

## RAZVOJ MENADŽMENTA: GLEDIŠTE MENADŽERA

### DEVELOPMENT MANAGEMENT: MANAGER ASPECT

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#### Summary

Management Development is in many areas and covers a wide range of activities, from self-improvement to communication and representation skills. It also includes development of specific skills such as managing information in the office, performance evaluation, financial management, managing others, managing in different cultures and alignment capabilities (training) management in accordance with the changes in strategy and structure. This area is characterized by a variety of approaches, methods, interpretations and ideas related to human and organizational development.

Global flows of money and information have a direct interaction on development of management, which was originally formed during periods of relative stability, when it was likely to ignore volatility. Management is in transition from a command and control structures, the corresponding relationship stability, distributed decision-making structures needed in the rapidly changing conditions. New approaches are required from managers, such as decision making under uncertainty. They also have to put much more effort to create an atmosphere where people can cope with the instability not only in decision making, but also in the course of their employment. The best method of organizing work in Management Development is a project of the individuals included in the project boundary of the organization.

Confusion happens when managers feel that they are obliged to act one way, and the situation requires something different. Although theorists have noted "the rapid change in the development of management style - go from style -based control and aggression ... to a style based on mean and friendly relations , " there is the evidence that some companies still have a long way to go. In the past, relatively stable time expected economic growth, job security, regular promotions and unquestionable authority, development management provided systematic training based on a detailed job description and conducted in accordance with the standard schedule and was in learning new skills and abilities, and answer to every problem the manager sent on courses. This approach is faced with a "transfer learning problems in practice " and the focus is shifted to individual learning and the process of learning. However, socio-economic and institutional context remained relatively unchanged. Providing income to shareholders remains primary goal of most companies, dominated commanding and controlling hierarchy, jobs are very specialized, planning is separated from its actual implementation and management had set methods of selecting which could perform a certain task. Analytical skills were dominant. Management task was to make a rational choice from a set of options and then develop a new logical explanation for the behavior, based on the analysis of control problems faced currently. This approach, known as "Taylorism"

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watched “initiative and incentive” as a barrier to the effective mass production and defended the “substitute science for the individual judgment of the employee” [20]. Most decisions are taken in situations where you can learn all the facts, allowing managers to analyze, predict and use their knowledge and experience to guide data collection, findings, and control deviations from the steady flow of events. In this environment, people have been properly instructed and supervised, and prevented from communication with each other.

The economic system that came into the arena later, faced with the need to be determined before the competition and rapidly accumulate most of the capital. This need gave birth to a motley collection of specimen’s relationships with financial institutions, customers, employees, communities. Many, therefore, chose broad skills rather than narrowly focused ones, in order to encourage people to express their views in light of the economic usefulness of exchanging information directly into the workplace and change the specialized production time for the length of time during which you can share information.

During this transition management development is faced with the same dilemmas and severity of consequences and specific managers. Managers may well fear that after their development will be followed by retrenchment, and this development will help them improve themselves and prepare for a career change. In a controlled economy, government is the primary mechanism for control within the organization. But in order to remain viable in the turbulent surrounding atmosphere, where no group controls the fate of the business as a whole, the organization should be much more responsive to price and thus to cost. To remain viable in the global economy, where the emphasis is on information management instability, innovation and teamwork, organizations need to better know their human assets and mechanisms for trust management including them in the process. However, the mechanism of power embodied in the command and control hierarchy is very strong, and market considerations should dictate strict financial control, significant downsizing is often the consequence.

Management development in the mid 1990s at the stage of transition from command and control and to save money and culture. But while the command and control styles do not conflict with each other and can generate in terms of stability in the workforce loyalty and a sense of security and reliability, reduce costs and complicated culture fit together. This conflict can have a major impact on the management and development. Companies pretty much expect their managers. According to the opinion of one of the managing directors, the manager must be impresario, “can engender enthusiasm and focus in one direction desire of many individuals with different talents. He listens, he creates a vision and structure, and it is inspiring. “According to another director, a manager should be a sculptor”, forming a manager who can make good decisions, and not to be smoothly polished piece of yesterday.” Since managers are expected to be effective, to manage profitable divisions, skillfully control costs to compete with other departments, subjected to inspection and audit themselves, and be rewarded accordingly for performing certain work - all at the same time.

Most of the structures and systems of support market mechanisms by government command and control hierarchy, and it is a powerful combination. At the same time, awareness of the presence of people in the innovative capacity needed to implement market opportunities and use their judgment in dealing with uncertainty and perceptions of trust as a “greasing ” social ties outside the role of content manager. He gets under their means much attention that the current management development given culture, people, communication, interpersonal skills and team building skills. The contradictions are inherent to these expectations from the role of manager - at the same time authoritarian and egalitarian both - leading to significant problems.

An effective manager's job includes training that gives the ability to deal with complexity, diversity and uncertainty. Success depends on trust: managers trust to their own inner resources and intuition and take responsibility for creating a climate in which their subordinates can do the same.

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"For over thirty years the world of management, which main task was to create a business treats intuition as a dirty word ... but now that companies are looking for ways to create big business and go after more than a decade of excessive rationality and disaster strategic planning , intuition comes back to us. The problem lies in how to combine it with the need for accurate and deep understanding of markets, technologies, strategic and competitive behavior, which managers need in times of global competition, complexity, instability and rapid change "[5]. When details of the actual situation are recognizable, they are more likely in a stable economic and market conditions. Managers can use their knowledge and experience in order to analyze the situation and make the right decisions. However, as an important part of the work associated with uncertainty, managers are forced to go beyond making a decision based on full information. As a result, the new values like intuition and implicit knowledge, are increasingly becoming a common part of decision-making process. Due to the interaction between what is clearly written and the fact that defies precise formulation and the process of thinking that led to the decisions may not always be clearly stated. This can lead to problems for those managers who have been trained and competent to rationally analyse, monitor and control those who work for them. Managers are faced on one side with the new requirement to use intuition, on the other - a concern to make an important decisions - their own as well as their managers' and subordinates - based on something elusive and "unscientific". Intuition, which leads to a highly valued opinions voiced, but it also depends on the elusive and very delicate balance between what and how people feel that they can understand and do, and those difficult tasks they face. Managers are sometimes likely not to trust their instincts: they will probably feel that their support is fragile and unreliable as a basis against destruction. As their concern increases, competence, in accordance, decreases.

The most powerful engine of Management is a global technology and personal information. Internet has connected organizations around the world to obtain information that can be used to ensure competitiveness. Dissemination of information has a strong influence on individual development, as it can answer the needs of an individual to study at any time, in any place and at any pace.

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