



Application of Methods of Management Education in the Selected Organization

Ema Milistenferova^{1*}, Lubos Socha¹, Vladimir Socha²,
Alica Tobisova¹

¹Department of Air Transport Management, Faculty of Aeronautics, Technical University of Kosice, Kosice, Slovak Republic

²Department of Air Transport, Faculty of Transportation Sciences, Czech Technical University in Prague, Prague, Czech Republic

***Corresponding author:** Technical University of Kosice, Faculty of Aeronautics, Department of Air Transport Management, Rampova 7, 041 12 Koice, Slovak Republic, Email: milistenferova.ema@gmail.com

Abstract

The article deals with the issue of educating managers. The first part of the article discusses the requirements for managers skills, managerial competencies, a successful manager profile, and the importance of manager training. The second part of the article evaluates the questionnaire survey conducted at VSE Holding a.s. Focused on the effectiveness of the education of company managers. Based on the survey, individual areas of company manager education are proposed within the programs.

Keywords

Competences — Education — Manager — Methods of education — Roles

1. Introduction

Currently, the success of an organization depends on the effective performance of its staff, especially managers, that is, their knowledge and skills that are necessary to use and manage professionally for the development of the organization as well as the leaders themselves. Employees represent the key to success for organizations, and managers are responsible for choosing, motivating and shaping them to make the most of their potential. To do this, managers themselves need to acquire knowledge and skills to help them with challenging tasks. Requirements for managers' knowledge, skills and experience are steadily increasing. The labor market is diverse, allowing organizations to choose from a wide range of job seekers. Companies are most interested in managers with a

high level of education, resulting in a high competitive battle between tenderers who seek to demonstrate their knowledge and skills to the fullest extent possible. Obtaining this knowledge and skills can be acquired by the applicant in particular through studies and education. On the other hand, the organization needs to increase the potential of its own executives and offer them enough training opportunities.. Increasing and deepening managerial knowledge, qualifications and competencies contributes to more effective achievement of organization goals. Essential is also the willingness and initiative of managers to learn and acquire new skills and knowledge. Organizations that invest in educating their employees are doing better. Investments in education should be back in the form of an increase in labor productivity, the use of

new knowledge and the motivation of workers to work on the innovations needed in a rapidly changing environment. The manager who learns increases the value in the labor market is motivated and contributes to solving various problems in the organization. In relation to education, acquiring managerial competencies, acquiring new skills, it is very closely related to what training methods are used. We use other methods in strategic management education and others in art education to present or learn foreign language. The effectiveness of training programs is therefore highly dependent on the choice of appropriate training methods for workers, which represent the means and methods used to transfer and acquire knowledge, skills, attitudes and experience.

The aim of the paper is to evaluate the level of education and satisfaction of managers with education in the selected organization. The survey is conducted by a questionnaire survey, which evaluates whether the implemented education and application of educational methods is effective and meets the needs and requirements of managers in the selected organization.

2. Successful Manager Profile

The work of each manager represents a complex of diverse activities that have organizational, social, economic, psychological, technical and technological aspects. The nature and content of the manager's work places specific demands on his personality profile. Fulfilling claims to a specified manager personality profile is a key prerequisite for the success of his/her work. The profile of a successful manager is characterized by knowledge, skills and abilities, the level of their acquisition and their subsequent use in standard and, in particular, non-standard situations when conducting management activities [1].

The objects of managerial activity are the main sources of the organization, namely the human, physical, information, money resources that the organization receives and uses from the environment. The individual resources of the organization combine managers with the implementation of key management functions such as planning, organizing, management, and control to achieve the intended goals. With this intent, the manager directs and coordinates the activity of subordinate people [2].

According to the position of the managers [3] in the organization, we distribute them as follows:

Line managers - They are at the lowest level of the management hierarchy; their main activity is to guide workers in fulfilling their daily roles while simultaneously controlling, correcting errors or solving problems that occur in the organization.

Middle managers - are responsible for the management of line managers, sometimes even counselors, they make plans and strategic goals of the organization's leadership by coordinating the tasks performed with the aim of achieving organizational goals.

Top managers - they represent the smallest group, the overall performance of the organization, the main task is to formulate organizational strategies, and other management activities, including organizing, managing people, and controlling achievement of goals.

Some general features are required to hold office posts, and specific, depending on the category of managers. [4] Special theoretical training and long-term practice are essential for the performance of the managerial function, especially the top level, which allow the acquisition of the necessary knowledge and skills. Some personal qualities are also important, such as diligence, consistency, purposefulness, creativity, cultural adaptability and understanding, ability to work in teams, self-esteem and self-knowledge, personal charisma, and the system of values that play an important role in occupying managerial positions. Successful managers also have the following basic features - an overview of the underlying facts, the necessary professional knowledge, non-eventfulness, analytical skills, problem solving and decision making, or pushing, social skills and abilities, emotional adaptability, proactive behavior, creativity, mental acuity, Balanced learning habits and skills, self-education, [4] further willingness to work hard, endurance and determination, willingness to take risks, ability to create enthusiasm, toughness.

2.1 Requirements for Managers Abilities

Nowadays, managers are increasingly exposed to the great pressure of the environment, which is created by the constantly evolving and rapidly changing external factors affecting the managed enterprises. More and more emerging new knowledge, globalization of the necessity of movement, rapid growth of competition, large development of information technologies, rapid pace of innovation growth represent only some factors that greatly affect the success of enterprises in the market. The variability of human needs in the market is more pronounced, requiring more flexibility for workers, especially business managers, who are an essential part of the socio-economic process. Requirements for managers are different, of course, their role is played by the extraordinary diversity of managerial work and the organizational environment of the business sector and the like. Therefore, there are many definitions of what a good manager should look like. Prokopenko argues that "a successful manager of tomorrow will have a completely different profile than the manager today and yesterday." [5]

Diversity of market requirements for the quality and success of managers, the constantly changing situation is why it is impossible to determine standard preparation and development for managers.

So it's up to the managers themselves what they find beneficial. Managers' preparation should focus on concrete results. Because the main result of successful management is the increased performance of the organization, each evaluation should start by analyzing organizational problems. The

ultimate purpose of determining needs is to find out what managers can get from education and development and what conditions should be created to ensure that education and development will have a positive impact on the performance and further development of the organization [6]

2.2 Managerial Competencies

Managerial development needs are defined by the requirements of their professional role. Personnel management has recently been advocating for a manager's professional role to be taken in terms of "managerial competencies". Managerial competencies represent a set of capabilities that help distinguish between overweight workers and those of average.

The concept of Managerial Competence was introduced by Boyatzis, who, on the basis of the research, found that there are a large number of factors that distinguish the successful manager from the less successful. Most often, the manager's profession is described through requirements, that is to say managerial competencies, on his knowledge, character traits, competence, attitudes, skills, experience, technical competence and competence in dealing with people [7].

According to Mintzberg [6], who defined the manager through his role, he claims that managers spend their time in ten different roles, which he divided into three groups according to the subject of the activity as follows:

Interpersonal role - manager as head of, manager as leader, manager as clutch.

Information roles - manager as a monitor, manager as an information disseminator, manager as a speaker.

Decision roles - manager initiator, manager performs the role of crisis manager, manager performs the role of resource distributor, manager performs the role of negotiator.

Today is not enough for managers to be experienced and have basic skills and expertise. Their abilities and qualities, given by their personality and character, are increasingly being taken into account. Emphasis is placed on such abilities as building and maintaining relationships, the ability to appreciate others, be assertive, empathic, inventive, and charismatic.

2.3 Education of Managers

The issue of efficiency and quality of education is becoming more and more at the forefront of management practice. The essence of education is to help managers learn, develop and improve their knowledge and skills. Managers are expected to meet certain assumptions. A perfect understanding of the organization's environment is a matter of course for a responsible management position.

Methods of education are one of the most important tools for ensuring the learning process. They represent the implementation part of the learning process that follows

the preparatory phase when the different methods of education are applied to the organization. Through various training methods, organizations can identify strengths and weaknesses in their workforce, and also make teamwork more responsive, allowing for an overall picture of employee skills in the organization. There are many traditional and modern methods that are geared to supporting the activity and creativity of workers. Learning methods should reflect individual needs and requirements of society but also respond to current global trends [8].

3. Company VSE Holding a.s.

The importance of educating managers in the theoretical field is obvious. What, however, shows us in the survey was the survey, whose main objective was to design the areas of VSE Holding a.s. This company was founded on December 17, 2001 and has been active in the Slovak market for more than 15 years. It is part of the international concern Innogy International Participations N.V., which is one of the largest energy companies in Europe. The joint stock company VSE Holding is composed of the Supervisory Board and the Board of Directors. The head of the organization is the Director-General, who is also a member of the Board of Directors. There are four managerial levels within VSE Holding's organizational structure. At the highest level, the divisional directors operate.

At the second level, there are heads of departments in charge of human resource management. The third managerial level, which is part of the human resources, is held by trade union leaders. At the last level, heads of departments, such as the managers of customer centers, act.

New Market Search Tool Different levels of management require managers to have a different level of management knowledge and skills. This is why the leadership training is tailored to the levels at which these managers operate. Relatively high attention in education is given to the line manager as they are the most numerous group of managers in the company.

3.1 Education of Managers in the Company

VSE Holding a.s. regularly conducts manager training through a variety of training programs aimed primarily at deepening knowledge, skills and manager development. The Department of Personnel Management and Development, which falls under the Human Resources Department, is responsible for the activities of the training programs. Training programs are also carried out by external educators who perform education at and outside the workplace. The aim of the training programs is above all to increase the efficiency of managers. The effectiveness of the educational programs applied in the company was investigated as part of a questionnaire survey among the managers of the company.

The educational methods of the company's managers depend mainly on the subject of the training program, but they are mainly mentoring, coaching, seminars, courses, lectures,

case studies, thematic workshops, feedback, shadowing, and many others. Every two years, the company uses the so-called Development Center, which is a very reliable and modern method for mapping employee competencies, setting up plans for further development, and identifying company talents to support their further development, and to develop management skills for executives. In the company, this method serves as a preparation for a management role, where the supervisor suggests his staff as a potential future manager. This program represents 60% success in the company. Selected workers are then offered an opportunity to learn and acquire know-how through training that applies selected learning methods to the topic.

VSE Holding realizes training programs that focus each year on a particular theme. The company has two basic education programs, namely an adaptation program that is created for newly recruited managers entering the relevant position. This program provides all the necessary information required by the manager for the performance of his/her work as information about the company, familiarity with organizational structure, code of ethics, further product and other training, and the like. The program is adjusted to each manager depending on his position. The second program is called New Manager, and focuses directly on the development of personality and managerial skills. Through this program, managers develop in a variety of techniques from negotiation through subordinate development, coaching, mentoring, and also learn how to conduct interviews with employees, how to evaluate not only subordinates, but also themselves and so on. The company also offers various management training and, moreover, promotes equal opportunities for different age categories for both sexes through diversity programs, as confirmed by the fact that women make up 1/4 of the management.

3.2 Questionnaire Survey

The questionnaire, consisting of 18 questions, was aimed at assessing the current state of education, the suitability of applied methods in education, and the level of knowledge and skills acquired by managers through the company's education programs.

In an electronic form, a questionnaire was sent to the manager of the company in order to obtain their opinion on the possibilities of learning in the company and thus creating feedback. Questionnaire survey was attended by 33 managers. The largest group (45%) consisted of respondents aged 30-50 and a group of managers up to 30 years accounted for 25% of respondents.

Based on the questionnaire survey, we identified the needs of managers and their self-improvement requirements. VSE Holding managers consider professional communication in English as an important element for their work. Increasing and maintaining a high-quality language level is an indispensable part of VSE Holding's manager. Another area, as shown by the questionnaire survey, which is important and

crucial in fulfilling the tasks of the company's managers, is effective communication, whether with customers, subordinates or management of the organization.

More than 50% of respondents consider communication and commercial skills as the most important area of self-training, which are basic management skills, as the manager can better understand the needs of the customer and consequently increase the efficiency of sales of products or services. The education company itself devotes sufficient attention to these areas. The smallest knowledge and the least mastered skills are according to the managers of VSE Holding who participated in the Negotiation and Negotiation survey. The company should consider streamlining training in this area, as managers are confronted everyday with situations in which their own interests and opinions must be brought into line with the interests and beliefs of others. Those in control of instincts tend to concentrate on their own interests and goals, and then others do not understand, which can often be the cause of misunderstandings and conflicts. As it emerges from the survey, managers are not sufficiently trained to handle stressful situations either. An inseparable part of the manager's daily working life is the stress that results from the workload, the requirements to make quick and effective decisions, and also to solve the problems that arise. Therefore, it is a recommendation for the company to set up an education program in this area as well.

On the basis of the findings of the questionnaire survey, a manager's training plan was developed in cooperation with the employee of the company responsible for human resource development. The training plan was targeted at a specific target group of managers. The plan included education, training methods and a timetable for educational activities. Choosing an adequate content of training programs results from the available options in the field of training managers. Training programs for managers are divided into two following areas:

Program 1 - education program will focus on professional communication in English.

Program 2 - education will focus on improving management knowledge and skills, namely communication, business, stress management and negotiation and conviction.

When selecting the learning methods to be used in the individual programs, we relied on the results from the questionnaire survey, from which we know what training methods are most applicable in the organization and what is the most suitable for the manager. We took this fact into account in the following suggestions.

Education program 1 will be realized through courses on which we will use the mentoring and e-learning method. We've chosen these methods because they suit a large number of managers. Courses conducted through the mentoring method will take the form of a "face to face", which means that the educated communicates all the time with a foreign lecturer himself. The aim of the program is to acquire and

develop specialized knowledge and skills in a foreign language. This training program will be provided by Harmony Academy. This institution brings innovative learning practices that are suitable for manager training. We have chosen Learn & Lead. This program strengthens self-confidence in English communication and develops the creative thinking of managers.

Course participants learn how to handle English while addressing the stressful situations in their job, how to communicate correctly and express their ideas. The manager will be provided with study materials that will be as relevant as possible to the problem. E-learning provides managers with online access to information and communication with the lecturer, without the need for moving. We have chosen the Udey global online system, which focuses on e-learning education. Here, learning can acquire new skills and achieve its goals from the many online courses offered by the instructors. We have chosen Advanced Management Training Program- Advanced Management Training Program. It focuses on using good ideas and ideas in practice, helping to find new, better ways of communicating with foreign business partners and customers. This is why we wanted to combine vocational training with an English-language communication with managerial skills. E-learning as a method, in part, should replace the previous education that took place in the form of classical lectures. Of course, applying e-learning is not possible in the case of communication and commercial skills, where the lecture method is more suitable.

Education program 2 will be divided into 4 sub-programs, as a different learning method is appropriate for each area of education. The first area of learning will be communication skills, using the seminar method that managers find fit. In the company, training is ongoing in this field, but a case study method that does not fit the manager, we therefore recommend that the company begin training in this area also through the seminar method, which has the advantage of discussing participants during the seminars, and thus Discovering different ideas and problem solving, stimulating participants to activity. We also recommend that the organization use the training method, which is often used in training for managers. These are games or actions associated with various activities in which managers learn to coordinate some activity or the art of communicating with collaborators and assigning them tasks, lead, and many others.

Another area of manager training is focused on business skills. At the moment, the company applies lectures, coaching, and assignment in the field of education. As the results of the survey show, the method of assignment is not a favorite among managers, so we recommend that companies continue to use the lecture and coaching method in this area. Lectures have an advantage in the speed of information transfer, and are unpretentious. Coaching represents the direction of the educated to the required performance of the work and the initiative itself, taking into account its individuality. With this method, the educated manager is constantly informed about

the evaluation of his work. For both areas of education, managers would welcome brochure and brochure study materials.

Managing stressful situations is the third area of education. Stress and high work demands accompany managers at every step. Challenging tasks, lack of time, alternating successes and failures in managers are building up stress. To learn how to cope with stress stimuli and to use them for the benefit of their managers, Subprogram 3, which will be implemented by CADET GO, is a sought-after and successful specialist in manager training and development. The training center of the company provides tailored open-ended development programs to employers' requirements, who can determine the methods, form and target of the program as required. He also provides an Academy for Beginning and Newly-appointed Managers. For Stress Management Education, we chose STRES MANAGEMENT, which is designed for managers who need to learn how to manage stressful situations, relax, relax, and prevent burnout syndrome. The program will focus on stress and methods of managing it, symptoms of stress and the body's reaction, physical manifestations of the stress response. It will also focus on typical stress situations at the workplace, how to prevent them, the most common methods of conflict resolution, self-motivation and the theory of consciousness and subconscious. Under Subprogram 3, methods such as a theoretical lecture, the assessment center, through which a learner acquires not only knowledge, but also abilities, learns to overcome stress and solve problems of a different nature at the same time. A feedback method will also be used.

The fourth area of education - negotiation and conviction, within the framework of Subprogram 4 will be realized by the HR consulting company TOP CONSULT GROUP, s.r.o. & VCC INTENSIVE s.r.o., which deals with education in different areas and focuses in particular on developing the knowledge, skills and knowledge of managers.

Course Negotiation skills focused on management and argumentation, awareness of strengths. Managers will learn tips and tricks in negotiation, learn the principles of principled bargaining, reveal their own strengths and weaknesses in negotiation. Subprogram 4 will be a lecture, clarification of the theory, and a role-playing method that is explicitly focused on the development of participants' practical abilities, requiring considerable activity and autonomy. Another method will be simulation that is more focused on the practice and active participation of trained managers and is very effective in shaping the ability to negotiate and decide. At the end of the subprogram, the 360 degree feedback will be used, which will allow the participants to evaluate themselves as well as the managers, which is considered very appropriate in education.

The training courses will take place directly at the workplace, in the company's premises. As a study material during Subprogram 4, an interactive table will be used.

The next step in the education process is its evaluation. The questionnaire survey has shown that the organization is

currently not conducting a rating survey, which we also consider a lack of. It should be borne in mind that only 12% of managers have indicated that they are fully satisfied with education. The improvement of education is seen by the most managers of VSE Holding in more effective planning and timing. Managers also identified as a step towards improving education, introducing other methods into the education process. If training programs for managers are not interesting, there may be a drop in attention and hence a decrease in the efficiency of acquiring knowledge and skills. Therefore, we propose to VSE Holding to conduct a survey of managers' satisfaction through educational programs through an evaluation questionnaire which will determine the benefits and reserves of training programs.

In education, it is very important to choose appropriate motivational factors that inspire workers to participate in educational activities. From the analysis we know that the most motivating factor for managers is financial evaluation. Therefore, we suggest that the managers receive credits that would be taken into account when evaluating managers. An important motivating factor for the participation of managers in educational programs is also career development and personal development. We recommend the introduction of time management for the overall streamlining of the education process and the personal development of managers. Balancing and the ability to lead a working life, effectively manage time, plan work, and know your own business priorities is an essential part of the manager's job. It is important for managers to create the right time-based habits to make the most of their working time and overall to organize their work. We consider it essential that the organization offers the manager enough space for education. Since managers have shown interest in learning, we hope they will not be able to do it one-time and non-systematically, but they will make full use of the opportunities provided.

4. Conclusion

Employee training is one of the organization's most important personnel activities. The current market requires constant improvement, deepening, development and adaptation of the educational level, especially of the leaders who represent the pillar of the organization's success. The aim of the thesis was to analyze the current state of education in the selected organization, to identify possible educational deficiencies and to draft recommendations and solving the individual phases of the training of managers. From the analysis results, we decided that the managers of VSE Holding a.s. are interested in learning. Subsequently, we identified the current state and the need for education in the organization, we summarized the positive and negative findings and compared them with the knowledge we obtained by studying the literature. Based on the resulting data and percentages we obtained from the questionnaire. We have also used the theoretical background to try to bring about certain incentives that concern education in society. The intention was to compile

a set of recommendations and design educational programs using appropriate methods of education.

Acknowledgments

This research was funded by Ministry of Education, Science, Research and Sport of the Slovak Republic within execution of the project No. ITMS 26220220161 co-financed by EU funds.

References

- [1] B. Mihalcova et al. *Riadenie ludskych zdrojov [Human resource management]*. Ekonom Publishing, Bratislava, 2007. ISBN 978-80-225-2448-3. (In Slovak).
- [2] T. Hangoni and A. Imrichova. *Manazment a jeho aplikacia v socialnej praci [Management and its application in social work]*. ELPIS, Bratislava, 2010. ISBN 978-83-928613-48. (In Slovak).
- [3] L. Cimbalnikova. *Strategicke rizeni [Strategic management]*. Palacky University, Olomouc, 2010. ISBN 80-24429-63-2. (In Czech).
- [4] M. Armstrong. *Rizeni lidskych zdroju [Human resource management]*. Grada, Prague, 1999. ISBN 80-7169-614-5. (In Czech).
- [5] J. Prokopenko et al. *Vzdelavani a rozvoj manazeru [Manager training and development]*. Grada, Prague, 1996. ISBN 80-7169-250-6. (In Czech).
- [6] B. Mihalcova et al. *Marketing management in other context*. Drukarnia Wisla, Pulawy, 1999. ISBN 978-83-946020-0-0.
- [7] J. Veteska et al. *Kompetence ve vzdelavani dospelych [Competence in adult education]*. J.A. Komensky University, Prague, 2010. ISBN 3-631-50940-5. (In Czech).
- [8] Douglas M. Windham. Effectiveness indicators in the economic analysis of educational activities. *International Journal of Educational Research*, 12(6): 575–665, jan 1988. doi: 10.1016/0883-0355(88)90011-0. URL [https://doi.org/10.1016/0883-0355\(88\)90011-0](https://doi.org/10.1016/0883-0355(88)90011-0).