can not be at the expense of reliability and profundity of control results,
- to suggest **practicable and economical remedial action.**

Control specifics in business organizations and citizens associations in the field of sport appear in:

1) choice of critical points and standards of control

it is primarily grounded on meeting the objectives and programs serving as control points, further on economics standards – costs, revenues, capital.

2) time shift of budget according to accounting period and budget by sport season serving as a base for decision making.

Managerial activities in the field of sport work both on general activity concept and content and are specific according to sport aspects. The high effectiveness of sports organization's activities can be only achieved in mutual harmony of these aspects. For that reasons, there was founded a field of study Management of Physical Education and Sport at the UK FTVS in 1996. It was the first in the Czech Republic engaging in sport organizations management.

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