

# **THE PROCESSES OF MANAGING HUMAN RESOURCES AND USING MANAGEMENT METHODS AND TECHNIQUES IN MANAGEMENT PRACTICE**

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**Abstract:** All managers have to lead and manage enterprises so that such enterprises achieve maximum profits while generating minimal costs. Each manager is unique and the enterprises' economic growth mostly depends on his/her characteristics, skills, knowledge, experience, or management style. There are many management methods and techniques; since the competitiveness levels have been rising, it is crucial to implement new trends into the management process. All managers that want lead his/her employees as well as achieve defined objectives of the enterprise should use new and modern management methods and techniques in their management practice. Due to these reasons, the issue of modern management methods and technique is very current. The entry is aimed at analyzing used management methods and techniques. The objective of the entry is to present the results of a questionnaire survey focusing on applying management methods and techniques in the management practice. The conducted analyses were based on research carried out in selected enterprises in the Czech Republic and Russia. The research focused on determining the most and least used management methods and techniques; it also focused on the most often selected methods and techniques. For the evaluation of the research issues, several statistical characteristics of data sets were used.

**Keywords:** management methods, management techniques, human resources

**JEL Classification:** M54

## **1. Introduction**

Management impacts every member of the social system. A study by Ciutiene & Railaite (2014) focuses on the management of human resources. The article by Tucek (2016) explains the common understanding of management very well. The author describes the process of segmentation typology during the business process of implementing management in Czech enterprises. The author understands process typology as important for managers overviewing process orientation as well as for their general understanding of business process management. Creating functioning organizations is understood as the objective of management, according to Duchon & Safrankova (2008). There is also an interesting study by Afshari, et al. (2017). The authors describe that managers when applying their leadership styles are affected by some of their own traits. The area of managing human resources is discussed by Shao, Feng & Hu

(2017), and Uhlig (2008) in their study. Leadership and knowledge management are discussed by several authors Ajay & Jeppe (2013), Dimitrov (2015), Guilherme & Flavio (2017). The study by Bowers, Hall & Srinivasan (2017) is also very helpful. It explores different leadership styles and their impact on the solving of crises in enterprises. The study by Popesko & Tuckova (2012) deals with the application of modern cost management techniques in hospital management. Kasych & Vochozka (2017) report about the principles of managing the sustainable development of enterprises. The study by Belas et al. (2017) is also helpful; it discusses the ability of entrepreneurs to manage credit risks. This ability is influenced by managerial competences that impact the management process. Decision-making is the core focus of management. Blazek (2014) sees the objective of management activities being the efficient fulfillment of set goals. If these goals are to be reached, then managers need to make the right decisions about how to achieve them.

In my opinion, it is not only important that managers are familiar with modern management methods and techniques but also that they apply them in practice. At this point, it is necessary to add that managers need to be able to interconnect theory and practice. In other words, the demands on managers are high everywhere which is why it is crucial that managers pay close attention to developing their managerial skills that are prerequisites for their activities.

The entry focuses on the issue of management methods and techniques and can be helpful to starting managers and students. The author who also carried out the research evaluates the using of management methods and techniques in selected enterprises in the Czech Republic and Russia.

### **1.1 Management methods and techniques**

Managing human resources is considered to be the most crucial area of management in enterprises. Human resources are considered the most precious resource contributing to the fulfillment of the enterprise's goals Ullrich & Pokorny (2017) state. It is therefore necessary for managers to apply modern management methods and techniques and to have necessary managerial and entrepreneurial competences. The issues of management methods, managerial competences, and leadership styles are discussed by a number of authors (not only in the Czech Republic but also abroad). For example, the study by Saeed et al. (2014) presents leadership styles and their implementation during conflict solving in enterprises. Similarly, Holten & Brenner (2015) discuss leadership styles and processes of organizational changes in enterprises. S. Reza's (2017) study is also interesting outlining a new method for finding suitable leadership styles based on supporter preferences with the help of the decision tree technology. Another study by Lara & Salas-Valinna (2017) focuses on managerial competences and innovation activities of small and medium-sized enterprises. Francisco & Salas-Vallina (2017) also report on managerial competences. The authors conducted research with the objective to observe the influence of using managerial competences on positive stances towards work and supporting the work ethic. The study of Torres & Augusto (2017) is helpful as well discussing among others the strategic competences of managers and their decision-making leadership styles. Vokoun (2017) discusses the innovation competences of managers that are crucial for the competitiveness of small and medium-sized enterprises. Entrepreneurial competences are highlighted in the study by Kmecova (2017) where the author states that managers – entrepreneurs – have to have developed entrepreneurial competences that are crucial for entrepreneurial success. In her study, the author focuses on the issue of entrepreneurial education and stresses the idea of implementing entrepreneurial subjects/entrepreneurial education in schools with the objective of supporting the development of managerial and entrepreneurial competences. Achieving the goals of enterprises and employees delivering

high-quality results are both in connection with enterprise education. Caha (2017) states in his study that enterprise education is one of the key human resources activities that fundamentally impacts the enterprise's results. The study by Corejova & Rostasova (2015) is interesting as well, stressing the need for supporting the development of creativity of university students. The authors claim that it is unavoidable to implement new educational programs into curricula that focus on supporting creativity and the development of entrepreneurial and managerial skills. The idea of implementing educational programs in order to support entrepreneurial skills is also touched upon by Kmecova (2017).

There exist a number of methods and techniques in the management practice and implementing them has benefits due to the fact that they help with leading and are a tool for a more effective management of subordinates, etc.

The MBO (Management by Objectives) management method is a leadership method focusing on objectives. MBO, according to Vochozka & Mulac (2012) should ideally start with senior management – by defining the objectives of an enterprise. The Time Management method makes it possible to effectively handle time. Uhrig (2008) argues that time is in close connection to values that we believe in because it is according to them that we manage time. The author says (p. 21) that only the one who realizes the importance of values that he/she believes in can set priorities and thereby directly affect the management of his/her time. It is a way how to manage our joint time – how we work together on delivering the work on time. The management method BSC (Balanced Scorecard) is a strategic management tool and a tool for measuring the performance of enterprises. An enterprise's strategy is according to Kaplan & Norton (2007) fundamental for using BSC. BSC gives structure to the issue of enterprise management. According to Rehac (2009), there are four areas (perspectives): the financial perspective, the customer perspective, the internal business processes perspective, and the perspective of learning and growth. Applying the BSC method results in concise, short, and summarized depiction of the perspectives as well as the actual performance of the enterprise. At the same time, BSC adds new criteria of drivers of future performances to the financial criteria of past performances. The publication by Novak et al. (2016) can also be considered beneficial. In it, Stellner (2016) discusses that the Council of the European Union voiced a recommendation for the Czech labor market: to increase the effectiveness and efficiency of employment services primarily by introducing a system for measuring efficiency. The advantages of the BSC method are presented in the study by Bento, Mertins & White (2017). The study by Perez et al. (2017) states that the BSC method is recommended to factory managers because it develops software for the banking sector so that the competitiveness of the factory can be assured. Slavica, Ljubica & Jevtic (2017) also discuss the benefits of implementing this method. Raffoni et al. (2017) also focus on management and measuring efficiency. When it comes to the management methods using motivation, we know that the issue of motivating and stimulating employees is current and discussed by a number of Czech as well as foreign authors. In his study, Chromy (2016) points out the importance of motivation and the implementation of motivational tools in connection with performance. Forsyth (2009) mentions practical tips how to correctly motivate a team. According to Urban (2007), motivation furthers professional commitment, responsibility, and initiative of employees; it is however not automatic. Correctly using motivational tools (financial or non-financial, negative or positive) is one of the most important tasks of enterprises and all managers. Delegation is a management method characterized by managers transferring tasks or specific powers or responsibilities to another person or team. According to Tureckiova (2007), delegation enables managers to invest more time in tasks that cannot be delegated, such as strategic decisions, evaluations, remunerations, and coaching. It also enables the development of skills,

motivations, and makes evaluations and the control of employees easier. As stated in Donnelly & Ginson (2007), brainstorming as a management method is applied in situations where a creative solution of a problem is expected from a group of persons. This technique is based on eliminating barriers hindering creative thinking and supporting the inception of a large number of ideas. Rules that stop the inception of barriers hindering creative thinking are for example: not laughing at or criticizing the presented ideas, etc. Stedron (2007) discusses the advantages and benefits of brainstorming and describes that this technique makes it possible to quickly gather and combine the opinions of experts and that it is effective when accessing subconscious thoughts. Employees often welcome the possibility of contributing to the solving of the enterprise's problems with their ideas and consider brainstorming to be fun and productive while offering quick and economical solutions. It also delivers unexpected ways of solving problems as well as a broader perspective of thinking about the problems. The study by Haddou, Camilleri & Zarate (2014) is interesting as well. Based on two examples, the authors explain two models of brainstorming. Opong (2017) also researched brainstorming methods. The author points out the importance of synchronizing the activities of human resources with personnel strategies when working in enterprises. By using interactive approaches to brainstorming, 21 students from the Department of Management at the University of Cape Coast (Ghana) were divided into three groups in order to discuss and create ideas about personnel activities and their strategic relations. They were guided by a researcher who also provided them with necessary materials. Coaching is a management method and provides individual approaches to helping employees with improving their performance and developing their skills and abilities. Coaching helps to more quickly achieving specific goals; the coacher asks the person being coached questions who then looks for his/her own answers, which helps him/her to evolve and find new solutions to the specific problem Selucky (2009) states. Haberleitner et al. (2009) stress that the objective of coaching is to start the actual process of thinking of the coached persons. It enables them to see problems from new perspectives and also expands their thinking horizons. A creative process is started which discovers new possibilities and topics are discussed that were previously omitted. Controlling is also a management method. The authors Reissova & Hrach (2011) characterize this method as an effective tool for managing individual process in enterprises. It finds use primarily in processes whose inputs and outputs can be easily quantified. Kral's (2017) study also touches upon the controlling management method. The study offers information about tactical and operational management.

## **2. Methodology**

The author composed this entry thanks to materials gained from scientific studies, scientific and expert sources. Based on conducted research in the Czech Republic and Russia, the main objective of the entry is to stress the need for the understanding of management methods and techniques and also for their effective implementation in practice. Following research methods were chosen: the analysis method, the comparative method, and the questionnaire method. The conducted analyses are based on three research efforts (research 1 conducted in the Sládek Group, a.s. enterprise in Benešov; research 2 conducted in the Gurmed enterprise in Veselí nad Lužnicí; research 3 conducted on randomly selected managers in Samara during the author's three-month working visit at the Samara State University of Economics).

Data needed for the research was gathered based on a questionnaire survey, which was anonymous. The questionnaire was composed of 8 questions, four of which were close-ended, two of which were semi-close-ended, and two were open-ended. The entry focuses on

evaluating one of the eight questions of the questionnaire. The objective of the research was to verify following research issues:

1. To discover the most and least used management methods,
2. To discover the most and least used management techniques,
3. To discover the most frequently selected management methods and techniques.

Statistical characteristics of the measured numbers were used for researching these issues.

The **arithmetic mean** is the sum of all numbers divided by the number of numbers. All values in the calculation have the same importance. The **mode** of a random quantity is a value that appears most often in a set of statistical data (it is the value of the attribute with the most relative frequency). It is a sort of typical value of the observed set of data and its determination requires the set to be sorted according to the variations of the attribute. The **median** is a value that separates a sample of results in ascending order into two halves with the same number of values. In statistics, it belongs to the measures of central tendency. It defines that 50 percent of the values are smaller or equal and 50 percent are bigger or equal to the median. The **variance** is defined as the expectation of the squared deviation of a random variable from its arithmetic mean. The variance is calculated according to the formula  $\sigma^2 = \frac{1}{N} \sum_{i=1}^N (x_i - \bar{x})^2$  where  $N$  is the number of elements in the set (the number of respondents);  $x_i$  are the values that can be achieved by a random quantity; and  $\bar{x}$  is the arithmetic mean. The **deviation** from the arithmetic mean, which has the same dimension as a random quantity, is defined by the standard deviation  $\sigma = \sqrt{\sigma^2}$ . The standard deviation is the average distance between an individual figure and its arithmetic mean. It provides information about how far on average are individual figures spread around the arithmetic mean. For more information, consult e.g. the publication by Gaur & Gaur (2009).

### 3. Results

This chapter presents the results gathered in the aforementioned conducted research efforts. During the research, which was conducted in Samara, respondents did not answer all questions; they left some out. The entry provides partial results from the conducted research that have been interpreted as a part of a discussion.

**Question 1:** *On the scale, circle how often you use the following management methods in your management practice (1 – very often; 2 – often; 3 – sometimes; 4 – rarely; 5 - never).*

Table 1, Table 1.1 – Table 6, and Table 6.1 show the submitted opinions about Question 1 of the respondents from the Czech Republic and Russia.

*Table 1: Usage of management methods: Samara, Russia (13 managers in total)*

Scale	1	2	3	4	5
MBO	0	3	2	1	5
BSC	0	0	3	3	4
Motivation	3	3	4	1	1
Time management	2	3	3	1	1

*Source: own research*

Table 1 shows which management methods were in practice used the most frequently by the managers in Samara.

*Table 1.1: Statistical characteristics – management methods (Samara)*

	Arithmetic mean	Mode	Median	Variance	Standard deviation
MBO	3.73	5	4	1.65	1.29
BSC	4.10	5	4	0.69	0.83
Motivation	2.50	3	3.50	1.42	1.19
Time management	2.60	2 and 3	2.50	1.44	1.20

*Source: own research*

Table 1.1 shows the statistical characteristics from the frequencies of management methods in Samara, shown in Table 1.

*Table 2: Use of management techniques: Samara, Russia (13 managers in total)*

Scale	1	2	3	4	5
Brainstorming	1	3	1	1	1
Controlling	0	1	4	3	2
Coaching	1	3	3	0	4

*Source: own research*

Table 2 shows which management techniques were in practice used the most frequently by the managers in Samara.

*Table 2.1: Statistical characteristics – management techniques (Samara)*

	Arithmetic mean	Mode	Median	Variance	Standard deviation
Brainstorming	2.71	2	2	1.63	1.28
Controlling	3.60	3	3.50	0.84	0.92
Coaching	3.27	5	3	2.02	1.42

*Source: own research*

Table 2.1, shows the statistical characteristics from the frequencies of management techniques in Samara, shown in Table 2.

*Table 3: Usage of management methods: Sladek Group enterprise (6 managers in total)*

Scale	1	2	3	4	5
MBO	3	1	1	0	1
BSC	1	1	1	2	1
Motivation	3	0	2	0	1
Time management	1	3	0	1	1

*Source: own research*

Table 3 shows which management methods were in practice used the most frequently by the managers in the Sladek Group enterprise.

*Table 3.1: Statistical characteristics – management methods (Sladek Group enterprise)*

	Arithmetic mean	Mode	Median	Variance	Standard deviation
MBO	2.17	1	1.5	2.14	1.46
BSC	3.17	4	3.50	1.81	1.34

Motivation	2.33	1	2	2.22	1.49
Time management	2.67	2	2	1.89	1.37

*Source: own research*

Table 3.1 shows the statistical characteristics from the frequencies of management methods in the Sladek Group enterprise, in Table 3.

*Table 4: Use of management techniques: Sladek Group (6 managers in total)*

Scale	1	2	3	4	5
Brainstorming	1	2	1	1	1
Controlling	2	2	1	0	1
Coaching	1	3	0	0	2

*Source: own research*

Table 4 shows which management techniques were in practice used the most frequently by the managers in the Sladek Group.

*Table 4.1: Statistical characteristics – management techniques (Sladek Group enterprise)*

	Arithmetic mean	Mode	Median	Variance	Standard deviation	Arithmetic mean
Brainstorming	2.83	2		2.50	1.81	1.34
Controlling	2.33	1 and 2		2	1.89	1.37
Coaching	2.83	2		2	2.47	1.57

*Source: own research*

Table 4.1 shows the statistical characteristics from the frequencies of management techniques in the Sladek Group enterprise, in Table 4.

*Table 5: Usage of management methods: Sladek Group enterprise (7 managers in total)*

Scale	1	2	3	4	5
MBO	1	1	2	2	1
BSC	1	3	1	1	1
Motivation	2	1	2	1	1
Time management	1	4	1	1	0

*Source: own research*

Table 5 shows which management methods were in practice used the most frequently by the managers in Gurmed enterprise.

*Table 5.1: Statistical characteristics – management methods (Gurmed enterprise)*

	Arithmetic mean	Mode	Median	Variance	Standard deviation
MBO	3.14	3 and 4	3	1.5	1.25
BSC	2.71	2	2	1.63	1.28
Motivation	2.71	1 and 3	3	1.91	1.38
Time management	2.29	2	2	0.77	0.88

*Source: own research*

Table 5.1, shows the statistical characteristics from the frequencies of management methods in the Gurmed enterprise, in Table 5.

*Table 6: Use of management techniques: Gurmed (7 managers in total)*

Scale	1	2	3	4	5
Brainstorming	1	1	4	0	1
Controlling	1	2	2	1	1
Coaching	0	2	2	1	2

*Source: own research*

Table 6 shows which management techniques were in practice used the most frequently by the managers in the Gurmed enterprise.

*Table 6.1: Statistical characteristics – management techniques (Gurmed enterprise)*

	Arithmetic mean	Mode	Median	Variance	Standard deviation
Brainstorming	2.86	3	3	1.27	1.13
Controlling	2.86	2 and 3	3	1.55	1.25
Coaching	3	2, 3, and 5	3	1.57	1.25

*Source: own research*

Table 6.1 shows the statistical characteristics from the frequencies of management techniques in the Gurmed enterprise, in Table 6.

#### **4. Discussion**

The goal of the discussion is to interpret the results of the three research efforts in connection to the three defined research issues. The focus was to discover the most and least frequently used management methods and techniques and to discover the most frequently used/evaluated management methods and techniques in management practice. Research conducted in Samara: On average, the most frequently used management method was the management method with the lowest arithmetic mean (according to the 5 tier scale, where 1 = very often, 2 = often, 3 = sometimes, 4 = rarely, 5 = never). The mostly used management method in Samara is the motivation method (arithmetic mean 2.50; see Table 1.1) and the least used method was the BSC method (arithmetic mean 4.10; see Table 1.1). When it comes to management techniques, the most frequently used management technique in Samara was the brainstorming method (arithmetic mean 2.71; see Table 2.1). On the other hand, the least frequently used management technique in Samara was the controlling management technique (arithmetic mean 3.60).

Research conducted in the Sladek Group enterprise: Table 3.1 clearly shows that the most frequently used management method in the Sladek Group was the MBO method (arithmetic mean 2.17) and the least frequently used method was the BSC method (arithmetic mean 3.17). Table 4.1 states that the most frequently used management technique in the Sladek Group was the controlling management technique (arithmetic mean 2.33); the least frequently used management techniques in the Sladek Group were the brainstorming and coaching methods (arithmetic mean of both 2.83).

Research conducted in the Gurmed enterprise: Table 5.1 shows that the most frequent management method in Gurmed was the time management method (arithmetic mean 2.29) and the least used method was the MBO method (arithmetic mean 3.14). Table 6.1 clearly shows that the most frequently used management techniques in the Gurmed enterprise were the

brainstorming and controlling techniques (both had an arithmetic mean of 2.86); the management technique coaching (arithmetic mean 3) was the least frequently used technique.

## **5. Conclusion**

Finally, we can summarize as follows: all conducted research efforts (Samara, Sládek Group, Gurmed) resulted in different most and least frequently used management methods. The same can be said about the management techniques and their implementation in the management practice. The first research issue was aimed at discovering the most and least frequently used management methods. In comparison, it can be said that each enterprise featured another most frequently used management method. In detail, Samara primarily used the motivation method; Sládek Group the MBO method; and Gurmed the time management method. On the other hand, managers in Samara and the Sládek Group least frequently used the same management method, namely BSC. In comparison, Gurmed differed and used the MBO method the least often.

The second research issue focused on discovering the most and least often used management techniques. Based on the results and after comparing them, we can summarize that the most frequently used management technique in Samara was the brainstorming management technique; the managers from the Sládek Group preferred the controlling method. Both of these management techniques were according to the Gurmed managers used more often than the coaching management technique, which was the least used method there. The research has shown that the least frequently used management technique in Samara was controlling; the Sládek Group used brainstorming and coaching less often than the management technique of controlling.

The third research issue was the issue of the most often and least often selected management methods and techniques in management practice. The Samara research shows that the management methods MBO and BSC were most frequently selected by five managers (the statistical characteristics Mode; see Table 1.1); they selected the management method of time management the least (Mode 2 and 3; see Table 1.1). Five managers also chose the coaching management technique the most (the statistical characteristics Mode; see Table 2.1) and brainstorming the least (Mode 2; Table 2.1). The conducted research in the Sládek Group shows that four managers chose the BSC management method the most (the statistical characteristics Mode; see Table 3.1) and the methods of MBO and motivation the least (Mode 1; see Table 3.1). The controlling management technique was selected the least (Mode 1 and 2; see Table 4.1). The last research, conducted in the Gurmed enterprise, shows that the MBO management method was evaluated the most (Mode 3 and 4; see Table 5.1). The least often chosen and at the same time the most often evaluated management technique was the coaching technique (Mode 2, 3, and 5; see Table 6.1).

Based on the conducted research, it can be summarized that managers from all three enterprises are familiar with a variety of management techniques and methods. They use these methods and techniques differently in practice (see previous discussion).

Finally, I think that the development of management competences of managers (except of self-development) in enterprises should be initiated by higher management. Why? High-quality managers are the most precious capital in every enterprise and help to achieve defined goals of enterprises and contribute to the profitability and competitiveness of enterprises. How to achieve this in practice? There are several approaches. One of the ways to develop management competences is to attend working visits, various training courses, etc. First and foremost, the managers themselves must be motivated to initiate such development.

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