

DEVELOPMENT OF MANAGERIAL SKILLS AND EFFECTIVE MANAGEMENT

Gayane SARGSYAN

Shushi Technological University, DEEA, Assistant Professor

Lusine HARUTYUNYAN

Shushi Technological University, DEEA, Senior Lecturer

Tatev POGHOSOVA

Shushi Technological University, DEEA, Assistant Professor

Key words: skills, management, leadership, leader, efficiency, organization, knowledge

Introduction. In the conditions of the knowledge economy, the rapid development of information technologies and the globalization of entrepreneurship the scope of organization activities is continuously expanding. The expansion and diversification of this scope have their impact on the creation and continuous development of the leadership skills (including strategic management and transferable skills) of the organization's leaders. There is a demand for the managers who will be able to manage the strategic and operational processes of organizations at micro- and macro- levels, make effective decisions meanwhile increasing the competitiveness of their organizations in the local and international markets. The role of the management skills is quite big, as in the process of providing the effectiveness of the organizations activities the personal qualities and professional skills of the managers are considered the main guarantees for the success and competitiveness of any organization. The determined and complex use of the skills is of huge importance in the functions of forming and using the management principles of organizations, providing the efficiency of activities, evaluating the performance of leaders and managers and ensuring the competitiveness.

Methodology. The analysis in the article was made based on the analyses, conclusions and studies of the Armenian and foreign theorists and professional specialists. Emphasizing the importance of developing the knowledge economy and being in line with the labor market demands, the article represents the skills of the leaders of organizations that are the key to satisfying the organizational interests, managing effectively and achieving organizational goals in a productive way.

Literature Review. This article refers to the effective management of organizations and the importance of the development of leadership skills.

The need to study leadership in organizations is primarily related to the search for the ways to increase the effectiveness of organizational management. Until the middle of the twentieth century, the attention of specialists was focused on the development of production technologies. However, since the realization of the profound results of the experiments by E. Mayo the emphases of researchers and professionals have begun to

move to humanitarian technologies as the main way to increase organizational effectiveness. The classic distinction between the concepts of "manager" and "leader" was given by B.D. Parigini, as well as V. Benis and B. Namus. According to them "leadership is the search for a path and management is the movement along that path. Management is the science of how to do the right thing, and leadership is the science of doing that right thing."

A number of sources were used for the analysis such as professional literature, scientific articles, books and publications. For the analysis the following authors and their works were used in the article: "Management" by M. Sukiasyan, "Management" by V. Mirzoyan and works by G. Kuntsi and S. O'Donnelly, K. Levin, F. Fidler, B. Bassi, B.D. Parigini, E.M. Dubovskaya's works.

Scientific Novelty. The formation of market relations has put a number of new problems in front of organizations, the solution of which is impossible on the basis of the old ideas, approaches and methods. At the same time, one of the main values for organizations to adapt to the new economic situation, which is necessary for increasing the efficiency of productive and non-productive organizations, is the effective management, which directly depends on the skills and capabilities of the manager.

Analysis. The role of the manager is very important for every organization as the effective management of the organization and the achievement of goals mainly depends on him/her. It is preferable the official head and the leader to be one person in a given sphere of government; in other words, the leader relies not only on his power position, legal levers and rights, but also on his leadership abilities. Therefore, we first need to discuss the role and significance of the leader.

Leadership is one of the most important aspects of effective management. It is a person's ability to influence the behavior of individuals or the groups of individuals for the achievement of organizational goals. Leadership is a powerful mechanism for completing cooperative work and multiplying the potential of the members of organizations. In general, the concept of "leader" was introduced into the literature as a requirement of life in order to express one of the objective characteristic of group behavior of people [Dictionary, 1996, 229].

In different periods and situations someone has always been destined to understand the interests of the given organization, formulate the goals and objective, organize and unite others, support their efforts, push towards the realization of the goals and lead them. Throughout history, there have been many leaders, such as generals, kings, politicians, heroes, who were the leaders of their time and their contemporaries, govern giant states, led revolutionary movements, waged wars, paved new paths and conquered new heights.

In terms of the operation of the organization, the leaders are the people who come across during the cooperative work and communication of people, for solving problems of interpersonal relationships and interaction. They also govern, but without legal leverage, only due to their authority, respect and trust of those around them, because according to people's perception they can satisfy their needs with the help of their unique abilities. In this way, the manager (director, manager, etc.) and the leader (informal leader) are distinguished along with their roles in the organization. [Dictionary, 1998, 159].

The state of being a leader and therefore "leadership" as a set of managerial actions, can be carried out by both formal and informal managers. Thus, in any organization, a person becomes a manager or a head officially by being appointed to a given position, acquiring a legal status and receiving appropriate powers from the upper level management. While people become leaders automatically due to their ability to express and realize the interests of others, their respect, sympathy, trust, own charm, awareness, communication and other personal factors. However, there is also an opinion that when a leader becomes an official head or manager, after a while a new leader emerges from the same group of people.

According to the nature of management, practical (instrumental) and emotional (expressive) managers and leaders are distinguished. Both of them are equally important to ensure the harmony and efficient work of the organization. If a manager is an impeccable specialist, but cannot completely regulate interpersonal relationships, then the leader takes it upon himself, and on the contrary, if the manager is inferior in terms of the profession, but has extraordinary abilities in terms of creating a favorable working atmosphere, organizing interpersonal communication and in fact performs the role of an emotional leader, then as a rule, a practical leader appears in that group. Of course, it is preferable that these two roles coincide in the activity of the same person. However, it is more real that the leaders of both natures cooperate and mutually complete each other. It is clear how badly the disagreement, opposition and conflict between them can affect the activity and existence of the organization.

Both in case of organizations and the entire state the present and future of management is mainly determined by the professional and moral qualities of the leaders. And it is remarkable that management theorists have already tried to formulate the main characteristics of the desired leader and make a kind of ideal character. Henry Ford declared the "the law of an individual" to be superior to the laws of sounds, lines, and colors and the art of management production relations to be the supreme sphere of creativity. "We need men who are capable of transforming the unshaped mass into a healthy, well-organized whole, politically, socially, industrially and morally". [Ford, 1990, 96].

Frederick Taylor suggested the following qualities of an ideal manager: intelligence, education, special or technical skills, physical agility or strength, tact, energy, determination, honesty, judgment, common sense and good health. [Taylor, 1924, 197].

The above-mentioned Finnish experts list a long list of desirable qualities of an effective manager; broad-mindedness, situational awareness, creative attitude towards work, willingness to change, desire for cooperation, ability to predict the outcome, ability to take risks, healthy integrity, ability to see and highlight the most important aspects, ability to act independently and assume powers and the art of executing plans.

While the most briefly formulation was given by the famous American manager Lee Iacocca: "If I had to describe in one word the qualities that a good manager needs, I would say that they come to the concept of "determination"" [Iacocca, 1991, 74].

As there is a big competition in the market today, every manager must also find creative and innovative solutions for success. Thus, English psychologists M. Woodcock and D. Francis identified seven main factors that limit or destroy the creative and innovative abilities of a businessman:

- Laziness: Creativity takes time and effort. Discipline is needed for dedicating time to the creativity efforts.
- Established Habits: All people have stereotypes of movement, work, behaviour and thinking, but habits can become enemies of creativity.
- Excessive tension: While creating something we often face to uncertainty and confusion. Stressed people usually struggle to their well-known rules and norms, and as a result their strengths and energies are not fully used.
- Weak determination: It is believed that no significant achievement would be obtained if there were not conscious desire for a change.
- Insufficient opportunities: The authors of many historical discoveries are people who filled their lives with routine affairs that absorb most of their time and energy; the opportunities for innovation are rare in their lives.
- Excessive Seriousness: For creative self-realization it is often necessary to "to play" with ideas; sometimes the solution is found in the most extraordinary and impossible suggestions. The lack of game position also makes it difficult to communicate with those around you.
- Poor methodology: The lack of an appropriate or effective problem-solving method weakens creative efforts. The creation process can be studied and analyzed for gaining necessary skills and developing appropriate methods.

Many theorists and managers summarizing their own management experience emphasize also the leader's communication skills based on the evident reality that a huge part of a manager's job is the interpersonal communication. Let us finish by mentioning

one of the leader's personal qualities, which is emphasized by Japanese authors. It is the ability to predict.

Since leadership is ultimately not only about organizing and directing people, but primarily a practical skill, therefore it is the task of every level of leader to master the art of leadership. And it is achieved experimentally becoming a participant in the real management process. In other words, every manager can become a better specialist by improving his skills making the management more efficiently.

Practical management adjusts the level of cognitive and moral readiness of a person to perform the role of a leader, accordingly, the characteristics necessary to assume the role of a leader in a given organization and in the current situation are also adjusted. Thus, the study of the phenomenon of leadership is important for understanding the process of real implementation of power, solving multifaceted problems of effective management, regulating the process of promotion of employees in the organization, self-recognition of a person and self-regulation.

Conclusion. Learning the skills of a manager is very important nowadays, because the manager is one of the keys to the success of the organization. Studying the phenomenon of management and leadership is important from the point of view of understanding the actual exercise of power and solving the problems of effective management.

The development of skills is especially important in today's environment of rapid knowledge obsolescence. By working on their skills and acquiring new knowledge, managers also become more competitive in the labor market and receive additional opportunities for professional growth both within the organization and outside it.

References:

1. Sowqiasyan A.M., Hayoc lezvi homanishneri bacatrakan bar'aran, EPH hratarakchot'yown, Er., 2009 t'.
2. Xrlopyan G. T. Hay socialakan imastasirowt'yan patmowt'yown: Er&an, Er&ani petakan hamalsarani hratarakchot'yown, 1978
3. Sociologicheskij jenciklopedicheskij slovar'. M., INFRA.M-NORMA, 1998
4. Slovar'-spravochnik menedzhera. M., INFRA-M., 1996
5. Kunc G., O'Donnel S. Upravlenie: sistemnyj i situacionnyj analiz upravlencheskih funkcij, t.2, M., Progress, 1981
6. Meskon M., Al'bert M., Hedouri F. Osnovy menedzhmenta. M., Delo, 2000 11. Jenciklopedicheskij juridicheskij slovar'. M., INFRA-M, 1996 12.
7. Gozman L., Shestopal E. Politicheskaja psihologija. Rostov-na-Donu, Feniks, 1996
8. Veber M. Protestantskaja jetika i duh kapitalizma. Izbrannye proizvedenija. M., Progress, 1990 14. Daft R.L. Menedzhment (Per. s angl., SPb., Piter, 2006
9. Boddi D., Pjejtton R. Osnovy menedzhmenta (Per. s angl., Piter, 1999

10. Veber M. Hozhajstvennaja jetika mirovyh religij. Izbrannoe. Obraz obshhestva, M., Jurist, 1994
11. Ford G. Moja zhizn' - moi dostizhenija. Erevan, Ajastan, 1990
12. Tejlor F. U. Nauchnaja organizacija truda. M., Transpechat', 1924

Gayane SARGSYAN, Lusine HARUTYUNYAN, Tatev POGHOSOVA

Development of managerial skills and effective management

Key words: Skills, management, leadership, manager, efficiency, organization, knowledge.

The article presents the importance of leadership skills in the context of effective management. Realizing the importance of management, every manager can achieve success. Thus, it is necessary to pay a lot of attention to improving skills and acquiring new knowledge. Effective management is currently on the focus of theorists' attention and is the key to organizational development and high results. A manager must also be a leader to be able to solve the problems that he faces. And thanks to the constant development of skills, it will be possible to achieve the desired results. Because the leadership is ultimately not only about organizing and directing people, but primarily a practical skill, therefore it is the task of every level of leader to master the art of leadership. And it is achieved experimentally becoming a participant in the real management process. In other words, every manager can become a better specialist by improving his skills making the management more efficiently.