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KEY COMPETENCES OF CONTEMPORARY MANAGERS IN ENTERPRISE MANAGEMENT

Management of organisations in a global economy, globalisation and governance, and progressively wider and deeper integration processes put forth to managers different levels of hierarchical, multi-dimensional requirements in the sphere of competence, mainly in the fields of knowledge, competences and experience – including managerial competences, personality traits, ethical and moral behaviour (the system goals and values). In the twenty-first century economy based on knowledge and innovation, the manager is the one who has a huge impact on the development of the organisation, a person with a unique opportunity to create his own ideas. This paper discusses various competences of managerial level staff which are a prerequisite for successful organisation management. Among others the following competences are elaborated on: leadership, negotiating, interpersonal, team-working, technical, knowledge management and managerial competences. It is stressed that every manager, regardless of the level of management, position and functions, needs to be effective and efficient in managerial activities. Therefore knowledge and managerial competences, personality, experience, intelligence, imagination, are the key traits that should characterise a manager.

Key words: manager, competences, organisation

1. MANAGER AT THE HELM OF THE ORGANISATION

Management of organisations in a global economy, globalisation and governance, and progressively wider and deeper integration processes put forth to managers different levels of hierarchical, multi-dimensional requirements in the sphere of

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competence, mainly in the fields of knowledge, competences and experience – including managerial competences, personality traits, ethical and moral behaviour (the system goals and values). In each organisation, knowledge of psychosocial problems handled by managers is also desirable, because the psycho-aptitude, intelligence, professional activity predetermine the outcome of differences in learning and performance management in comparable operating conditions. These requirements, however, are variable in time and space, and often remain in conflict, which makes it more difficult and complicates management.

Joseph Penc states that “any organisation, in order to continue its existence and operation, should be effective, so it should not only achieve the optimal relationship to its cost advantages, but also to liberate human energy and resources for the achievement of investment objectives. This should ensure the efficiency of its business managers” [3, p. 61].

Modern managers can effectively perform their essential roles and functions of leadership and perform tasks efficiently only when they have not only adequate knowledge and expertise, experience, desired set of personality characteristics, ability and intelligence, but also when they have mastered the basic, practical, habitually established managerial competences. Managers should also be characterised by specific, personal and interpersonal innate predispositions, imagination, courage and leadership potential in order to manage the organisation smoothly and be able to work with many institutions, meeting the expectations of customers and partners, and carefully analyse the situation of the competition in the market. Efficient interaction of manager with organisational behaviour of subordinates also requires a manager to possess innate leadership abilities [9, p. 138].

On such a basis, the manager should be able to recognise, analyse and solve complex organisational and managerial problems and take appropriate decisions related to the efficient functioning and development of contemporary organisations. Management requires, above all, that he should be the assertive, creative and entrepreneurial person, resisting the temptations of success and easy profit, responsible, calm, cautious and respectful when relating to others, self-sufficiency developed and perfected in these positive attributes, while courageous, tenacious and inspiring positive attitudes in other employees, tolerant to all forms of cultural diversity and should be a cosmopolitan. It is the managerial competences of the staff that largely determine the market success of the organisation. Due to the ever-changing variety of environmental elements of the environment and the requirement of increasingly rapid and even immediate response, managerial work is stressful, particularly difficult and responsible. It requires from any manager, as noted above, certain predispositions, psychological aptitude, specific personality traits, knowledge, competences, experience and also consideration of work value system in managerial activities. The success of the manager, and the organisation, are determined by the quality of education, willingness to constantly improve and expand the general knowledge of management competences, which constitutes an important and valuable managerial and modern organisational knowledge.

Achieving real success of a modern manager (not only financial) also requires the application of managerial conduct in accordance with recognised ethical and moral principles. True success in business is achieved by those managers – as indicated by historical experience – who have the knowledge, competences, experience, desired personality, intelligence, imagination, courage and leadership competences, but also are honest and decent, guided in their work of management by recognised ethical and moral principles. So the requirements placed on contemporary managers are multidimensional and increasing.

The manager of the organisation fulfils at least the following tasks: interpersonal (establishing and maintaining contacts with other people), information (collection, processing and transmission of information) and decision-making (the availability of resources of the organisation), and also negotiating (negotiating competences). Functions performed by the manager originate from the basic functions of organisational management (planning, organising, motivating, marketing and supervising) [5, p. 263].

The presented dimensional characteristics of the manager should adapt to the modern social trend, which is typified by a transition from the industrial and post-industrial stages of development to the phase of the information society. While the material basis of the industrial development phase was the development of industry and for the post-industrial phase – the development of services, the basis for the economic development of the information society is the intellectual resources, derived from the knowledge of human individuals and teams. The modern manager should then also possess the competences of organisational knowledge management.

2. THE ROLES, FUNCTIONS AND TASKS OF MANAGER

A manager is a person with managerial capacities, who has an adequate knowledge and competences, including leadership, the desired personality and past experience in directing teams of organised employees and management in conditions of uncertainty and indeterminacy, in conditions of constant environmental volatility. Any organisation, especially now in a globalised economy, needs an effective and efficient operational manager, mainly because managers become creators of their success. The roles, functions and tasks performed by managers in terms of globalisation and integration are very broad, and their implementation requires new knowledge and team competences, great effort and dedication.

The work of the director – manager mainly consists of setting goals and defining tasks, after examining the market, developing and making right decisions appropriate to the circumstances and resources, organising their implementation, motivating subordinates to work efficiently and effectively, and supervising. The

manager is responsible not only for achieving the objectives and tasks, ensuring high productivity and efficient use of resources (production factors), but also for creating a friendly atmosphere, mutual trust, openness at work and the conditions that stimulate initiative and entrepreneurship and the sense of responsibility among subordinates. The manager is also responsible for establishment of suitable conditions for the deliberate and harmonious cooperation and collaboration of workers in the team. His or her role also involves the appropriate allocation of responsibilities and resources, monitoring and evaluation of activities of employees. The worker should be confident that his or her work shall be objectively assessed and the results shall have the due recognition. The manager's job is also to inspire, encourage and motivate the activities of subordinate employees, and also eliminating obstacles to the implementation of tasks.

In a globalised market economy the demands on the manager originate from the fact, that understanding the organisational strategy, including in particular the strategic marketing goals, is an essential component instrumental to the achievement of success. Given the wide range of duties and responsibilities of managers, groups of their specialisations are formed, each of which requires continuous acquisition of knowledge and expertise, continual competence enhancement and specialisation in a certain range.

Every manager, regardless of the level of management, position and functions, needs to be effective and efficient in managerial activities. It is because in this work, knowledge and managerial competences, personality, experience, intelligence, imagination, are the key elements, but their proper use is assessed after the performance (results). The effectiveness of a manager in each institution is of great value, because it brings a major contribution to its smooth operation, success and development. Two important concepts – efficiency and effectiveness in relation to each manager are also considered as measures of success in management. Management is effective when the organisation achieves its objectives, and effective when, while adopting the principle of rational management, economically and carefully manages its resources, achieving maximum results. The manager's job is to maintain a balance between efficiency and effectiveness. In order to manage effectively a competent manager should fulfil his basic managerial responsibilities, while respecting the principles of management and applying modern methods and techniques, as well as presenting the appropriate management style.

Ch. Coates has developed a managerial task list, of which the most important are:

- determine to what extent the institution is oriented towards customers, employees and all departments have sufficient knowledge of the needs and expectations of customers,
- assess which of the ways adopted in institutions regarding measuring customer satisfaction are appropriate, whether the measurement is complete and whether the flow of information from customers is efficient,

- involvement of all departments in the debate on the performance achieved by the institution to meet the needs of customers,
- identify the main criteria that affect the thinking process of customers in purchasing decisions,
- research on direction and the pace of changing needs and expectations of customers in different segments,
- specify whether classification accepted by institution, customer and market is sufficiently detailed so that the organisation has accurate data on consumers' behaviour,
- examine whether the institution has increased strength and range of advantages relative to competitors and the criteria to which the institution should devote most attention to achieve an immediate and visible improvement over longer periods.

On the other hand – by PF Drucker – the task of the manager is:

- management by setting objectives,
- taking on more risk and a greater ability to calculate in advance all the risks and choose the best option,
- ability to create an integrated team in which everyone is able to assess their performance and results in relation to a common goal,
- ability to quickly and clearly convey information,
- motivating employees to work effectively,
- perception of economic, political and social developments both domestically and globally, and including them in their activities

and also:

- managing their own development and activities, learn new competences and improve their personal qualities and managerial work,
- managing employees by understanding their needs and expectations and the proper use of their knowledge, competences and talents for the good of the institution,
- supervise the development of the institution with the knowledge of its mission and objectives, strengths and weaknesses of the organisation and the potential opportunities and threats posed by the environment,
- problem solving, making decisions appropriate to the situation and putting them into effect [1, p. 397].

The manager should make every effort to ensure that subordinate workers have clearly understood their objectives and the implementation of assigned tasks, or have previously participated in their establishment. The manager's job is to create conditions that facilitate compliance or high correlation of individual workers' objectives with the objectives of the institution. This will take place in an organisation where, insofar as labour productivity growth, improved productivity and profitability is improved to meet the needs of employees. Managers seeking to increase the attractiveness of products (manufactured goods and services) should first accept the tactics of customer orientation, to draw attention to their basic needs, wishes and

expectations. Customer orientation must be the basis for formulating strategies of the institution, its organisational structure, processes and procedures, as also the development and use of knowledge – knowledge resource and competences, and experiences of entrepreneurial managers and the elaboration of a system of employee motivation [2, p. 315].

An important task of managers is the objective evaluation of subordinates and fair recognition and rewarding. Awards should be so distributed that they serve as incentive instruments to work effectively. In each institution a defined, transparent system of staff appraisal should be developed. The requirement of a manager is also the ability to be proficient in the use of criticism as a tool for improving employee conduct, so as not to discourage them from working and to stimulate correction of mistakes and their elimination in the future.

Effective managers are characterised by a particular feature, namely they have a clear understanding of the purpose and tasks of whichever part of the organisational operation, for which they bear responsibility. They focus their attention on certain sizes – gauges, such as on labour productivity and quality, modern products, the cost of manufacturing or service, profit, profitability, etc. They manage staff in such a way, so that every employee can fully use their individual knowledge, capacity and available opportunities. Thus they obtain high efficiency of the team's work focused on achieving the key objectives throughout the organisation.

Top-level managers in formulating strategy for the management of the organisation – incorporating the concept of its future, must have – in addition to relevant qualifications – the imagination, courage and initiative, enterprise, ambition and eagerness for success. Their level of professionalism – knowledge, competences and experience, as well as capacity and features presented above, depends mainly on the efficiency of operation and business condition of the organization [2, p. 362].

3. ELEMENTS OF COMPETENCE DIMENSIONS OF A MODERN MANAGER

Managerial competences are associated with each particular competence related to professional and social activities. Professional competences are competences that are required of managers at various levels of management and for continuous development and improvement. Social competences of the manager are associated with the search and selection of people, especially for managerial positions and the shaping of human relationships.

The importance of managers' innate abilities and leadership competences has already been noted by FW Taylor in his study, separating the management competences of technical competences.

He noted that with increasing levels of management in the organization, the importance of management competences also increases. And since the studies of H. Fayol, efficient and effective management competences of managers are systematically analysed and evaluated, which led to the creation of many of their typologies. One of the earlier typologies of management competences (managerial) is classified by R.L. Katz. He distinguished the technical, social and conceptual managerial competences. The role and importance of selected groups of managerial competences vary depending on the hierarchical level of management. Technical competences are required in solving specific operational tasks or to train employees and enable them to first-line managers (technical management level). Social competences (interpersonal competences) are important in shaping the appropriate relationship of manager with subordinates, customers, partners and other institutions. These competences, in particular, are required for middle level managers at the organisational level of management. At the highest hierarchical level of management (strategic), in turn, the most important role is played by the conceptual competences of a manager, because they are essential in planning, organising activities, motivating employees and creative problem solving or in establishing and long-term maintaining a variety of relationships with the environment – or society.

A substantial influence over the specification of managerial competences was exerted by the studies of D. Whetten and K. Cameron, recognised as one of the most innovative. They have identified nine key management competences, grouping them into two categories: personal competences (improving self-awareness, managing stress, creative problem solving) and interpersonal competences (establishing communication in support of acquiring knowledge and influence, conflict management, effective delegation, motivating others, group decision making). On the basis of research – using the results of D. Whetten and K. Cameron, and other scholars – fourteen key managerial competences have been distinguished, expanded and synthetically described (see Fig. 1).

Isolation and development of personal managerial competences needs a deeper understanding of one's own emotions and behaviour, and thus self-knowledge. Those competences manifest themselves in direct contact with employees, customers and other partners of the organisation. For the management of personal competences we may include [5, p. 472]:

- development and improvement of self-awareness,
- managing emotions in difficult situations and stress,
- innovative and creative problem solving,
- acquiring and developing new personal talent,
- creative use of specific knowledge,
- sharing acquired knowledge and experience,
- building personal authority and self-image.

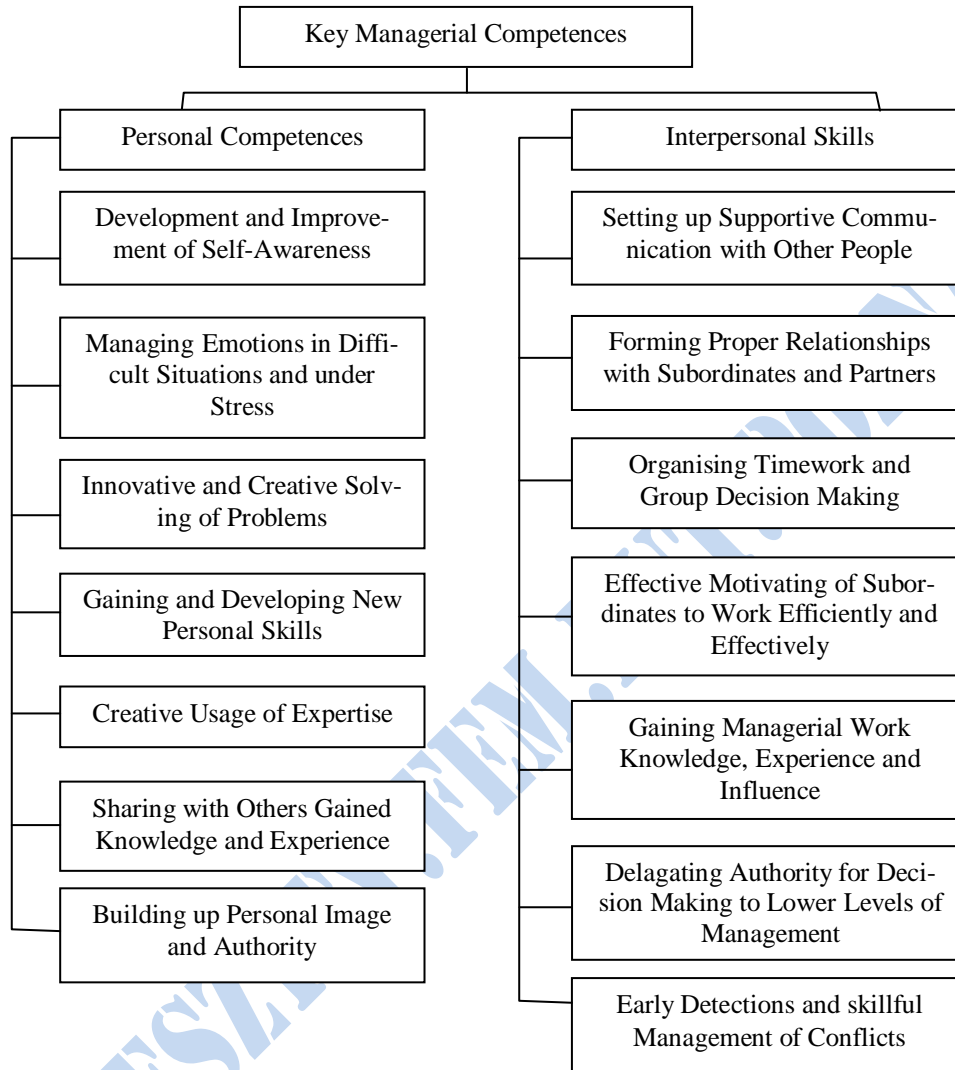


Fig. 1. Key managerial competences. Own study based on data contained in the following publications: [11, p. 254]

Distinction and, in turn, development of managerial interpersonal competences are necessary, because they enable a manager to establish and maintain appropriate relationships and to organise cooperation and working with employees, other members of the organisation and its customers, contractors and other partners and institutions, which facilitate and streamline own tasks [8]. As the interpersonal competences of a manager should be considered:

- establishment of supporting communication and communicating with people,
- development of appropriate relations with employees and partners,
- organisation of teamwork and decision making in the group,
- effective motivating of subordinates to work efficiently and effectively,
- the acquisition of knowledge, experience and influence in managerial work,
- delegation of decision-making authority to lower levels of management,
- early diagnosis and skilful management of conflict.

Development and improvement of self-consciousness – classified as manager personal competences – requires mainly the identification, in-depth analysis and assessment of their personal strengths and weaknesses, and also conscious consideration of their potential for managerial work. Managing emotions in difficult situations and stress, associated with the competences to reduce tension and emotional stress, and also the use of experience in this field improves self-awareness.

Innovative and creative problem solving combines analytical and rational with creative thinking, to be effective in an innovative way to solve problems arising in the management process. Acquiring and developing new personal competences requires competence acquisition, completion and assembly of the new development of specialised competences, especially personal managerial competences, promoting innovation, improving processes, creating new opportunities and developing certain habits, which are necessary for generally understood fulfilment of managerial duties. Depending on the needs, every manager must have knowledge of facts arising from the activities of the organisation, and should know what knowledge will help build a competitive advantage for his organisation in current or future markets (see Fig. 2).

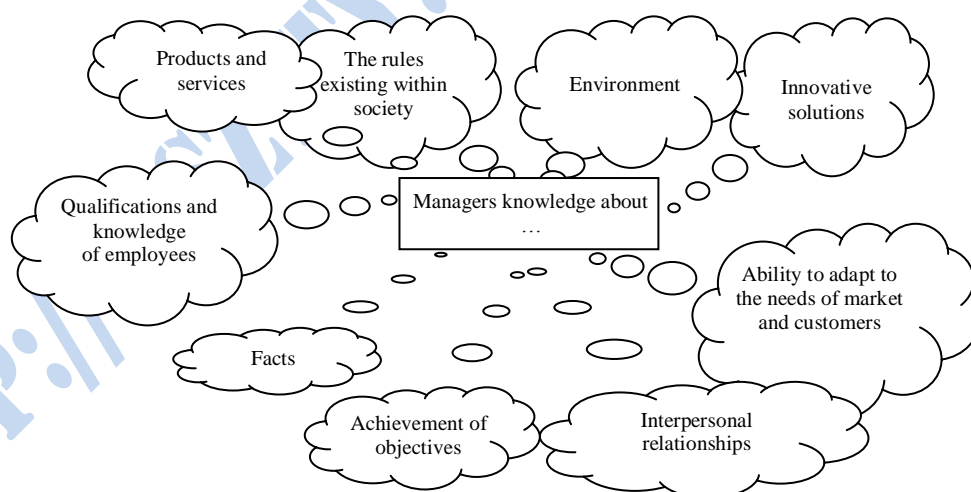


Fig. 2. Manager's knowledge [4, p. 40]

Creative use of expertise requires that the manager not only has a keen interest in all professional news and creatively exploits knowledge and expertise, but also fully benefits from the intellectual resources of both individual employees and teams of employees in a profit-making organization. The manager should create the appropriate mental attitude to the creative use of scientific knowledge and practice of the competences acquired by employees, as well as properly motivate his subordinate staff to conflict-free entry of new research approaches to practice (projects, patents, licences and other solutions). Sharing acquired knowledge and experience requires that the manager has it in an appropriate measure and transfers it to his subordinates, especially lower-level managers, to manage; create real opportunities for creative work of subordinates; as well as encourage them to self-study and to become familiar with the broader new solutions for issues related to professional work (workplace), so that the competences of individual employees and work teams are converted into stocks of knowledge, serving the entire organization; increases the subordinates' experience and promotes the implementation of the management practices of any innovation.

Building a personal authority and self-image are important personal competences for each manager that significantly affect the effectiveness of management. A manager should have – in addition to the formal authority that gives him the right to order (command), but not always force obedience – personal authority. He earns it by expanding and improving knowledge and managerial competences, tactful conduct, integrity, justice, honesty, kindness, manners and other positive personal characteristics, as well as by the use of management methods and techniques, and the manifestation of management style adequate to the circumstances and conditions of management. These qualities and conduct, gaining (professional) work experience and developing leadership competences, as well as use of social influence are also conducive to creating a positive self-image. Efficient management is the art of clear and concise formulation of goals and skilful communication with people. In the group of interpersonal competences, it is important to establish communication and support effective communication with people, requiring the manager's ability to organise an efficient system to communicate with others quickly and effectively receiving and imparting information to employees and partners of the institutions, being understood and influencing their behaviour, listening carefully to others, formulating a concise and logical presentation of thoughts and issues to be resolved. A professional manager wishes to effectively fulfil the functions of management and efficiently carry out tasks that should achieve constructive communication within the organisation. Forming appropriate relationships with employees and partners, organising teamwork and group decision-making requires that a manager, in the work of managerial competences, establishes transparent rules for forming professional relationships with subordinates and relations with partners of the institution. This also includes the ability to organise and conduct meetings, public presentation of the problems, their solutions, ideas, etc. The manager implements the majority of the objectives and tasks, not by his personal

performance, but through others, including subordinates. So one of the essential competences that is required of a modern manager is the ability to effectively motivate and encourage subordinates to creative, efficient and effective work, using an appropriately chosen set of motivational tools.

The manager must have such an influence over subordinates, that they behave according to his expectations and achieve objectives and tasks of the institution. Gaining knowledge, experience and influence in managerial work requires the ability to verify the expertise gained in practical activity, the consolidation of competences and habits useful in managerial work, the acquisition of social influence and authority over others in order to enhance management performance. The ability to effectively delegate decision competence to lower levels of management requires the ability to identify management problems and to determine an allocation of what tasks, when and to whom, one can delegate authority, competence and responsibility which shall be appropriate to the tasks assigned in order to apply efficient and effective management. Employees of organisations have different wishes, needs and expectations, and therefore represent different attitudes toward the organisation, which may be contrary to its purpose and bring conflict of interest. In an organisation such conflict of interest is unavoidable and can significantly reduce the effectiveness of its activities, if in due time it cannot be identified and the causes identified and resolved. Therefore, an important competence of the manager is to detect and skilfully manage conflict, thus early detection, resolution and elimination, as well as coping with emotions in such situations [9, p. 152].

Presented above, the professional model of the modern manager provides key, personal and interpersonal management competences that can be learned during training by developing new attitudes and behaviour. This presentation has omitted technical competences that are acquired in a different way and concern shaping managerial behaviour to a lesser extent. The importance of knowledge and team management competences to the efficiency and effectiveness of management is increasing steadily. This is due to the intensification of the processes of globalisation and European and global integration as well as the increasing complexity of technical and technological processes, the economic, social, environmental and cultural developments in contemporary organisations and additionally the emerging information society, where improving economic and social competitiveness, knowledge and intellectual resources of individuals and teams of human workers are most significant.

Ch. Prahalad distinguishes such competences and personal characteristics of the manager:

- ability of conceptual and system oriented thinking,
- ability to operate in a multicultural environment,
- readiness for lifelong learning,
- a set of positive personal qualities and high standards of behaviour.

Each manager should have conceptual thinking competences enabling perception of the relationship between various elements of the system, as well as a for-

ward-thinking attitude that embraces the whole extent of management issues. He should also be able to summarise information both strategically and operationally, combining analytical competences with his own intuition and experience while balancing private interests and the common good. An important competence of the manager in the context of globalisation is the ability to operate in a multicultural environment where the knowledge of whole diversity forms of culture and foreign languages is very helpful. Globalisation of management creates the necessity to think interculturally and consider the fact that in other cultures the system of shared goals and values may not be the same, as in the one in which he is educated. The position of a manager requires continuous improvement of knowledge and expertise, to acquire and develop new management competences. Managers must constantly be ready to accept new ideas, technology, design, good business practices and cultural values; they must seek opportunities for permanent learning. The duty of managers is to establish the standards required by the set values and behaviours. Hence standard establishment is necessary for the continuous improvement associated with in-depth knowledge of the institution and its area of operation, striving for maximal dedication in work and its effectiveness. The responsibility of the manager includes his own actions and the work of subordinates, sensitivity to human affairs, human relations and intercultural problems, tolerance of different cultures and encouragement and support for the development of colleagues and subordinates [11, p. 255].

He needs not only vision, authority, energy, imagination and the ability to formulate strategy, but also the ability to run the so-called soft factors, such as friendly working atmosphere, effective motivation of subordinates, receptive attitude towards change and economic and social progress, information and cultural empathy, affordability, originality, innovation, entrepreneurship, etc. Thus, the manager must have profound knowledge and mastery of all the team competences in modern management, intelligence, creative imagination, courage, developed intuition, talent, determination, high aspirations and ethical and moral decision-making attitudes and actions that not only contribute to an increase in profits but also contribute to the social welfare (common good).

From a manager, underlines P.F. Drucker it "is expected above all that he will do what ever is needed". And it simply means that performance in action is expected of him. The Centre for Creative Leadership in the U.S. based on two decades of cooperation with thousands of executives representing various organisations has formulated a set of characteristics (abilities), of an effective manager, and they are as follows:

- increased awareness of their potential, a comprehensive knowledge of their strengths and weaknesses, how they are perceived by others and how to interact with others;
- encouraging others to provide feedback, which results in self-knowledge, helpful when revising activities;

- desire to gain knowledge, which enables changing own perspective of looking and decision making, stimulates creativity and facilitates thinking about things differently;
- work-life integration, leadership and life are closely and very strongly linked;
- requirements of families and local communities should be integrated with the requirements of the job, the manager – leader must ensure that he feels confident in all these areas, and correlate them with each other;
- respect for differences of other people to operate effectively in an environment, manager – leader must be aware of and sensitive to existing differences between people and situations, sensitivity to differences in language, in customs, habits and culture and value systems espoused by other people.

The organisation needs to draw energy to act from the beliefs and enthusiasm of the leader. Managers therefore must encourage initiative in management (called Liberation Management), which results from the flexibility of the organisation and a positive attitude to the effort of workers, for specific objectives (tasks).

This raises the question of a (model) manager, how he is and what competences and management competences he should have to be able to meet the demands of modern management. Contemporary managers generally have a professional high school education or higher in economics or management or technical education in a given industry or a legal education. Requirements of a modern manager are those such as constant improvement of knowledge and expertise and improvement of management competences. His duties relate primarily to market analysis and other components of the environment, improving the information system, especially information technology, planning and organisation of marketing and product promotion. The manager is effective and achieves success in his managerial work if he has, in addition to general knowledge, specific competences in training, especially management competences.

The manager's job is characterised by many attributes, including that it is “very interesting, attractive financial terms, provides social position, enables the gratification of own ambition, can take challenges, creativity, it provides great freedom of action, releases imagination. On the other hand, the manager's job is extremely stressful, requires good health, assertiveness and resilience” [11, p. 76] (see. Fig. 3).

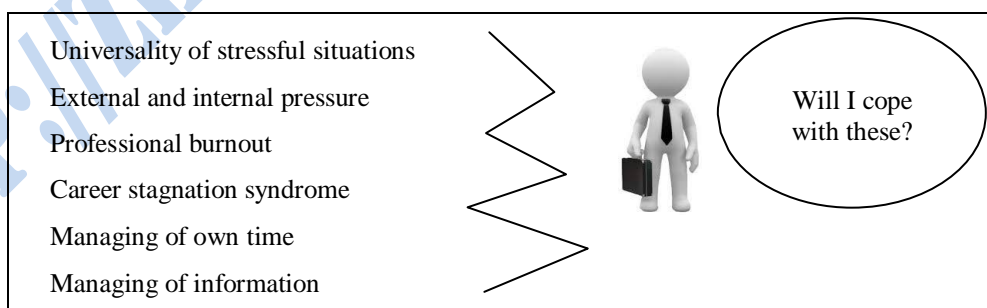


Fig. 3. The most serious problems of manager [4, p. 76]

Technical competences are the competences necessary to perform work (profession) or understanding how specific work is done within the institution. Engineers, designers, technologists, accountants and other professionals have the technical competences necessary to perform the relevant work and occupations. They acquire basic technical competences, finishing with relevant higher education. Then, they gain experience in real situations at work, perfecting their competences until they become truly effective managers, technologists, specialists in accounting, etc. according to their qualifications. Similarly, for example, a top-level manager responsible for marketing management in a large organisation is likely to begin work as a sales manager. Thus technical competences are required to understand or perform specific tasks (work) [2, p. 336].

The interpersonal competences of a manager are the competences of cooperation and interaction with people and influencing them. Managers spend much of their time in meetings and conversations with people, both within and beyond the organisation. For these reasons, the manager must have the capacity to contact and communicate with individuals and employee teams, understand them and effectively motivate them to work creatively, efficiently and effectively. As a manager, promoted at work, he must be able to work effectively with subordinates and other managers, as well as persons at the higher levels of management of the institution. Due to the multiplicity and diversity of roles that managers must play, they should be able to work with suppliers, co-operators, investors, customers and other partners outside the organisation. Thus, interpersonal competence is the ability to organise effective communication in networking and working together, understanding the needs of and motivating such individuals and work teams for creative, efficient and effective work.

Conceptual competences involve the manager's ability to analyse and solve problems, anticipate future events and make informed decisions. Managers should have a specific intellectual potential, which enables them to perceive the complexity of the functioning of the institution and the volatility of the elements of its environment, to understand how the individual, the organisation of the various components work together to combine into one solid, functional integrity and recognise it comprehensively. Such an approach facilitates strategic thought and action, in a large scale and longer time horizons and becomes the basis of strategic and operational decisions for the organisation as a whole. Thus, conceptual competences are the competences associated with imagination and the ability for abstract thinking.

All of the above discrete types of management competences must be mastered by the manager in order to manage effectively and efficiently. Already H. Fayol, and also R.L. Katz have pointed out that the importance of these competences varies depending on the level of management. The role of technical competences is particularly important at the lowest level of management, and conceptual competences at the highest. However, managers at all levels of management must possess strong interpersonal competences, without which human resources cannot be effectively managed.

A slightly different view is presented by H. Mintzberg, who criticises the traditional description of the role of manager. In his view, the manager is overloaded with responsibilities and basically cannot effectively delegate them to lower levels of management. Hence he is overworked, performs many tasks alone, and inevitably his work is characterised by segmentation. So it was, and still is the fact that managers are people of very different personality traits, different backgrounds, different competences and managerial abilities and work experience.

In such circumstances it is difficult to develop a universal model of the effective manager. Although R. Kreitner, for example, states that: **manager's success = potential x motivation x possibilities** [7, p.93]. The potential is general and specialised knowledge, managerial competences, experience, desirable managerial personality traits, professed system of goals and values and adherence to the procedural, ethical and moral principles. Managers must be sufficiently motivated to develop their careers, expand their knowledge and competences, gain experience. For smooth functioning and success in business it is also necessary to have certain capabilities, i.e. a specific position, an open career path, qualified personnel, adequate technical facilities, information and sometimes research facilities.

4. SPECIALISATION OF MANAGERS IN ORGANISATION

In literature many different criteria are found for allocation of managerial staff in the organisation, one of them is the manager's position in the organisational hierarchy management, while another level of relationship of manager is with the basic activity of the institution.

Due to the space occupied by the manager in the organisational hierarchy, management can be distinguished between:

- general managers (top-level management executives: presidents, vice presidents, directors, deputy directors),
- managers of middle management level (average level managers: plant managers, heads of departments and department managers),
- managers of lowest level of management (first line managers: foremen, masters, heads of offices) [2, p. 284].

Managers in organisations serve multiple functions and perform tasks at different levels of organisational management. Given the wide range of duties and responsibilities of managers, a set of specializations has developed, each of which requires slightly different competences and continuous learning.

Work at senior management level (institutional, strategic) is generally complex and diverse. The major task is to determine the purpose and strategy of the organisation, strategic planning, establishing and maintaining relationships with the environment, as well as monitoring and analysing the results of the whole institution. They take decisions on R & D, investment, entry to or withdrawal from certain

markets and other important strategic decisions. They usually represent a small group of executive staff, which is responsible for overall management of the organisation.

Managers of the middle level of management (organisational) take operational decisions, communicate them to managers at lowest level management and oversee their implementation. They are responsible primarily for the implementation of policies and plans developed at the highest level of management (strategic) and to supervise and coordinate the management of lowest level managers, coordinate the work of various departments of services of supervision within the institution. Managers of the general level of management combine upper and lower levels of management organisation and implement the strategies developed, and more precisely strategic plans. They constitute the largest group of managers in most organisations.

Managers of the lowest level of management – technical (first line) managers – oversee and coordinate the work of production staff, devoting much of their working time to supervision. Their task is the implementation of decisions taken and the direct supervision process of tasks [9, p. 146].

At different levels of the organisation's management those in charge need a different proportion (ratio) of types of competences; at the lower levels of management are required more technical competences, and at higher levels – interpersonal and conceptual competences.

Due to the levels of relationship of manager with basic activity of the institution, there are: line managers and function managers. Line managers are responsible for the overall activities of the managed entity, and function managers – only for one single activity of the organisation, such as manufacturing, refurbishment, investment, marketing or sales.

Managers work in different areas of the organisation. In an institution – depending on requirements – at all levels of management, managers may be responsible for administration, human resources, marketing, finance, operations and other activities. Marketing managers – managers working in the area associated with the function of marketing – acquiring customers and clients to sell products (goods and services) of the institution. This area includes the development of new products, promotion and distribution. Considering the important role of marketing in almost every institution it may be said that to have effective managers in this area is crucial to the smooth operation, profit and development of institutions. Finance managers are mainly engaged with the financial resources of the institution. They are responsible for activities such as accounting, finance, cash management, and investments. In some areas of activity such as banking, finance and insurance, managers are particularly numerous.

Service managers are managers in the organisation operationally involved in the development of systems for the production of goods or services and management of these systems. Typical scope of their responsibilities includes: among other tasks, production preparation, manufacturing process supervision, raw materials, inventory, quality management, production, etc. HR managers – department managers of personnel affairs are responsible for hiring and development of employees.

Generally they deal with human resource planning, recruitment and selection of personnel, training and development, design, and premium pay systems, developing systems to assess employees, integration and promotion, handling and release. Administrative managers are not tied to any particular managerial speciality. Administrative managers are more versatile, have a basic knowledge of all functional areas of management and generally have no specialised training in any particular field. There are also many other types of managers. In many institutions there are specialised managerial positions, which cannot be classified into any of the described groups.

PR managers (*public relations, publicity*) deal with relations with the public and the social communication media, and their job is to protect and improve the public image of the organisation. Managers of research and development co-ordinate the work of scientists and engineers working on research projects and implementation of modern technology and techniques in business and service organisations. Many areas of international management are coordinated by specialised international management managers. The number, nature and importance of these specialised managers in individual organisations differs significantly. It is expected that with the development of international relationships, globalisation and integration of the economy, institutions shall recognise the need for such specialist managers and the number and importance of such managers will systematically increase [11, p. 257].

Functions and tasks of leadership – by L. Sayles – have no clear, exactly defined boundaries. The modern manager is recognised rather by a diverse network of interdependent relationships and interactions than the prescribed level of management. The manager attempts to introduce order into the business or service organisation, which in practice will result in a perfect state of dynamic balance. At present, only such managers who are not worried by uncertainty, ambiguity and variability and are able to skilfully lead the game, that can never actually be won, but only played out, can hope for complete (not merely financial) success in the future in their managerial work.

5. (FINAL POINTS) SUMMARY

The above considerations clearly show that under conditions of fierce competition between organisations (companies) the only way to stay in business is to innovate and implement original ideas (products) that will attract customers. A great role in promoting the organisation is played by managers, who can give direction to the company. “Today’s rules of market economy dictate the need for education on a continuous basis. This applies both to staff, especially in small and medium-sized companies, and managers. Increasingly, in the process of management and managerial competences, the personnel participate also, including administrators and workers. It is worth emphasising this last point because it increases the effectiveness of manage-

ment through the ability to use the considerable knowledge and competences of employees, enabling, for example effective delegation of responsibilities” [4, p. 94-95].

In the twenty-first century economy based on knowledge and innovation, the manager is the one who has a huge impact on the development of the organisation, a person with a unique opportunity to create his own ideas.

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KLUCZOWE KOMPETENCJE WSPÓŁCZESNEGO MENEDŻERA W ZAKRESIE ZARZĄDZANIA ORGANIZACJĄ

Streszczenie

Zarządzanie organizacjami w gospodarce globalnej oraz coraz szersze i głębsze procesy integracyjne stawiają przed współczesnymi menedżerami różnych szczebli kierowniczych wielowymiarowe wymagania w zakresie kompetencji. W artykule przedstawiono kluczowe kompetencje pracowników szczebla kierowniczego, które są warunkiem niezbędnym skutecznego zarządzania organizacją. Są to kompetencje w zakresie umiejętności interpersonalnych, technicznych, technologicznych i organizacyjnych oraz zarządzania wiedzą, umiejętność pracy zespołowej, sztuki negocjacji. W artykule podkreślono, że każdy menedżer, bez względu na pozycję i funkcję, musi być skuteczny i efektywny w działaniach kierowniczych. Stąd wiedza i kompetencje menedżerskie, jak również osobowość i doświadczenie, inteligencja, wyobraźnia i kreatywność są kluczowymi cechami przywódczymi, które powinny cechować każdego menedżera współczesnej organizacji.