

Introduction to Specialty (Management):

lecture slides





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Ukrainian higher education in the context of the **Bologna** Process





Key learning objectives

- ◉ identify the key milestones of the Bologna process;
- ◉ record achievements and failures along the way;
- ◉ outline the key areas of attention for Ukrainian higher education;
- ◉ show the context for European education development

More information about Bologna Process in Ukraine <http://www.osvita.org.ua/bologna/>



The Bologna Process



The **Bologna Process** is a series of ministerial meetings and agreements between European countries to ensure comparability in the standards and quality of higher-education qualifications.

The **main focus** is:

- ◉ the introduction of the three cycle system (bachelor/master/doctorate)
- ◉ strengthened quality assurance and
- ◉ easier recognition of qualifications and periods of study

The Bologna Process today - 48 countries and thousands of universities.



The Bologna Process today - 48 countries and thousands of universities.

The source of information – GlobalHigherEd weblog:
<https://globalhighered.wordpress.com/2011/04/20/mapping-bologna-process-membership/>

Bologna declaration (1999, 2001, 2003)* announced:



1. Introduction of the three-cycle system (bachelor / master / doctorate).
2. Adaptation to the European Credit Transfer System (ECTS).
3. Quality assurance of higher education.
4. Enhancement of the attractiveness of European higher education.
5. Facilitating the mobility of students and teachers.
6. Integration of the graduates into the European labor market.
7. Promoting lifelong learning.
8. Ensuring the universities' autonomy and the student's self-government development.
9. Promotion of the European Union as a centre of excellence in learning around the world.
10. Inclusion of doctoral studies as a third cycle of higher education.

* Bologna Declaration (2003), http://www.bologna-berlin2003.de/pdf/bologna_declaration.pdf, accessed 9 December 2003.

European Credit Transfer and Accumulation System (ECTS)*



ECTS is a credit system designed in 1988-1995 to make it easier for students to move between different countries. Since credits are based on the learning achievements and workload of a course, students can transfer their ECTS credits from one university to another so they are added up to contribute to an individual's degree program or training.

ECTS is a central tool in the Bologna Process, which aims to make national systems more compatible.

European Credit Transfer System

1. Educational content transfer
2. Transfer of the volume of learning
3. Transfer of learning outcomes

European Credit Accumulation System

1. Accumulation of learning outcomes
2. Credit accumulation

***More information:**

https://ec.europa.eu/education/resources/european-credit-transfer-accumulation-system_en



Credits (ECTS)

express the volume of learning based on the defined learning outcomes and their associated workload. 60 ECTS credits are allocated to the learning outcomes and associated workload of a full-time academic year or its equivalent, which normally comprises a number of educational components to which credits are allocated. The total student workload comprises preparation time, lessons, seminars and personal reading, examination preparation, project preparation etc.*

ECTS credits represent the workload and defined learning outcomes ("what the individual knows, understands and is able to do") of a given course or program.

*http://ec.europa.eu/education/ects/users-guide/key-features_en.htm



ECTS grading scale






Range of Marks (Out of 100)	ECTS grade	Local grade
90-100	A - excellent	5
85-89	B – very good	4
75-84	C - good	
65-74	D - satisfactory	3
60-64	E - pass	
Less than 60	F - fail	2

Grade “F” means that some more work required before the credit can be awarded.

Academic ranking of world universities of Shanghai Jiao Tong University



Academic Ranking of World Universities 2017

Top 500 501-800 Methodology Statistics					
World Rank	Institution*	By location All ▾	National Rank	Total Score	Score on Alumni ▾
1	Harvard University		1	100.0	100.0
2	Stanford University		2	76.5	44.5
3	University of Cambridge		1	70.9	81.4
4	Massachusetts Institute of Technology (MIT)		3	70.4	68.7
5	University of California, Berkeley		4	69.1	64.4













More information - <http://www.arwu.org/>

World University Rankings® 2016/17 QS (Quacquarelli Symonds)



QS World University Rankings® 2016/17 is based on 6 rating indicators:














1. Academic reputation (40%)
2. Employer reputation (10%)
3. Faculty/students ratio (20%)
4. International faculty ratio(5%)
5. International student ratio(5%)
6. Citations per faculty (20%)

QS World University Rankings				
# RANK	UNIVERSITY	LOCATION	COMPARE	QS STARS™
2017 ▾	University search <input type="text"/>	By location ▾	↓	<input type="checkbox"/> Rated only
1	 Massachusetts Institute of Technology (MIT)		<input type="checkbox"/>	5★ RATING
2	 Stanford University		<input type="checkbox"/>	5★ RATING
3	 Harvard University		<input type="checkbox"/>	5★ RATING
4	 University of Cambridge		<input type="checkbox"/>	5★ RATING
5	 California Institute of Technology (Caltech)		<input type="checkbox"/>	5★ RATING
6	 University of Oxford		<input type="checkbox"/>	5★ RATING

More information: <http://www.topuniversities.com/qs-world-university-rankings>

World University Rankings® 2016/17 QS (Quacquarelli Symonds)



# RANK	UNIVERSITY	LOCATION	QS STARS™
2018 ▼	University search <input type="text"/>	Ukraine <input type="button" value="x"/>	<input type="checkbox"/> Rated only
401-410	 V. N. Karazin Kharkiv National University		
411-420	 Taras Shevchenko National University of Kyiv		
501-550	 National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute"		
701-750	 National Technical University "Kharkiv Polytechnic Institute"		
801-1000	 Vasyl' Stus Donetsk National University		
801-1000	 Sumy State University		

More information: <http://www.topuniversities.com/qs-world-university-rankings>

Ukrainian University Ranking

TOP-200 Україна



«TOP-200 Ukraine» is the first and the only international ranking in Ukraine that is accredited by international expert group (IREG). The ranking methodology focuses on four broad criteria: perceptions of institutional performance from the perspective of employers and general academic reputation, the quality of research and teaching capacity, the overall quality of the education delivered, and institutions' international recognition and presence in the “global information space”.

№	Name of the university	Assessment of the quality of scientific and pedagogical potential	Assessment of the quality of education of the university	Assessment of international recognition	Estimation of the integral indicator of activity of higher educational institutions
1	National Technical University Kyiv Polytechnic Institute	37,1584719	24,2733571	24,38991	85,8217352
2	Taras Shevchenko National University of Kyiv	37,69866054	20,8091084	23,19028	81,6980532
3	V. N. Karazin Kharkiv National University	19,72389684	14,6311752	15,05826	49,4133336
4	National Technical University Kharkiv Polytechnic Institute	18,19243329	9,44538221	18,11854	45,7563526
5	National University Lvivska Polytechnika	10,07411838	15,5719037	20,00258	45,6486064
6	National Mining University	20,23740583	9,55270568	14,88076	44,6708729

More information: <http://osvita.ua/vnz/rating/55849/>

Priorities for Higher Education Development in Ukraine

Introduction of the three-cycle system of higher education (development and harmonization of the national qualifications framework with the system of the European Higher Education Area)

Establishment of national quality assurance systems that are consistent with the standards and recommendations of the European Network for Quality Assurance

Harmonization of degrees and periods of study (introduction of European diploma supplement, recognition of joint diplomas)



Financial, economic, advisory and pedagogical support of students

Development of mobility

Supporting graduates to access and enter work and encouraging employers to provide graduates with their first employment destination

Coordination of activities of the European Network and the European Quality Assurance Register for Higher Education

Perspectives of BOLOGNA PROCESS



1. Bologna process in Europe has not been finished yet.
2. Some objectives of Bologna Declaration were not met:
 - ✓ There is still a gap between US and European universities;
 - ✓ There is no system of technical education comparable to Massachusetts, California technological institutes (European Technological Institute is only in the stage of deployment)
 - ✓ There is no scientific breakthrough that would allow the creation of European research universities network;
 - ✓ The attractiveness of European universities is enhancing, but not as much as hoped.
3. The Bologna process should ensure a high degree of mutual openness of the national higher education systems, an easy students' transition from one to another.
4. The Bologna process should ensure a high quality of the European higher education.
The European Association for Quality Assurance in Higher Education was founded for this purpose.
5. Excellence should be a key requirement for all levels of higher education.
6. Each country should provide access to higher education for representatives of all social groups.



Perspectives of BOLOGNA PROCESS

7. The Bologna process should ensure the lifelong learning. The most popular instruments are flexible educational trajectories, on-the-job training, recognition of acquired knowledge, skills and competences (regardless of whether they are obtained through traditional training or informal education).
8. Promotion of employment through building partnerships between universities, government, business. Encourage universities to work more closely with the economic sector
9. Orientation of teachers to close cooperation with students in expanding the range of study areas.
10. Higher education should be based on research, innovation and creativity. It is important to implement interdisciplinary programs, joint awarding of academic degrees by several universities.
11. Further development of mobility, participation of at least 20% of all graduates in mobility programs by 2020. Encouragement of learning foreign languages.
12. Joint diplomas and programs, expanding financial support for mobility, mutual recognition of work permits.



PROS and CONS of the BOLOGNA PROCESS (according to the opinions of European students*)

- ✓ the process provides mobility (possibility to travel, study and work in a country with better working conditions (thanks to credit system and standardization of diplomas),
- ✓ the possibility of collaborating universities,
- ✓ student participation in decision making
- ✓ chance to get acquainted with other cultures
- ✓ chance to get acquainted with other cultures,
- ✓ social orientation of the Bologna process (universality of higher education)
- ✓ low mobility opportunities in some countries (in order to move to another country, the student often has to provide evidence of financial capacity (for example, 9500 euros per year for Norway),
- ✓ market orientation of higher education and lack of its quality,
- ✓ the high cost of Master's programs in some countries,
- ✓ the passivity of students (due to lack of information),
- ✓ arbitrary interpretation of the rules, and as a result, a confusion and a decline in the quality of education.

* *European Student Bologna Surveys* (https://media.ehea.info/file/ESU/32/8/Bologna-With-Student-Eyes_2015_565328.pdf)

UKRAINE in the BOLOGNA PROCESS



1. The National Qualification framework has been developed.
2. The three-cycle system (bachelor / master / doctorate) and new programs have been implemented.
3. The ECTS was introduced in 2009. There is a unified national system for assessing students' knowledge for all Ukrainian universities.
4. Degree's programs are developed to meet the requirements of the Bologna process and Tuning.
5. The special programs for foreign students have been developed.
6. The Diploma Supplement was developed according to the Bologna requirements.
8. National quality assurance agency for higher education is being established in accordance with the standards and recommendations of the European Network for Quality Assurance.
9. There is a need for establishing an agency for academic recognition and international exchange as a National center for the European information network on recognition
10. The rating system is being developed according to the Berlin principles on ranking higher education institution.
11. The international mobility of students and teachers is increasing. There is a system of student grants and mobility loans in Ukraine.
12. Professional standards are being developed as a basis for the modernization of national educational standards.



What graduate competences are important for the labour market

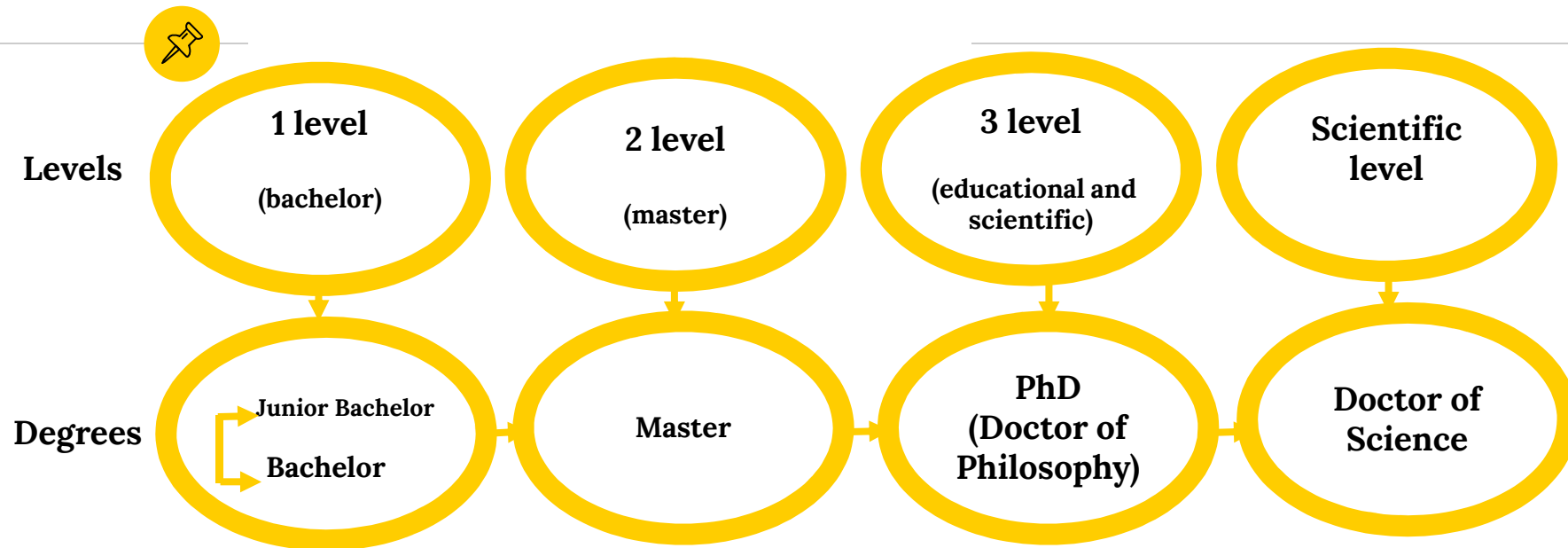
General competencies

The ability to analyze and synthesize;
The ability to organize the process and plan it;
The ability to oral and written communication in native language;
Knowledge of the second (foreign) language;
Computer skills;
Skills to handle information (the ability to find and analyze information from different sources);

General competencies

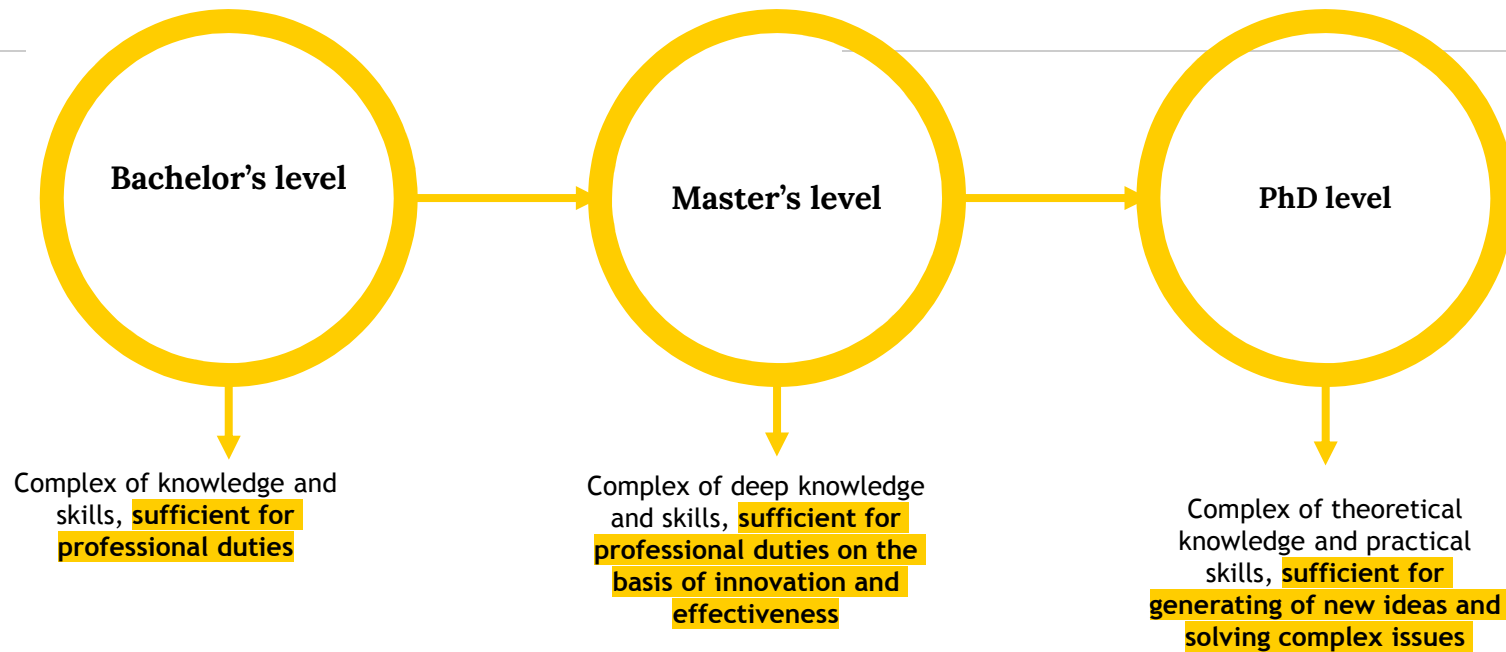
The ability to solve problems;
The ability to make decisions;
The ability to critical thinking and self-critical assessment;
The ability to work in a team;
Interpersonal skills;
The ability to work within the interdisciplinary team;
The ability to communicate with experts in other areas;
Understanding diversity and multiculturalism;
Ethical obligations.

Levels and Degrees of Higher Education in Ukraine



More information: The Law of Ukraine «Про вищу освіту» - <http://zakon5.rada.gov.ua/laws/show/ru/1556-18>

Levels of Higher Education in Ukraine



Management as a science and profession





Key learning objectives

- ◉ subject area of management;
- ◉ main tasks that are solved by managers;
- ◉ demand for manager role jobs;
- ◉ requirements for university programs in management.

Suggested reading: Drucker P. F. Management. – Zondervan, 2008.

Drucker P. F. Management challenges for the 21st century. – Routledge, 2007.

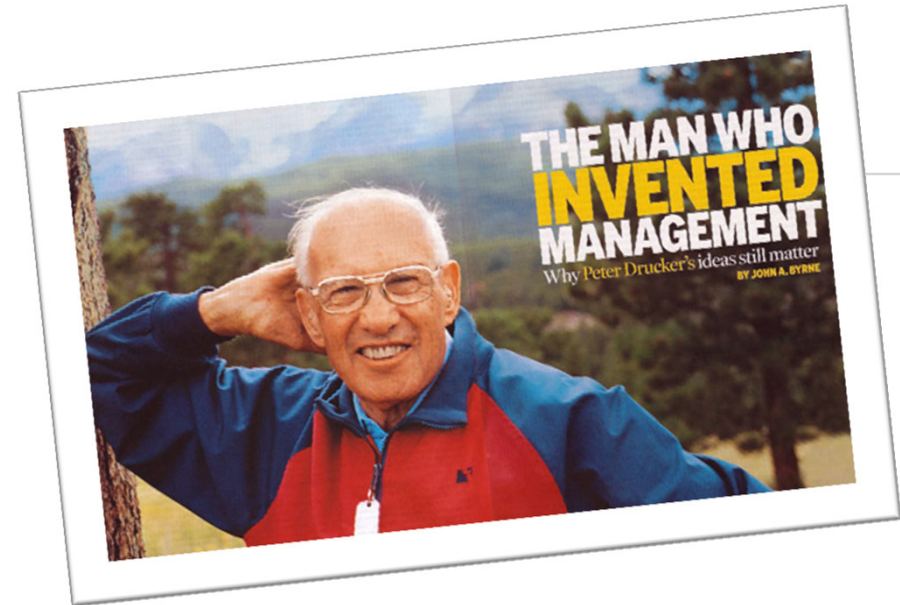
Drucker P. The Essential Drucker: : The Best of Sixty Years of Peter Drucker's Essential Writings on Management (Collins Business Essentials) , 2008.



Management

*To be sure, the **fundamental task of management** remains the same: to make people capable of joint performance through common goals, common values, the right structure, and the training and development they need to perform and to respond to change**

* Peter F. Drucker, *The Essential Drucker*, 2008

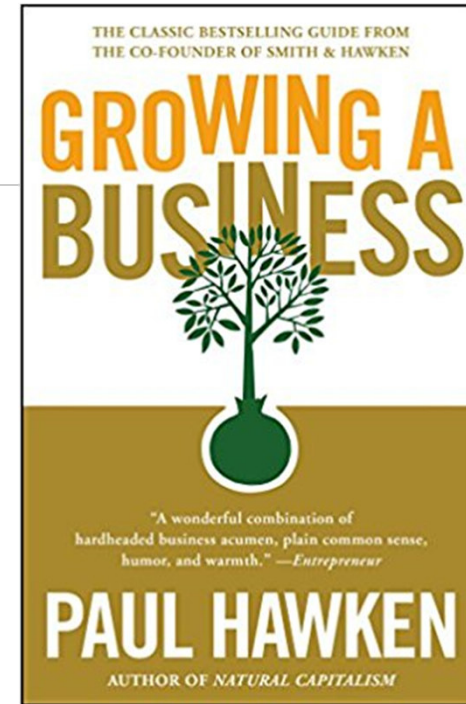
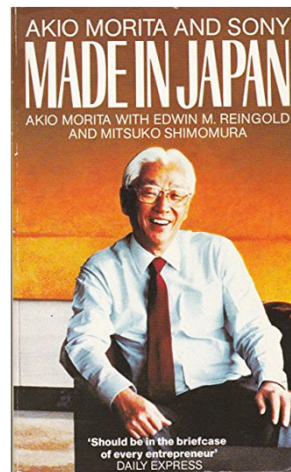




Management

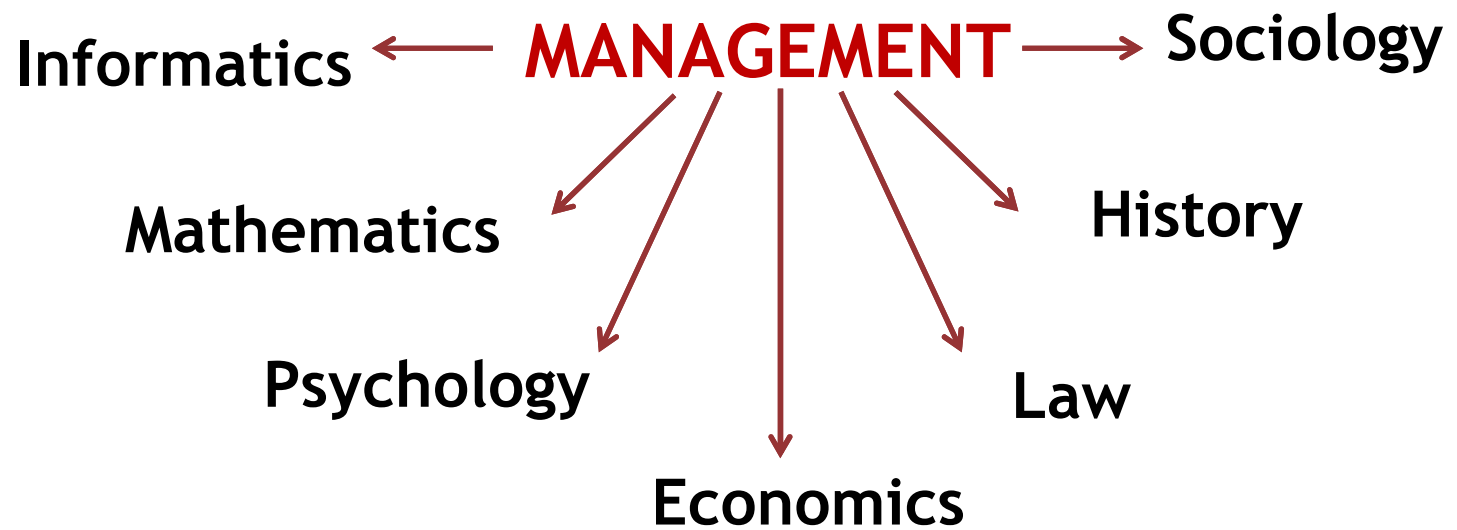
Executives of the company must have the necessary qualities to direct the personnel by showing them the way to do things

Akio Morita



Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them.

Paul Hawken





Who is a manager?

Manager is a person who has special knowledge and skills to find the best ways to work and to make decisions about things



Key manager tasks

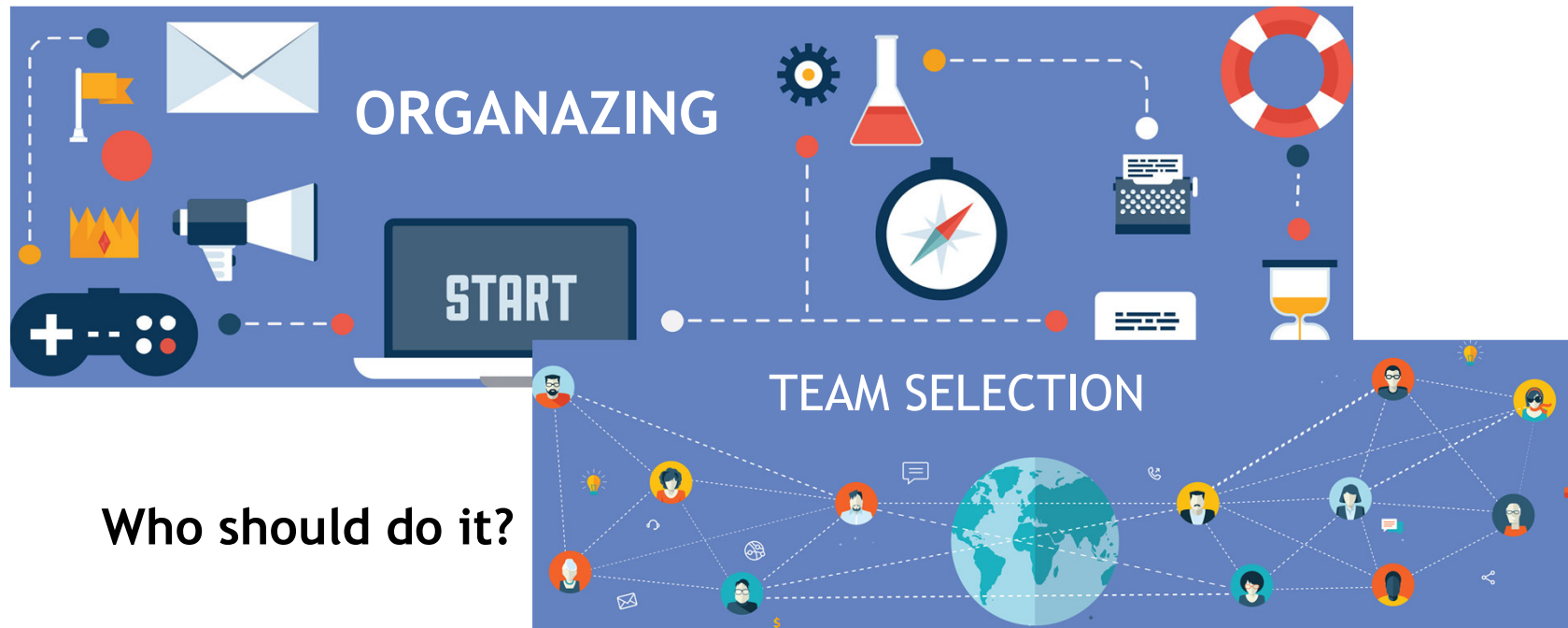
What and when should be done?





Key manager tasks

How it should be done?

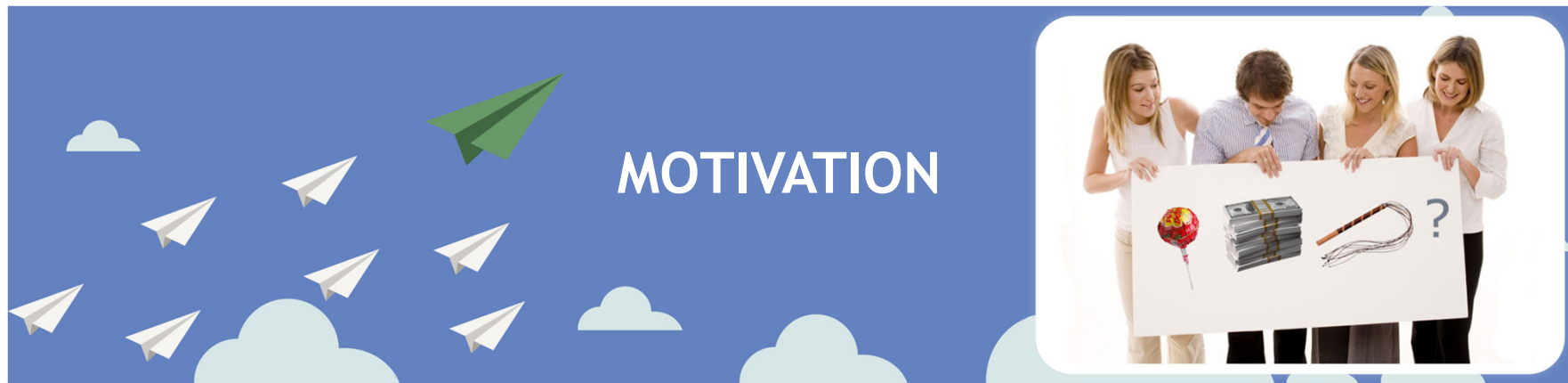


Who should do it?



Key manager tasks

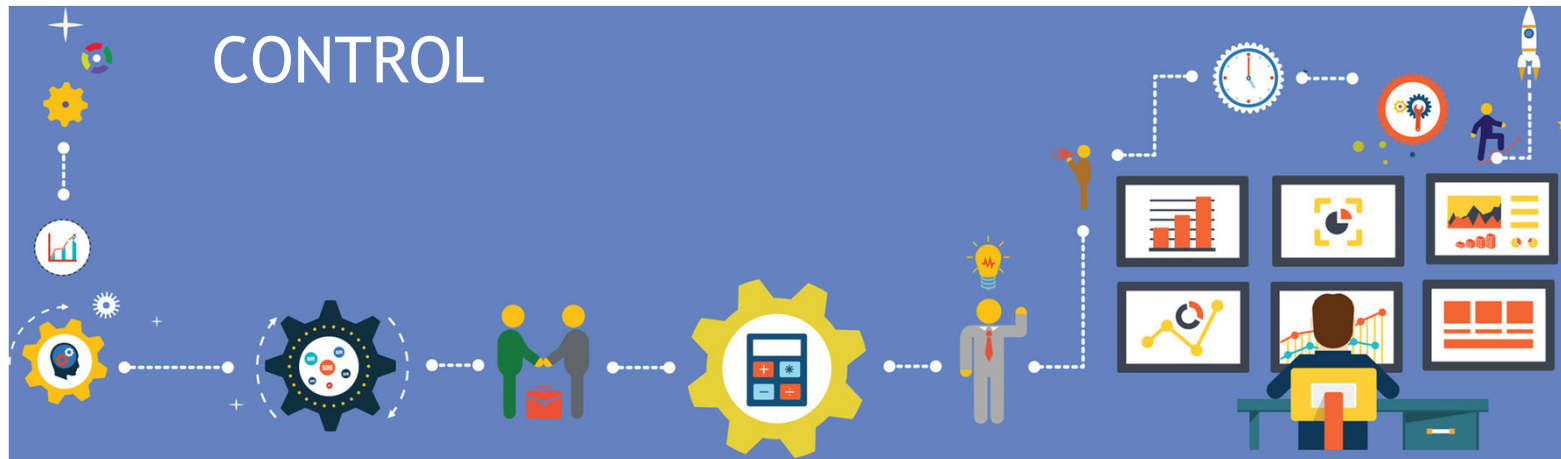
Why should people do it?



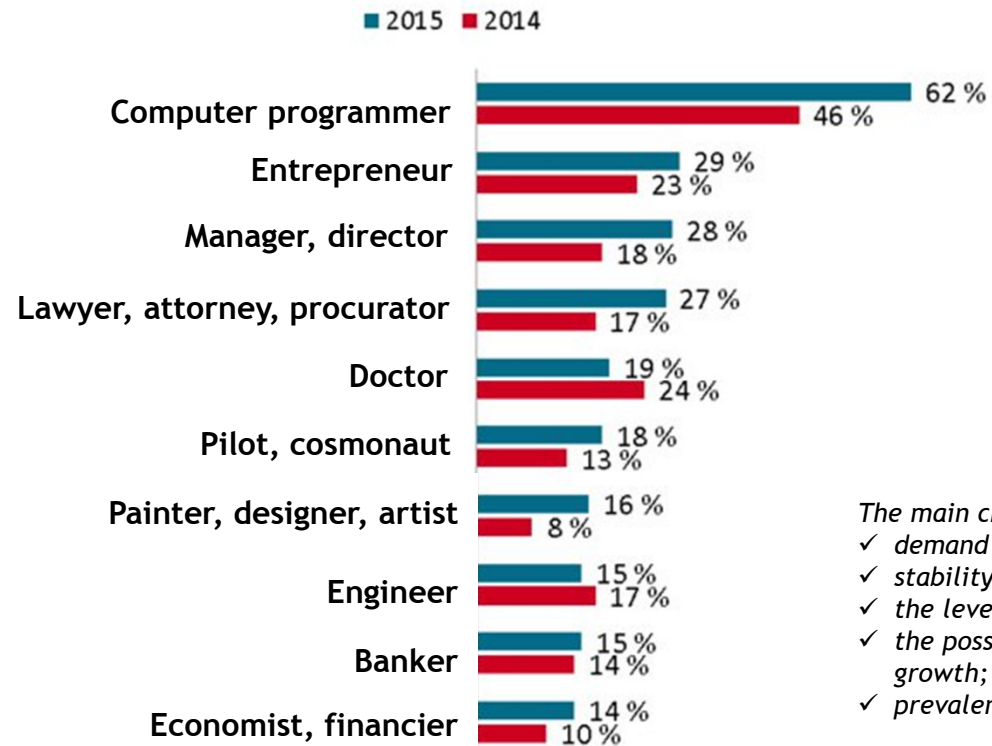


Key manager tasks

Have the results been achieved?



TOP-10 of the most promising jobs in Ukraine

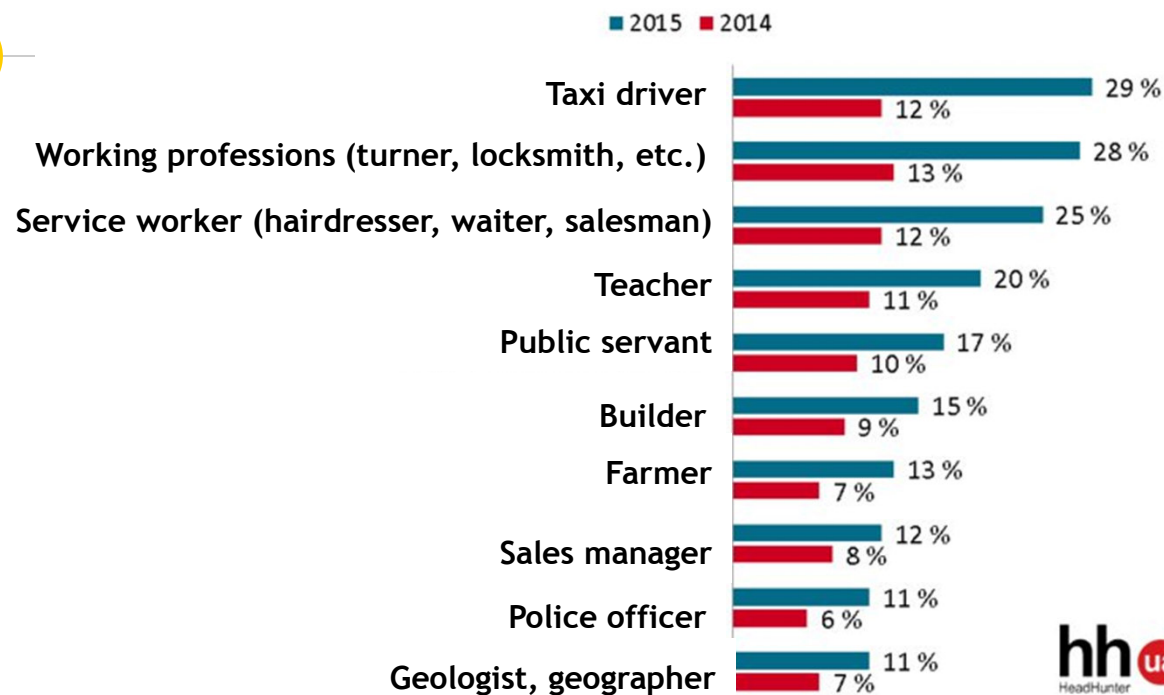


The main criteria:

- ✓ demand in the labor market;
- ✓ stability of the region,
- ✓ the level of wages;
- ✓ the possibility of professional growth;
- ✓ prevalence in the world

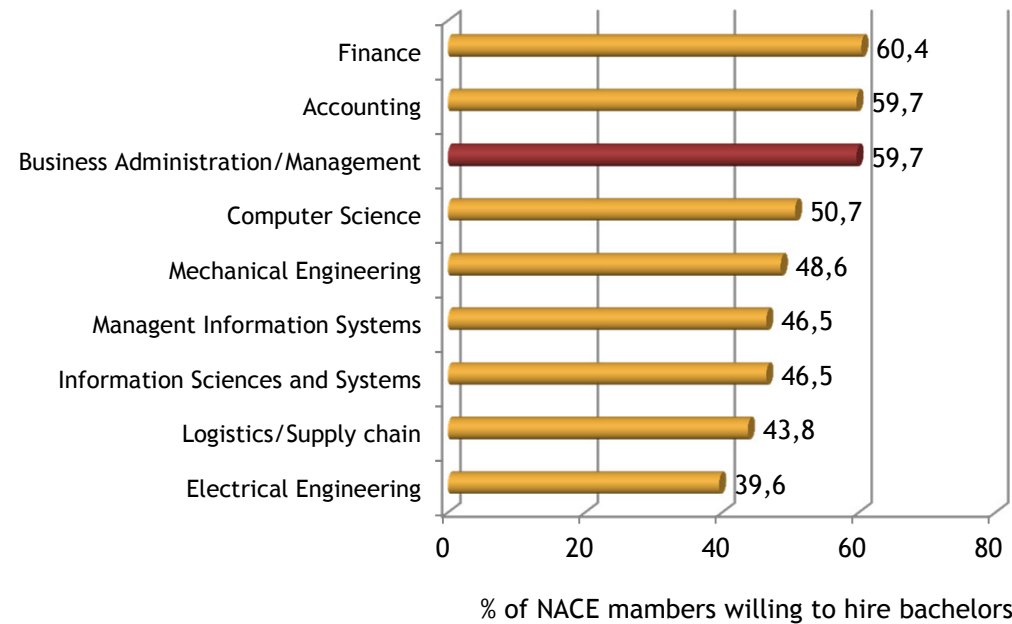
More information: HeadHunter (hh.ua).

TOP-10 of the least promising jobs in Ukraine



More information: [HeadHunter \(hh.ua\)](http://hh.ua).

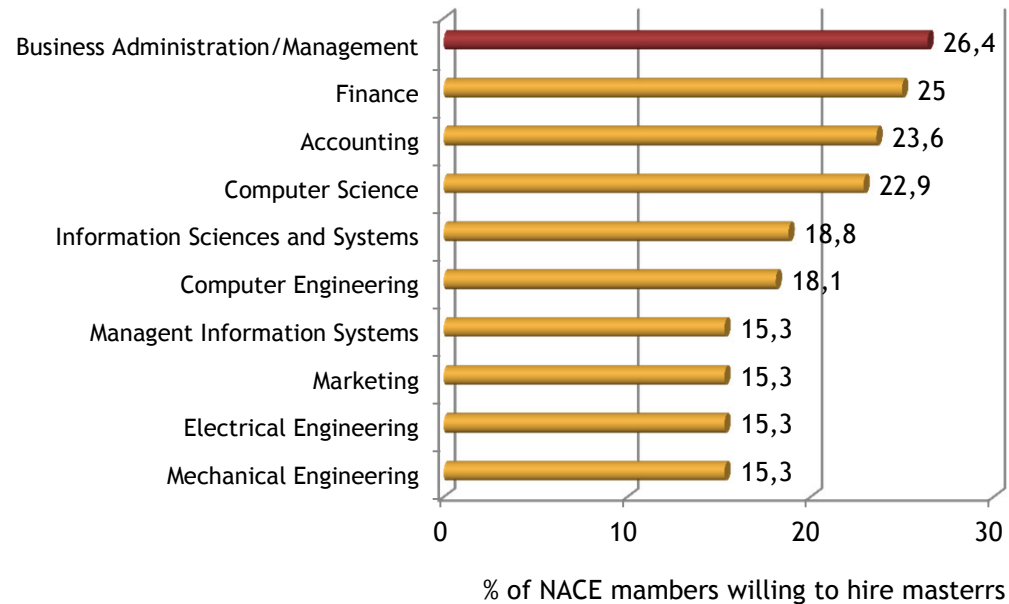
TOP of graduates-bachelors in the world in 2017



More information: Strauss K. Top Degrees For Getting Hired In 2017. - <http://www.forbes.com/>

The source of the National Association of Colleges and Employers (NACE) data comes from a survey conducted this year of 169 NACE employer members – companies like Cargill, Chevron, DuPont, Procter & Gamble ra in.

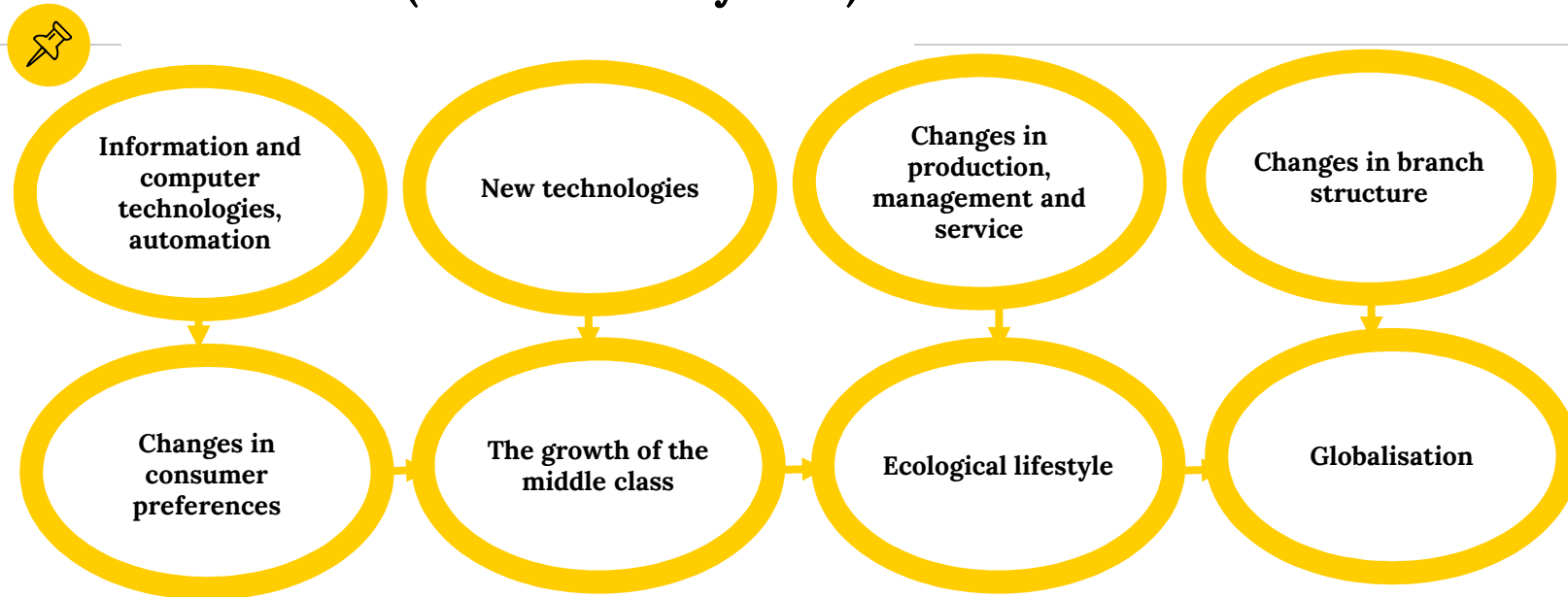
TOP master's degree for getting hired in 2017



More information: Strauss K. Top Degrees For Getting Hired In 2017. - <http://www.forbes.com/>

The source of the National Association of Colleges and Employers (NACE) data comes from a survey conducted this year of 169 NACE employer members – companies like Cargill, Chevron, DuPont, Procter & Gamble ra ih.

The main factors that will affect the profession of manager in the future (the next 20 years)



More information: *Atlas of Emerging jobs*. - http://www.skolkovo.ru/public/media/documents/research/sedec/SKOLKOVO_SEDeC_Atlas.pdf

Emerging jobs in management for the nearest 20 years



TIME BROKER



TREND WATCHER /
FORESIGHTER



CROSS-CULTURAL
COMMUNICATION
MANAGER



ONLINE SALES
MANAGER



PRODUCTION COORDINATOR
IN DISTRIBUTED
COMMUNITIES



CORPORATE VENTURE
FUND PORTFOLIO
MANAGER



CORPORATE
ANTHROPOLOGIST



CYBERSECURITY
SPECIALIST



INDIVIDUAL FINANCIAL
TRAJECTORY DESIGNER



VIRTUAL LAWYER



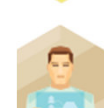
ENVIRONMENT
AUDITOR



COMMUNITY
DEVELOPMENT PLAN
COORDINATOR



PERSONAL BRAND
MANAGER





USER COMMUNITY
MODERATOR

More information: Atlas of Emerging jobs. - http://www.skolkovo.ru/public/media/documents/research/sedec/SKOLKOVO_SEDeC_Atlas.pdf

Skills identified by employers as **the most important for the managers** of the future

MANAGEMENT

- Time broker
- Production coordinator in distributed communities
- Trend watcher / foresighter
- Virtual lawyer
- Corporate venture fund portfolio manager
- Corporate anthropologist
- Community development plan coordinator
- Personal brand manager
- Cross-cultural communication manager
- User community moderator

	Systems thinking	Inter-sector communication	Project management	Lean manufacturing	Programming / Robotics / Artificial Intelligence	Client focus	Multilingual and multicultural abilities	Interpersonal skills	Ability to work under uncertainty	Artistic skills
										
Time broker		✓				✓	✓	✓		
Production coordinator in distributed communities	✓	✓	✓	✓		✓	✓	✓		
Trend watcher / foresighter	✓	✓	✓			✓	✓			
Virtual lawyer						✓	✓	✓		
Corporate venture fund portfolio manager	✓	✓	✓				✓	✓		
Corporate anthropologist	✓					✓	✓	✓		
Community development plan coordinator	✓	✓	✓				✓	✓		✓
Personal brand manager						✓	✓	✓		✓
Cross-cultural communication manager	✓	✓				✓	✓	✓		
User community moderator	✓		✓		✓	✓	✓	✓		

More information: Atlas of Emerging jobs. - http://www.skolkovo.ru/public/media/documents/research/sedec/SKOLKOVO_SEDeC_Atlas.pdf

Management roles and competencies





Key learning objectives

- Core management competencies;
- Current manager jobs;
- The four management roles (the PAEI Code by Ichak Adizes)

Suggested reading: Adizes I. The Ideal Executive: why you cannot be one and what to do about it: a new paradigm for management. – The Adizes Institute Publishing, 2004.
Adizes I. Management/Mismanagement Styles: How to identify a style and what to do about it. – The Adizes Institute Publishing, 2004.
Yakovka L., Novak U. Career of the manager //M.: Progress. – 1991.

CORE MANAGEMENT COMPETENCIES



Executive

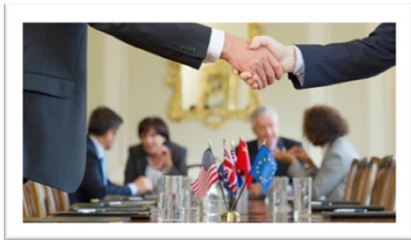
crafts strategy,
delegates authority, sets
specific tasks for
employees and engages
them in joint decision-
making

leads, inspires, adds
confidence, charges with
optimism and enthusiasm



Leader

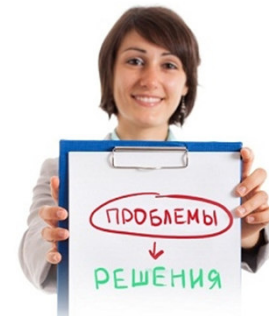
CORE MANAGEMENT COMPETENCIES



Diplomat

establishes business contacts, makes deals, acts as a mediator and intermediary

works with businesses to maintain a high-quality work environment, talks with employees to help them with any problems, screens applicants and trains new hires



Psychologist

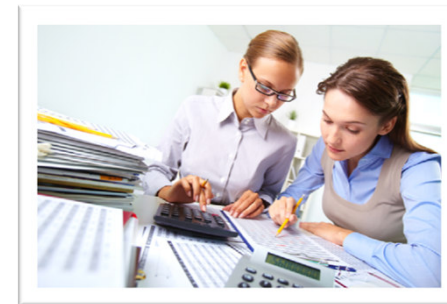
CORE MANAGEMENT COMPETENCIES



Mentor (coacher)

motivates, encourages new ideas, helps to open up the potential, promotes the personal growth of colleagues

does business analysis, develops road maps, identify key performance factors



Economist

CORE MANAGEMENT COMPETENCIES



Entrepreneur,
innovator

looks for development opportunities and
is a reasonable risk-taker

perfectly knows the new technologies
(management, information and
communication, etc.) and is able to
implement them in business

CORE MANAGEMENT COMPETENCIES



What were the core competencies of the Apple's founder?



Footage from «Jobs».

Marketing Manager



The main duties are: monitoring and analyzing market trends, studying competitors' products and services, exploring ways of improving existing products and services, and increasing profitability, identifying target markets and developing strategies to communicate with them.

BTL-manager (BTL - below the line) is responsible for supervising promotions programs to incentivize the point-of-purchase.

Marketing Manager



The Brand Manager is responsible for driving the growth of the brand within an organization and ensuring all aspects of its marketing and manufacturing match.

Sales manager plays a key role in the success and failure of an organization. A sales manager is responsible for meeting the sales targets of the organization through effective planning and budgeting.

Internet-management



SMM-manager (SMM-Social Media Marketing) administers social media accounts and promotes products on social networks (VK, Instagram, Facebook, Google+, Snapchat). Also SMM-manager performs research on current trends and audience preferences, designs and implements social media strategy to align with business goals.

Web (Internet) project manager is responsible for leading, developing, and implementing web projects with the purpose of achieving the goal of the organization for which the project was set up. Internet project managers oversee the development of websites, online databases, intranets, and other networking solutions.

Crisis manager



Crisis manager is responsible for the analysis of business processes and the development of measures to restore the company in a crisis with minimal losses.

Bankruptcy trustee is a type of crisis manager. He is a court-appointed person, whose primary duty is to see that your creditors are paid as much as possible of what you owe them.

Business coach (motivational management)



Business coach is responsible for training and development of the personnel. He helps to unlock the potential of employees, that is beneficial to the company.

Real Estate Management



Real Estate Manager is responsible for:

- ✓ assisting home owners in managing the financial responsibilities of their property, such as ensuring the payment of rent, taxes, and insurance;
- ✓ overseeing the marketing and advertising of building vacancies;
- ✓ negotiating contracts for the purchase or lease of the property;
- ✓ interacting and ensuring smooth relationships between tenants and owners;
- ✓ preparing and maintaining financial statements;
- ✓ processing customer work orders, needs and requirements.

PR-manager (Public Relations Manager)

Is responsible for any communications with the public (namely, media communication and image making of the company)



Duties:

- ✓ Develop media relations strategy, seeking high-level placements in print, broadcast and online media
- ✓ Coordinate all public relations activities
- ✓ Leverage existing media relationships and cultivate new contacts within business and industry media
- ✓ Manage media inquiries and interview requests;
- ✓ Create content for press releases, byline articles and keynote presentations
- ✓ Monitor, analyze and communicate PR results on a quarterly basis
- ✓ Evaluate opportunities for partnerships, sponsorships and advertising on an on-going basis
- ✓ Maintain a keen understanding of industry trends affecting clients and make appropriate recommendations regarding communication strategy surrounding them

Innovation manager

(product innovation manager, chief innovation officer)



Innovation manager is responsible for the development of new products, services or processes.

Common tasks are researching business and marketing strategies, translating strategies to programs and procedures, fostering high performance, implementing various projects, advising senior management, and making sure that customer expectations are attained.

Innovation managers tend to be creative and visionary, with the ability to see opportunities and the business acumen to shepherd ideas from the visionary stage through to production

HR-manager (Human Resources Manager)



HR-manager is responsible for planning, implementing, and evaluating employee relations and human resources policies, programs (for example - recruiting, testing, and interviewing programs), and practices.

Headhunter (executive recruiter) is responsible for finding talents and locating individuals who meet specific job requirements. Headhunters may have a pool of candidates for specific positions, or may act aggressively to find talent by looking at competitors' employees.

International Cooperation (Business) Manager



International cooperation manager is responsible for a company's global operations. He makes strategic plans to gain international customers and research new markets. These workers also manage the company's relationships with partners and formulate marketing activities and policies for promoting companies' services. As an international business manager, you'll monitor all international business transactions and anticipate any problems.

Quality Manager



Quality Manager Responsibilities include:

- ✓ Understanding customer needs and requirements to develop effective quality control processes
- ✓ Devising and reviewing specifications for products or processes
- ✓ Setting requirements for raw material or intermediate products for suppliers and monitoring their compliance

Financial manager



Financial manager is responsible for providing financial guidance and support to clients and colleagues so they can make sound business decisions. In general, tasks across roles may include:

- ✓ providing and interpreting financial information
- ✓ researching and reporting on factors influencing business performance
- ✓ analyzing costs, pricing, variable contributions, sales results and the company's actual performance compared to the business plans
- ✓ managing a company's financial accounting, monitoring and reporting systems

Moneyball*: questions to discuss



1. What problems does the team manager have?
2. What are the main roles of the team manager?
3. What results should the management of the baseball team provide?
4. Why is it important to form a team if you want to solve problems and achieve results?
5. How does the team accept the need for change? Why does resistance increase?
6. What mistakes does the team manager make when implementing changes? How does he communicate with the team? Are these communications effective?
7. Is the team manager an "Ideal Executive"?

**Footage from «Moneyball».*

The Ideal Executive:

Why You Cannot Be One and What to Do About It



Who is wise? He that learns from everyone.

Who is powerful? He that governs his passions.

Who is rich? He that is content.

Who is that? Nobody.

Benjamin Franklin

The four management roles (the PAEI code by Ichak Adizes*)



Producer



Paei



pAei

Administrator



PAEI

Entrepreneur



paEi



paeI

Integrator

*Adizes I. Management/Mismanagement Styles: How to identify a style and what to do about it. – The Adizes Institute Publishing, 2004.

The four management roles*

(P): What should be done?



Producer
(of results)



Paei

Is making the organization effective in the short run:

- ✓ Why are people coming to you?
- ✓ Why do they need you?
- ✓ What is the service they want?

The (P)roducer's job is to satisfy this need.

*the PAEI code by Ichak Adizes (Adizes I. Management/Mismanagement Styles: How to identify a style and what to do about it. – The Adizes Institute Publishing, 2004.)

The four management roles*

(A): How should it be done?



Administrator



The second role, to (A)dminister, sees to it that the organizational processes are systematized: the company does the right things in the right sequence with the right intensity.

It is the role of (A)dministration to ensure efficiency in the short run.

*the PAEI code by Ichak Adizes (Adizes I. Management/Mismanagement Styles: How to identify a style and what to do about it. – The Adizes Institute Publishing, 2004.)

The four management roles*

(E): By when/ why should it be done?



Entrepreneur



paEi

This is a visionary who can foresee the direction the organization is going to take, someone who can naturally pro-act in an environment of constant change and thus guarantee the company's effectiveness over the long run.

This is the role of the (E)ntrepreneur, which combines creativity with the willingness to take risks.

If the organization performs this role well, it will have the services and/or products that its future clients will want and seek.

*the PAEI code by Ichak Adizes (Adizes I. Management/Mismanagement Styles: How to identify a style and what to do about it. – The Adizes Institute Publishing, 2004.)

The four management roles*

(I): Who should do it?



Integrator

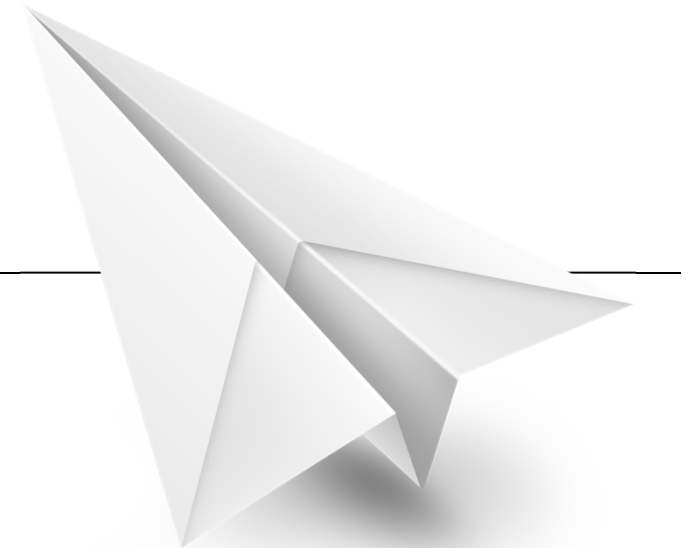


This manager has to build a climate and a system of values that will motivate the individuals in the organization to work together so that no one is indispensable, ensuring that the organization will survive efficiently in the long run

*the PAEI code by Ichak Adizes (Adizes I. Management/Mismanagement Styles: How to identify a style and what to do about it. – The Adizes Institute Publishing, 2004.)

Teambuilding:

The paper airplane factory





Key learning objectives

- Build a team work skills
- Introduce and practice managerial skills.
- Create and manage a system for making paper airplanes efficiently.

More instructions are available here:

Designing Systems: An IHI Open School Webinar with Steve Spear (<http://ihi.webex.com>)





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