

Jihočeská univerzita  
v Českých Budějovicích  
University of South Bohemia  
in České Budějovice

# Concepts of Managerial Thinking

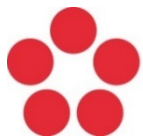
doc. Ing. Ladislav Rolínek, Ph.D.



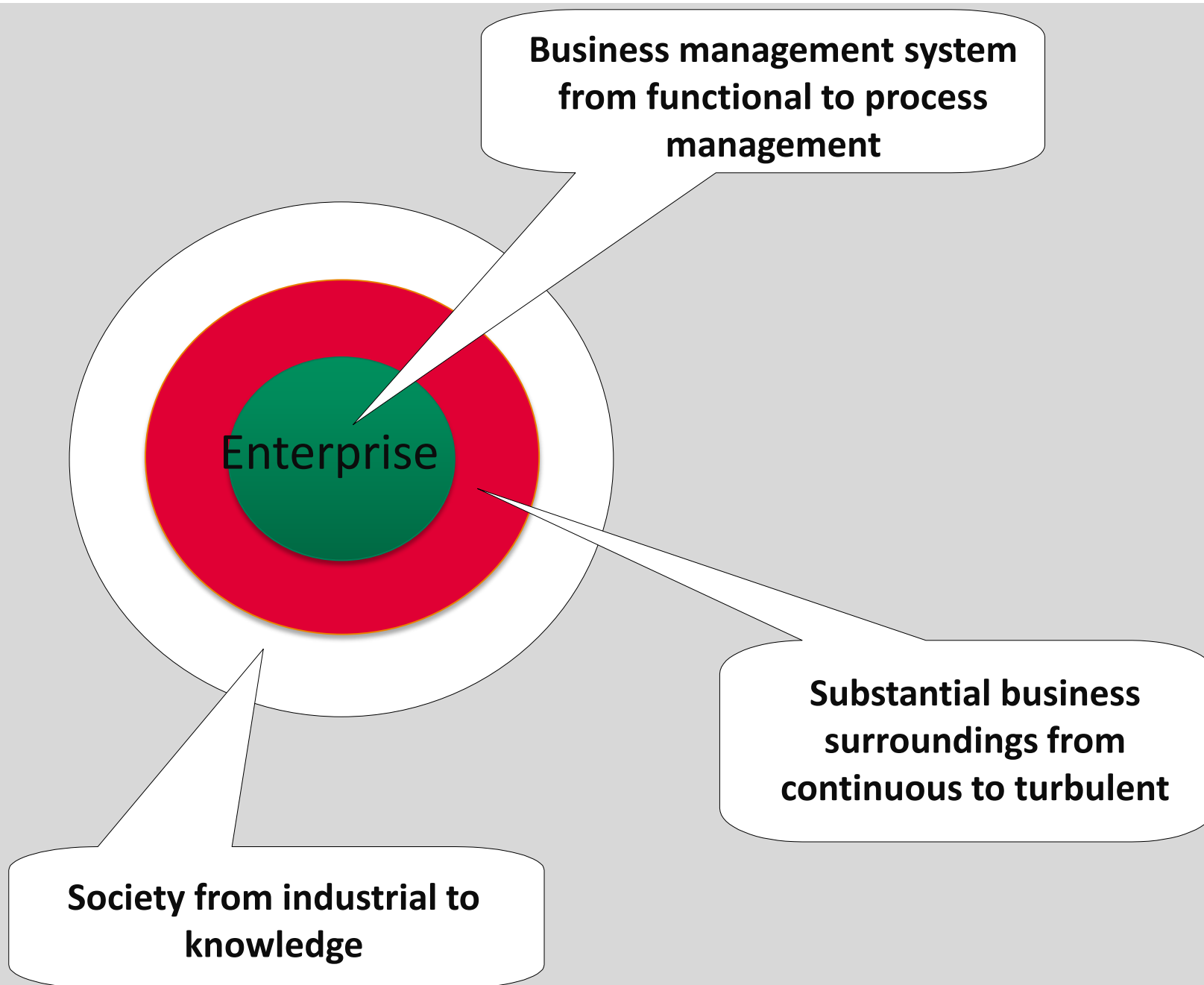
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Operační program Výzkum, vývoj a vzdělávání

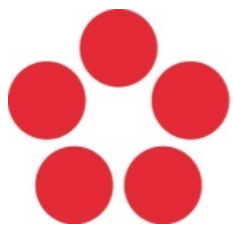


MINISTERSTVO ŠKOLSTVÍ,  
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# Development of enterprises, environment and society





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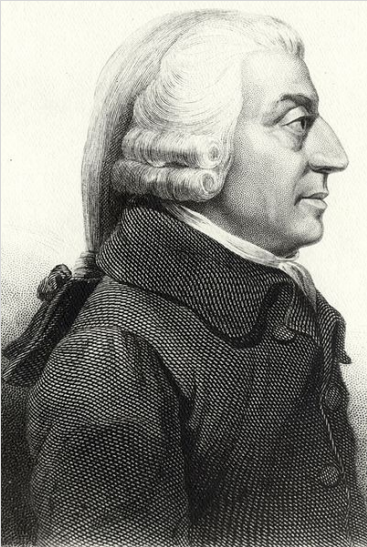
# Functional Management



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## Concept of Managerial Functions

Sequential Arrangement	Classic	Fayol's management function	1916
		Gulick's systém POSDCORB	1930
	Modern Connectivity	Drucker	1973
		Koontz Weihrich	1988
		Pearce Robinson	1989
		Appleby	1991
matrix arrangement			after World War II

## Concept of Managerial Roles

Managerial Roles by Mintzberg	1973
Managerial Roles by Chung	1987
Managerial Roles by Kotter	1990

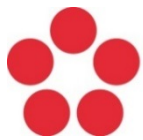
## Concepts of Critical Success Factors

Concept 7S by McKinsey	1981
Concept SLO by Chung	1987

## Concepts of Business Process Management

Organization Components (by Morton)	1991
Concept of Shared Responsibility (Management by Objectives)	90's
Hard and Soft Factors of Prosperity	90's
Concept of the Quality Standards (ISO)	80's

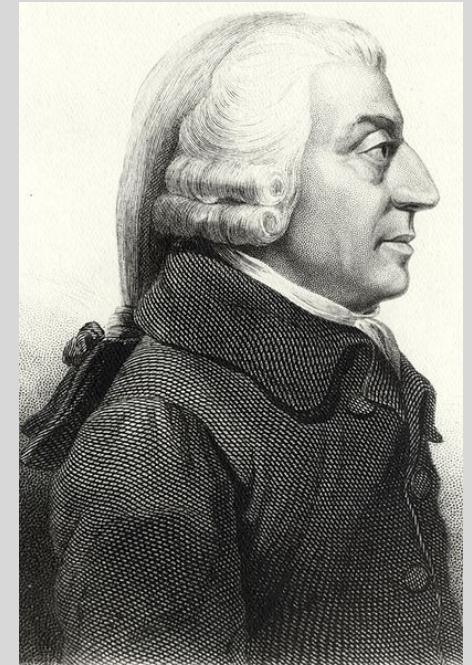




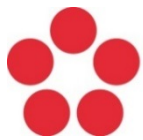
In 1759 he published his first work  
***„The Theory of Moral Sentiments“***

***„Wealth of Nations“***, full title *“An Inquiry into the Nature and Causes of the Wealth of Nations“* 1776

Description of work efficiency improvement, worker specialization for one operation, comparison and description of production costs and profit compared to a worker who has to manage to work on several operations in parallel.



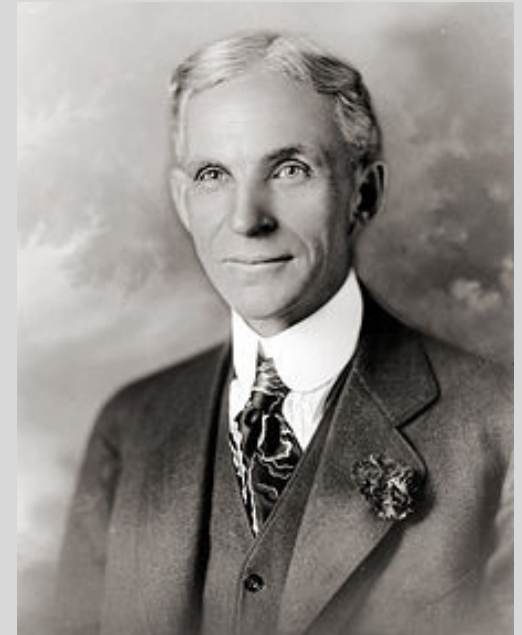
Adam Smith  
Scottish economist



In 1913 **band production** began.

He raised his wages to get permanent employees.

He introduced a social program for permanent employees, which included corporate health care, sports and cultural activities, or special bonuses.



Henry Ford  
American  
businessman

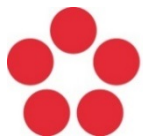




Model T



*I will build a car for the great multitude. It will be large enough for the family, but small enough for the individual to run and care for. It will be constructed of the best materials, by the best men to be hired, after the simplest designs that modern engineering can devise. But it will be so low in price that no man making a good salary will be unable to own one — and enjoy with his family the blessing of hours of pleasure in God's great open spaces.*



## Levittowns



William J. Levitt  
American  
businessman

Mass production, use of prefabricated buildings and a new way of organizing work, based on the high specialization of individual workers on the site.

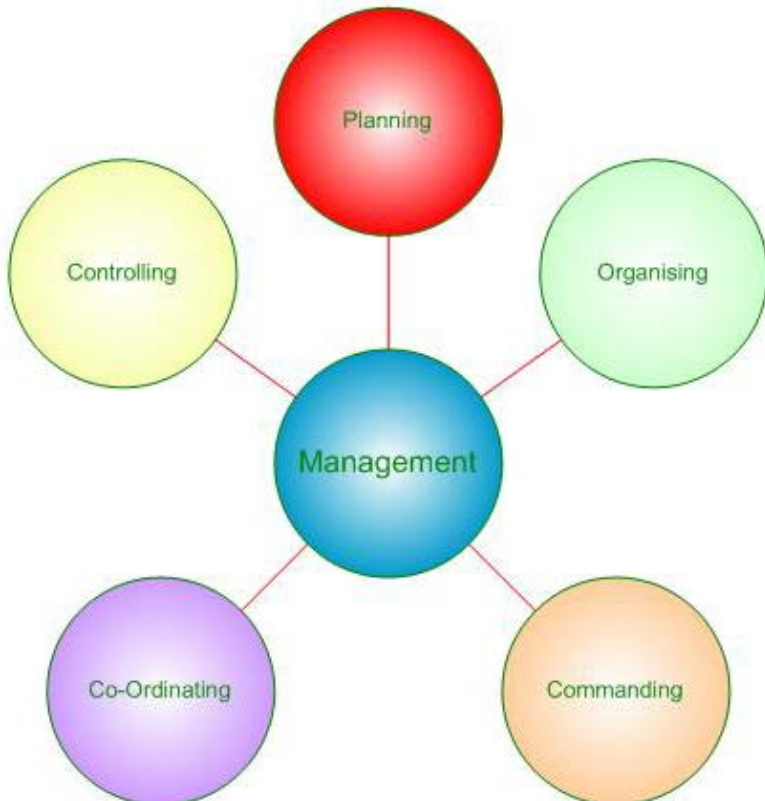


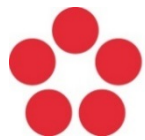
**H. Fayol** – Functions Management - Planning,  
Organizing, Commanding, Coordination, Control  
Book:

*Administration industrielle et générale* 1916

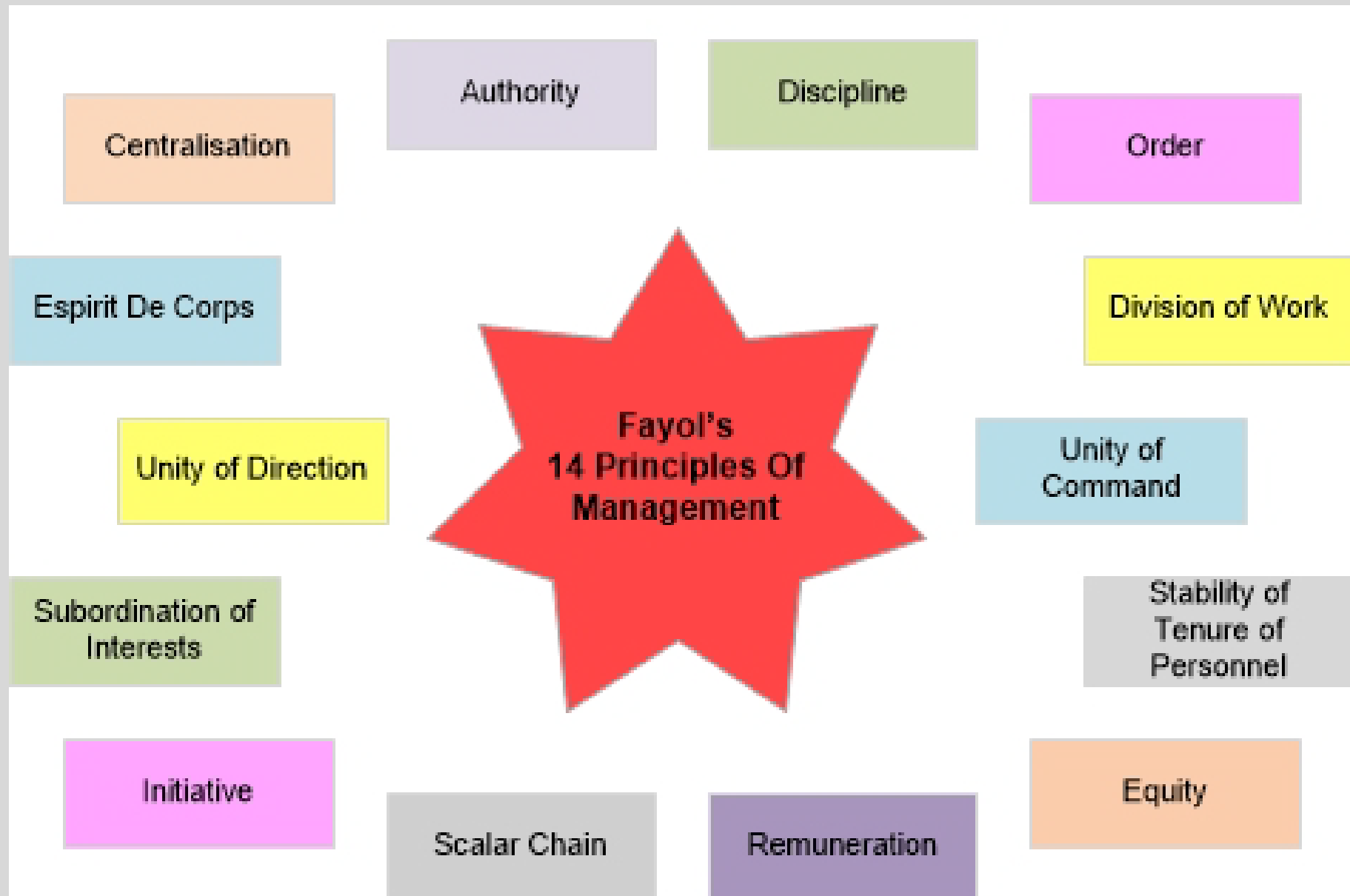


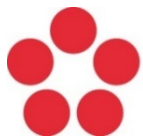
Fayol has compiled 14 principles of  
successful administrative work



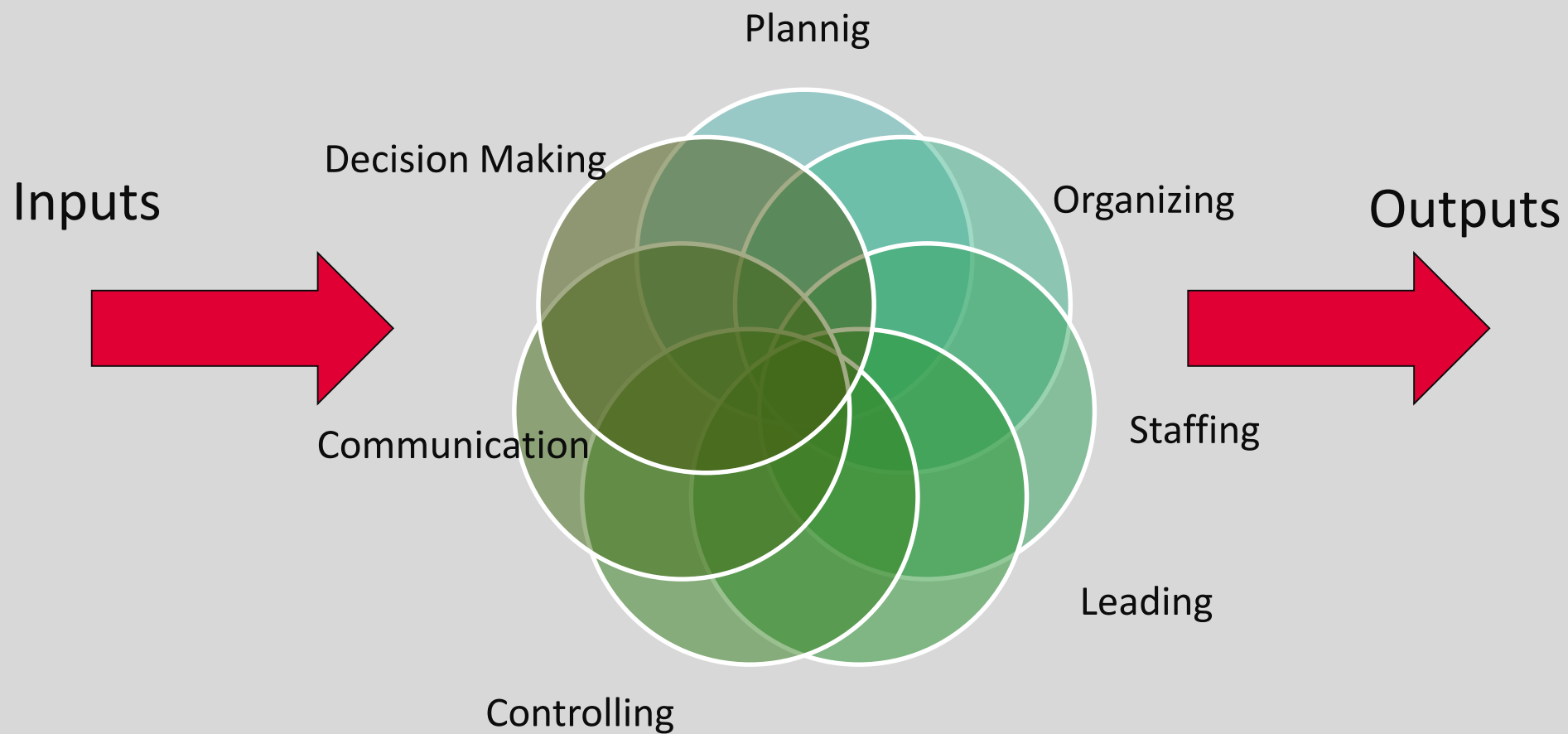


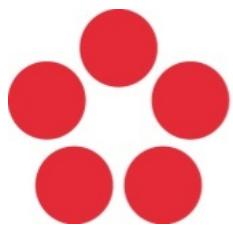
# Fayol's Principles of Management





# Concepts of Managerial Functions





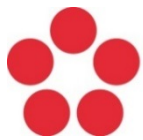
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# Concepts of Business Process Management



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It is divided into basic concepts:

- **Organization Components;**
- **Concept of Shared Responsibility;**
- **Hard and Soft Factors of Prosperity;**
- **Concept of the Quality Standards (ISO)**







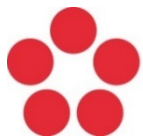
## Organization Components

Morton in 1991 - success is dependent on the dynamics of organizational components and their mutual relationships.

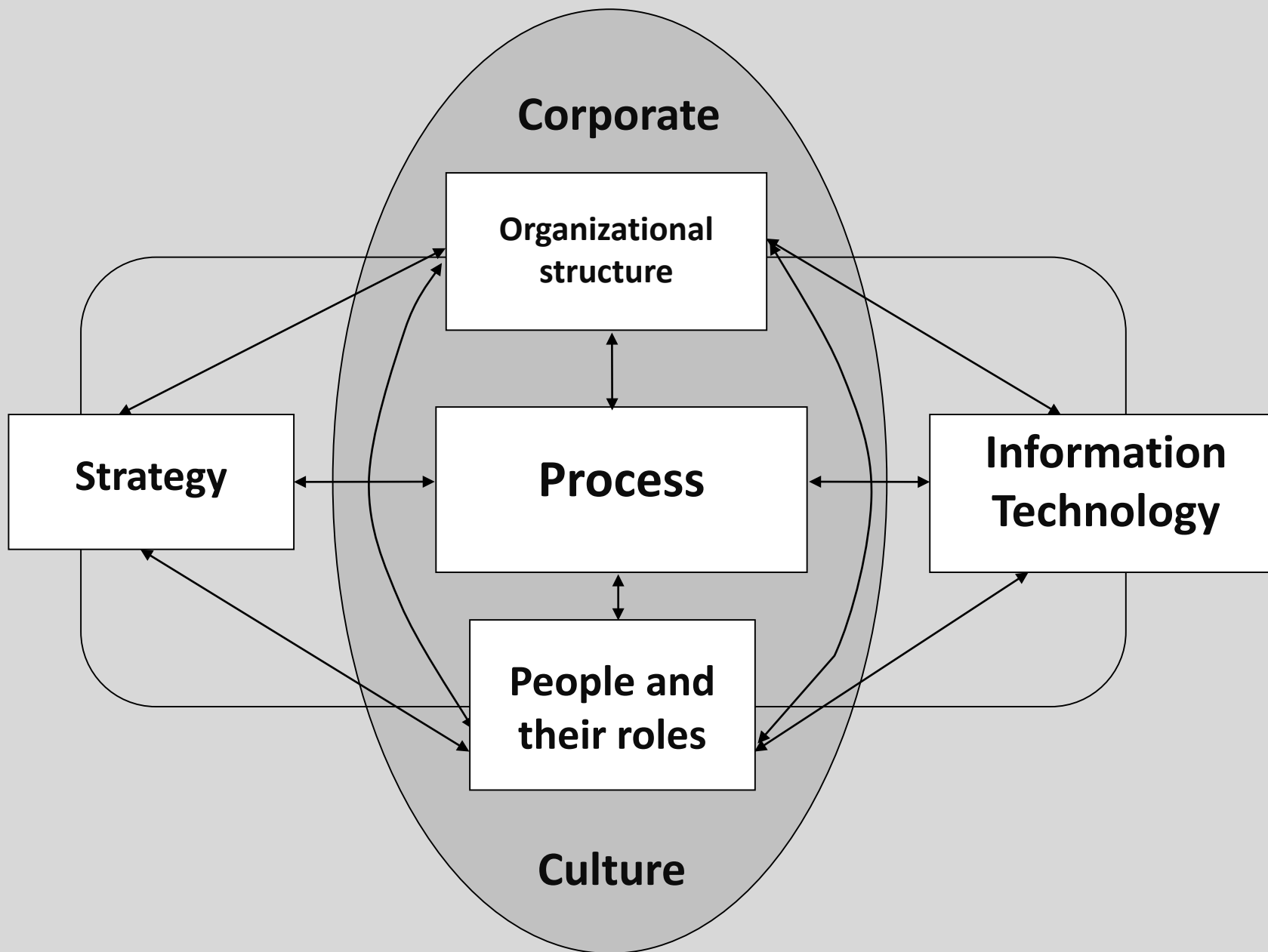
## Concept of Shared Responsibility

It is based on Drucker's Management by Objectives.





# Organization components and their interaction





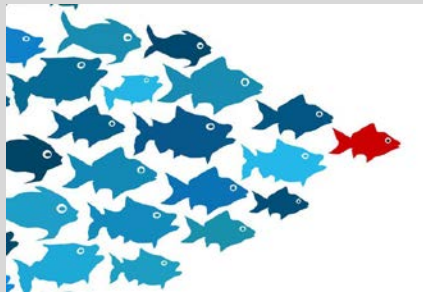
## Hard and Soft Factors of Prosperity

The company is successful in balancing and conditional the hard and soft factors of success.

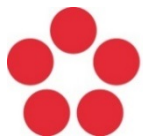


### Hard Factors –

We can design, formally define, implement in the organization on a certain date, order to implement - organizational structure, job descriptions, written definition of authority and responsibility, planning systems, operational management and control, etc.



**Soft Factors** - leadership style, informal communication system, management behavior, informal delegation of authority and responsibility, skills and competence of staff, teamwork, etc. They are tied to people and the relationships between them.



# Concept of the Quality Standards (ISO)

The principle is the application of quality management.

Business functions are influenced by ISO standards e.g.

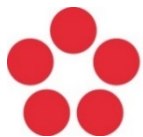


ČSN EN ISO 9000 Quality management systems – fundamentals and vocabulary

ČSN EN ISO 9001 Quality management systems – Requirements;

ČSN EN ISO 9004 Managing for the sustained success of an organization – A quality management approach

Model of excellence, CAF model



## The difference between process and functional management

**Business process  
Management**

**Functional  
Management**