

MANAGER IN CONTEMPORARY ORGANIZATION (SELECTED THEORETICAL ASPECTS)

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Summary

The chapter presents professional dimension of contemporary manager in management organization (company). Consequently there are presented roles, functions and tasks of manager as well as the elements of his professional silhouette – key managerial skills (personal and interpersonal) together with of specialization managers due to the space occupied by the manager in the hierarchy of organizational structure of management company.

Keywords: management, organization, contemporary manager, professional silhouette, personal and interpersonal skills, specialization managers

Introduction

Management of organizations in a global economy, globalization and governance, and growing wider and deeper integration processes makes managers of different levels of hierarchical multi-dimensional requirements in the sphere of competence, mainly in the field of knowledge, skills and experience - including managerial competencies, personality traits abilities and ethical and moral behavior (the system goals and values). In each organization is also desirable knowledge of psychosocial problems handed by managers, as the psycho-aptitude, intelligence³, professional activity

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3 Intelligence should be understood as the ability to adapt to new circumstances and requirements, analytical and rational thinking, the perception of existing relationships

prejudge the outcome of differences in tasks efficiently only when they have not only adequate knowledge and expertise, skills, experience, desired set of characteristics of personality, abilities⁴, intelligence, but also when one has mastered the basic, practical managerial skills, established as a habit. It should also be characterized by specific, of personal and interpersonal innate predispositions, imagination, courage, leadership potential, and this in order that he could smoothly manage the organization and be able to work with many institutions, meeting the expectations of its customers and partners, and carefully analyze the case competition in the market. Efficient interaction of manager with organizational behavior of subordinates also requires him to innate leadership abilities⁵.

On those grounds, the manager should be able to recognize, analyze and solve complex organizational and managerial problems and take appropriate decisions related to the efficient functioning and development of contemporary organizations. Management requires, above all, that he should be the assertive, creative and entrepreneurial person, opposing to the temptations of success and easy profit, responsible, calm, cautious and respectful relating to man, developed and perfected in itself is these positive attributes, while a courageous, tenacious and inspiring other employees to act, and tolerant to all forms of cultural diversity, should be a cosmopolitan. From the managerial skills of staff depends largely market success of the organization. Due to the ever-changing variety of elements of the environment and requirement of increasingly rapid and even immediate response, managerial work is the stress, especially difficult and responsible⁶. It requires from any manager, as noted above, certain predispositions, psychological aptitude of specific personality traits, knowledge, skills and experience and also considering work value system in managerial activities. The success of the manager, and the organization, determine the quality of education, willingness to constantly improve and expand the general

and to draw appropriate conclusions, solving intellectual tasks efficiently and effectively, as well as variant formulating and selection of appropriate, adequate to the purpose, tasks and resources, strategy and operational activities and the proper behavior in emergency situations (stress).

- 4 Abilities are general, being cognitive dispositions, biologically conditioned and the special ones, which - thanks to the activity of the human being - forming interaction of the central nervous system with the environment.
- 5 K. Czyrka, Zarządzanie potencjałem ludzkim osób niepełnosprawnych w organizacjach, dysertacje doktorskie, Wyd. PWSZ Gorzów Wlkp., 2013, s.15.
- 6 Por. P. Żukowski P., Podstawy nauk o zarządzaniu, Oficyna Wydawnicza Politechniki Rzeszowskiej, Rzeszów, and P.Żukowski, Teoretyczne zagadnienia organizacji pracy i zarządzania, Wyd. WSM, Legnica, 2011.

knowledge of management skills, which constitutes a serious and valuable knowledge of manager and the contemporary organization⁷.

Achieving real success of a contemporary manager (not just financial) also requires the work of managerial conduct in accordance with recognized ethical and moral principles. True success in business achieve these managers - as indicated by historical experience - who have the knowledge, skills, experience, desired personality, intelligence, imagination, courage and leadership skills, but also are honest and decent, in their work management guided by recognized ethical and moral principles. So the requirements placed on contemporary managers are multidimensional and are getting higher.

Functions and tasks of manager

Manager is a person with managerial capacities, who has an adequate knowledge and skills, including leadership, the desired personality and past experience in directing teams of workers' organizations and management in conditions of uncertainty and indeterminacy, in conditions of constant volatility environment. Any organization, especially now in a globalized economy, needs an effective and efficient operational managers, mainly because they become promoters and creators innovations of their success. The roles, functions and tasks faced by managers in terms of globalization and integration are very broad, and their implementation requires new knowledge and team skills, a great effort and sacrifice.

Manager in the organization fulfills 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 organization), as well as negotiating (negotiating skills). Functions performed by the manager outcome from the basic functions of organization management (planning, organizing, motivating, marketing and control)⁸.

Work of director - manager itself mainly consists of setting goals and defining tasks, after examining the market, developing and making right decisions appropriate to the circumstances and resources, organize their implementation, motivating subordinates to work efficiently and effectively,

7 See more: Penc J., Menedżerowie i organizacja jutra, Wyd.WSP, Szczytno, 2010.; Kuc B.R. Od zarządzania do przywództwa, Wyd. Menedżerskie PTM, Warszawa, 2004; Szczupaczyński J., Anatomia zarządzania organizacją, Międzynarodowa Szkoła Menedżerów, Warszawa, 1998.

8 Stoner J., Freeman R., Gilbert D. Kierowanie, PWE, Warszawa 2004; Stoner J., Wankel Ch. Kierowanie, PWE, Warszawa 2004.

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

In a market economy of globalized world demands on the manager lies in the fact, that understanding the strategy of the organization, including in particular the strategic marketing goals, yet he knew, as he puts his action, could contribute to its success. Given the wide range of duties and responsibilities of managers, set of their specializations are formed, each of which requires continuous acquisition of knowledge and expertise, continuously improve their skills and specializing in a certain range.

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

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

- determine to which extent the institution is oriented towards customers, employees and all departments have sufficient knowledge

- about the needs and expectations of customers,
- assessing which of the the ways adopted in institutions regarding measuring customers 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 institution to meet the needs of customers,
 - identify the main criteria that affect the efforts made by customers in purchasing decisions,
 - research of directions and the pace of changing needs and expectations of customers in different segments,
 - specifying whether accepted by institution customer and market segmentation is sufficiently detailed that the organization has accurate data on consumers behavior,
 - examine whether the institution has increased strength and range of advantages relative to competitors and the criteria for the purchase of the institution should devote most attention to achieve an immediate and visible improvement over longer periods⁹. (Coates 1998).
 - On the other hand - by P.F. Drucker - the task 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,
 - the 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 conveying information,
 - motivating employees to work effectively,
 - perception of economic, political and social developments in both domestic and global, and including them in their activities;
 - and also:
 - managing their own development and activities, learn new skills and improve their personal qualities and managerial work,
 - managing employees by understanding their needs and expectations and the proper use of their knowledge, skills and talents for the good of the institution,

9 Coates Ch. Menedżer wszechstronny, Wyd. BSP, Warszawa, 1998.

- control the development of the institution by the knowledge of its mission and objectives, strengths and weaknesses of the organization and the potential opportunities and threats posed by the environment,
- problem solving, making decisions appropriate to the situation and putting them into effect [Drucker 1994].

The manager should make every effort to ensure that subordinated workers have their clarity of objectives and implementation of assigned tasks, or previously participated in their establishment. Manager's job is to create conditions that occurred compliance or high correlation of individual workers' objectives with the objectives of the institution. This will take place in an organization where, as far as labor 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 the institution, its organizational structure, processes and procedures, as well as the development and use of knowledge - knowledge resource and skills, and experiences of entrepreneurial managers, and elaborating a system of employee motivation¹⁰.

An important task of managers is the objective evaluation of subordinates and fair highlighting and rewarding. Awards should be so distributed that served as incentive instruments to work effectively. In each institution should be developed defined, transparent system of staff appraisal. The task of 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 the correct the mistakes and eliminate them in the future.

Effective managers is characterized by a particular feature, namely they have the clarity and understanding of the purpose and tasks of this part of the organization, for the functioning of which they bear responsibility. Focus their attention on certain sizes - gauges, such as on labor productivity and quality, modern products, the cost of manufacturing or service, profit, profitability, etc. They manage staff in such a way, that every employee can fully use their individual knowledge and capacity and available opportunities. Thus they obtain high efficiency of the team's work focused on achieving the key

10 Koźmiński A. K., Piotrowski W., (ed.) Zarządzanie. Teoria i praktyka, PWN, Warszawa 2006.

objectives throughout the organization¹¹. Top-level managers in formulating strategy for the management of the organization - aligning the idea of its future, must have - in addition to relevant qualifications - the imagination, courage and initiative, be enterprising, ambitious, operationally, eager for success. Their level of professionalism - knowledge, skills and experience, as well as capacity and features presented above, depends mainly on the efficiency of operation and business condition of the organization.

Components of competence dimension of contemporary manager

Managerial skills are associated with each particular skills related to professional and social activities. Professional skills are combined with skills that are required of managers at various levels of management and their continuous development and improvement. Social skills 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 skills have already noted F.W. Taylor in his study, separating the management skills of technical competencies. He noted that with increasing levels of management in the organization increases the importance of management skills. And since studies of H. Fayol efficient and effective management skills of managers are systematically analyzed and evaluated, which led to the creation of many of their typology. One of the earlier typology of management skills (managerial) is classified by R.L. Katz. He distinguished the technical, social and conceptual managerial skills. The role and importance of selected groups of managerial skills vary depending on the hierarchical level of management. And so technical skills are required in solving specific operational tasks or to train employees and requires them to first-line managers (technical management level). Social skills (interpersonal skills) are important in shaping the appropriate relationship of manager with subordinates, customers, partners and other institutions. These skills, in particular, are required for middle level managers at the organizational level of management. At the highest hierarchical level of management (strategic), in turn, the most important role played conceptual skills of manager, because they are essential in planning, organizing activities, motivate employees and creative problem solving or in long-term, as well as in establishing and maintaining a variety of relationships with the environment

11 Banaszek S. Menedżerowie w strukturze społecznej, Wyd. WSKiZ, Poznań 2006; Kubik K. Kultura menedżerska, Wyd. WWSE, Warszawa 2008; Kubik K. Menedżer w przedsiębiorstwie przyszłości, Wyd. Dom Organizatora TNOiK, Toruń 2005.

- or society¹². (Kuc 2004; Rakowska, Sitko-Lutek 2000; Witkowski (ed.) 1996; Żukowski 1989).

A serious impact over the concretization of managerial skills have had studies of D. Whetten and K. Cameron, recognized as one of the most innovative. They have singled out nine key management skills, grouping them into two categories: personal skills (improving self-awareness, managing stress, creative problem solving) and interpersonal skills (establishing communication in support of acquiring the knowledge and influence, conflict management, effective delegation, motivating others, group decision making) (Witkowski (ed.) 1996). On the basis of our research - using the results of D. Whetten and K. Cameron, and other scholars - we have distinguished, expanded and synthetically described fourteen key managerial skills (see Figure 1).

Isolating and development of personal managerial skills needs a deeper understanding of their own emotions and behavior, and thus self-knowledge. Those skills manifest themselves in direct contact with employees, customers and other partners of the organization. For the management of personal skills we may include:

- development and improvement of self-awareness,
- managing emotions in difficult situations and under stress,
- innovative and creative solving of problems,
- acquiring and developing new personal skills,
- creative use of specific knowledge,
- sharing knowledge and experience acquired,
- building a personal authority and self-image¹³.

Distinction and, in turn, development of managerial interpersonal skills are necessary, because they allow manager to establish and maintain appropriate relationships and to organize cooperation and collaboration with employees, other members of the organization and its customers, contractors and other partners and institutions, which facilitates and streamlines of own tasks. As the interpersonal skills of manager should be considered:

- establishing of supporting communication and communicating with people,
- forming of appropriate relationships with subordinates and partners,

12 Rakowska A., Sitko-Lutek A. Doskonalenie kompetencji menedżerskich, PWN, Warszawa 2000.

13 Małyk-Musiał E., (ed.) Zarządzanie kompetencjami w organizacji, Wyd. GRAF, Warszawa 2005.

- organization of teamwork and decision making in group,
- effective motivating subordinates to work creatively, efficiently and effectively,
- acquisition of sociological knowledge, experience and influence in managerial work,
- delegation of authority to the decision to lower levels of management,
- early detections and skillful management of conflicts.

Development and improvement of self-awareness - classified as manager personal skills - requires mainly the identification, in-depth analysis and assessment of their personal strengths and weaknesses, and conscious consideration of their potential for managerial work. Managing emotions in difficult situations and under stress associated with the skills to reduce tension and emotional coping and the use of experience in this field to improve self-awareness. Innovative and creative solving of problems combine analytical and rational thinking with a creative one, to be effective in an innovative way to solve problems arising in the management process. Acquiring and developing new personal skills requires skill acquisition, completion and assembly of the new development of specialized skills, especially personal managerial skills, promoting innovation, improving processes, creating new opportunities and development of certain habits, which are necessary to the acceptable fulfillment of duties in the work of manager.

Depending on the needs, every manager must have knowledge of facts arising from the activities of the organization, and should know what knowledge will help build a competitive advantage to his organization for current or future markets. Creative use of specific knowledge requires that the manager in managerial work has not only a keen interest in all the news and creatively exploit its knowledge and expertise, but also to fully benefit from the intellectual resources of both individual employees and teams of employees in profit-making organization and also create the appropriate mental attitude to the creative use of scientific knowledge and practice the skills acquired by employees, as well as properly motivated (urged), his subordinate staff to conflict-free entry of new research approaches to practice (projects, patents, licenses and other solutions). Sharing knowledge and experience acquired requires the manager has it in an appropriate manner and transfers the acquired expertise and experience 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 become familiar with the broader new solutions for issues related to professional work (workplace), so that the skills of individual employees

and work teams are converted into stocks of knowledge, serving the entire organization, increases the subordinates' experience and promote the implementation of the management practices of any innovation. Building a personal authority and self-image are important personal skills for each manager that affects significantly the effectiveness of management. Manager should have - in addition to the formal authority that gives him the right to order (command), but not always forcing obedience - the personal authority. He earns it by expanding and improving knowledge and managerial skills, tactful conduct, truthfulness, 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.

Efficient management is the art of clear and concise formulation of goals and skillful communicating with people. In the group of interpersonal skills, it is important to establish a communication and support effective communication with people, requiring the manager's ability to organize an efficient system to communicate with others quickly and effectively receiving and imparting information to employees and partners of the organizations, their understanding and influencing their behavior, listening carefully to others, to formulate a concise and logical presentation of thoughts and issues to be resolved. A professional manager wants effectively fulfill the functions of management and efficiently carry out tasks that should try to achieve communication constructive within organization. Forming of appropriate relationships with subordinates and partners, organization of teamwork and group decision-making requires from manager in the work of managerial skills to establish transparent rules for forming professional relationships with subordinates and relations with partners of the organization. This also includes the ability to organize and conduct meetings, public presentation of the problems, their solutions, ideas, etc. Manager implements majority of the objectives and tasks, not by his personal performance, but through other people, subordinates. So one of the essential skills that are required of a contemporary manager is the ability to effectively motivate and encourage subordinates to creative, efficient and effective work, using appropriately chosen set of motivational tools. Manager must have such an influence over subordinates, that they behaved in accordance with his expectations and achieving objectives and tasks of the organization. Acquisition of sociological the knowledge, experience and influence in managerial work requires the ability to verify the expertise gained in practical activity, the consolidation of skills and habits useful in managerial work, the acquisition of social influence

and authority of others in order to enhance management performance. Ability to effectively delegate decision rights to lower levels of management requires the ability to identify management problems and to determine what tasks, when and to whom to allocate them, you can delegate authority, competence and responsibility which will be appropriate to the tasks assigned in order to apply efficient and effective management. Employees of organizations have different wishes, needs and expectations, and therefore represent different attitudes toward the organization, which may be contrary to its purpose and carry it towards many conflictual situations. In the organization they are unavoidable and can significantly reduce the effectiveness of its activities, if in due time cannot be identified, their causes identified and resolved. Therefore, an important skill of manager is to detect and skillful management of conflict, and thus early detection, resolving and eliminating, as well as coping with emotions in such situations

Ch. Prahalad distinguishes such skills and personal characteristics of manager:

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

Each manager should have conceptual thinking skills allowing to see the relationship between various elements of the system, as well as forward-thinking and embrace the whole space of management issues. He should also have ability to summarize the information on both the strategic and operational sense, combining analytical skills with his own intuition and experience as well as balancing private interests and the common good. An important skill of manager in the context of globalization is the ability to operate in a multicultural environment here very helpful is the knowledge of whole diversity forms of culture and foreign languages. Globalization of management creates necessity to think in terms of intercultural and taking into account the fact that other cultures the system of shared goals and values may not necessarily be same, in which he is educated. Managers job requires continuous improvement of his knowledge and expertise, to acquire and develop new management skills. 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 standards required by the values and behaviors. Hence it is necessary to the continuous improvement associated with in-depth knowledge of the institution and its area of operation, striving to make

the supreme sacrifice in the work and its effectiveness, the responsibility for their actions and the work of subordinates, sensitivity to human affairs, human relations and intercultural problems, tolerance of different cultures and encourage and support the development of colleagues and subordinates.

Our economy reports strong shortage of capable and modern educated managers with appropriate ethical and moral behavior. Currently, management is more about a formal position in the company than the power of intellect and high managerial skills. Many of the positions occupied by not very skilled managers, not very broad minded and with intellectual potential. They lack not only a strong personality, but basic knowledge and professional skills, intelligence, imagination and talent. The future, however, requires a different, more innovative and creative model manager. He should be more lead than manage (Kuc 2004; Zawislak 2003). 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, friendly attitude towards change and economic and social progress, information and cultural empathy, affordability, originality, innovation, entrepreneurship, etc. Thus, manager must have a deep knowledge and mastery of the entire team skills in modern management, intelligence, creative imagination, courage, developed intuition, talent, and strong-willed, high aspirations and attitudes ethical and moral decision-making and actions that not only contribute to an increase in their profits but also to multiply the social welfare (common good).

From manager, how underlines P.F. Drucker (1994), „(...) expected to be above all that will do what needs to be. And it simply means that we expect from him performance” in action. Centre for Creative Leadership in the U.S. based on two decades of cooperation with thousands of executives representing various organizations formulated a set of characteristics (abilities), an effective manager, and they are as follows:

- increased awareness of his 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;

- the desire to gain knowledge, which allows to change own perspective of looking and dealing, stimulates creativity and allows to think about things in a different way;

- work-life integration, leadership and life are closely linked very strongly; requirements of families and local communities should be integrated

with the requirements of the job, the manager - the leader must ensure that he feels confident at all these areas, and correlate them with each other;

respect for difference 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 organization has to draw energy to act on beliefs and enthusiastic of the leader. Managers therefore have to apply the management of liberating (called Liberation Management), which results from the flexibility of the organization and a positive attitude to the effort of workers, for specific objectives (tasks).

That raises the question of silhouette (model) a manager, how he is and what competences and management skills should he have to be able to meet demands of modern management. The current managers have mostly a professional high school education or higher in economics or management or technical education in a given industry or law. Requirements from a modern manager are such as constant improvement of knowledge and expertise and to improve management skills. His duties relate primarily to the market analysis and other components of the environment, improving the system of information, especially information technology, planning and organization 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 skills training, especially management skills.

Manager's job is characterized by many attributes, including that it is "very interesting, attractive financial terms, provide social position, allows the realization of their own ambition, can take the challenges, is creative, it allows for great freedom of action, releases creativity. On the other hand, the manager's job is extremely stressful, requires good health, assertiveness and resilience"¹⁴. (Pierścieniak, Szara 2010, p. 76; Stefaniak 2007) (Figure 3).

Among the many approaches found in literature can be divided into those kinds of leadership skills such as technical, interpersonal, conceptual, analytical and diagnostic.

Technical skills are the skills necessary to perform work (profession) or understanding how a particular work is done within the institution. Engineers, designers, technologists, accountants and other professionals have the technical skills necessary to perform the relevant work and occupations. They come to the basic technical skills, finishing in the way of relevant higher

¹⁴ Pierścieniak A., Szara K. Młody menedżer w Europie – wyzwania XXI wieku, Wyd. URz, Rzeszów 2010.

education. Then, they gain experience in real situations at work, perfecting their skills until they become truly effective managers, technologists, specialists in accounting, etc. according to their qualifications. Similarly, for example, top-level manager responsible for marketing management in a large organization is likely to begin a job as a sales manager. So that technical skills are required to understand or deal with specific tasks (work) (Coates 1998; Koźmiński, W. Piotrowski (ed.) 2006; Małyk-Musiał (ed.) 2005; Stoner, Wankel 2004; Wachowiak 2004; Żukowski 1989).

Manager's interpersonal skills are the skills of cooperation and interaction with people and influencing them. Managers spend much time in meetings and conversations with people, both within the organization and beyond. For these reasons, the manager must have the capacity to contact and communications with individuals and employee teams, understanding them and effectively motivate them for creative, efficient and effective work. As manager, promoted at work, he must be able to work effectively with subordinates and other managers, as well as persons on 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, cooperatives, investors, customers and other partners outside the organization.

Conceptual skills involve the manager's ability to analyze and solve problems, anticipate future events and make informed decisions. Managers should have a specific intellectual potential, which allows them to perceive the complexity of the functioning of the institutions and the volatility of the elements of its environment, to understand how the individual, the organization of the various components work together to combine into one solid, functional integrity and recognize it in a comprehensive manner. Such an approach allows to think and act strategically, in a large scale and longer time horizons and take on the basis of strategic and operational decisions for the organization as a whole. Thus, conceptual skills are the skills associated with the imagination and the ability for abstract thinking.

Slightly different view presents H. Mintzberg, who criticizes the traditional description of the role of manager. In his view, the manager is overloaded with responsibilities and basically they cannot effectively delegate them to lower levels of management. Hence he is overworked, many tasks performs alone, and inevitably his work is characterized by segmentation. So it was, and is now the factors that managers are people of very different personality traits, different backgrounds, different skills and managerial abilities and work experience.

Specialization of managers in organization

In the literature there are many different criteria for allocation of managerial staff in the organization, one of them is the manager's position in the organizational hierarchy management, while another level of relationship of manager with the basic activity of the institution. Due to the space occupied by the manager in the organizational hierarchy management can be distinguished:

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

Managers in organizations serve multiple functions and perform tasks at different levels of organizational management. Given the wide range of duties and responsibilities of managers are formed set of specializations, each of which requires slightly different skills and continuous learning.

Work on senior management level (institutional, strategic) is generally complex and diverse. Their major task is to determine the purpose and strategy of the organization, strategic planning, establishing and maintaining relationships with the environment, as well as monitoring and analyzing the results of the whole institution. They take decisions on R & D, investment, entry to certain markets or to withdraw from these and other important strategic decisions. They usually represent a small group of executive staff, who is responsible for overall management of the organization.

Managers of the middle level of management (organizational) take operational decisions, communicate them to managers of 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 average level of management combine upper and lower levels of management organization and implement the strategies developed, and more precisely strategic plans. They constitute the largest group of managers in most organizations. Managers of the lowest level of management - technical (first line managers) oversee and coordinate the work of production staff, devote this much of their time working. Their task is the implementation of

decisions taken and the direct control process of tasks¹⁵.

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

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

Managers working in different areas of the organization. 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 - the 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 can be said that to have effective managers in this area is crucial to the smooth operation, profit and development in institutions. Finance Managers - finance managers are mainly engaged in financial resources of the institution. They are responsible for activities such as accounting, finance, cash management, investments. In some areas of activity such as banking, finance and insurance, managers are particularly numerous.

Service managers - managers in the organization operationally involved in the development of systems for the production of goods or services and management of these systems. Typical scope of their responsibilities include: between other tasks, production preparation, manufacturing process control, raw materials, inventory, quality management, production, etc. HR managers - department managers of personal affairs are responsible for hiring and developing 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 specialty managers. Administrative managers are more versatile, have a basic knowledge of all functional areas of management and generally have no specialized training in any particular field. There are also many other types of managers. In many institutions

¹⁵ Kubik K. Kultura menedżerska, Wyd. WWSE, Warszawa 2008; Kubik K. Menedżer w przedsiębiorstwie przyszłości, Wyd. Dom Organizatora TNOiK, Toruń 2005.

there are specialized managerial positions which cannot be classified into one of the groups described. PR managers (ang. *public relations, publicity*) deal with relations with the public and the media of social communication, and their job is to protect and improve the public image of the organization, its image. 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 organizations.

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

Conclusions

The above considerations clearly show that under conditions of fierce competition between the organizations (companies) the only way to stay in business is to innovate and original ideas (products) that will attract customers. A huge role in promoting the organization play managers who can give direction for the company. Contemporary conditions of market economy dictate the need for education on a continuous basis. This applies both to staff ownership and managers. Increasingly, in the process of management and managerial skills is also participating personnel, including administrative positions, and workers. It is worth emphasizing this last item because it increases the efficiency management and effectiveness of management and the ability to use the considerable knowledge and skills of employees, allowing, for example for effective delegation of decisional responsibilities down levels management. In the twenty-first century economy based on knowledge and innovation, manager is the one, who's got a huge impact on the development of the organization, a person who has a unique opportunity to create his ideas taking into consideration competitive market.

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