

# CONTENT

## Chapter 1

### Key Aspects of Managerial Practice ..... 11

#### Objective and Subjective Acceptance ..... 12

Power as a Tool of Performance ..... 12

Personality and Power ..... 16

Attitudes of Managers ..... 22

Change in the Way of Thinking ..... 24

#### Characteristics and Classification of Managers ..... 26

Managerial Functions ..... 27

Managerial Roles ..... 30

Managerial Abilities ..... 31

Leadership Aspects of Manager ..... 32

Two Types of Transformational Managers ..... 33

Transactional and Transformational Managers ..... 34

Value Creation Management ..... 36

Top Management ..... 38

Development Trends ..... 40

Women in Management Functions ..... 41

Managers and Leaders on the Threshold  
of the Millennium ..... 44

#### Multicultural Management ..... 45

International Enterprise Culture ..... 47

Differences in Requirements on Management ..... 47

## Chapter 2

### Threats and Risks to Future Development ..... 53

#### Directions of Future Development ..... 55

Trends and Assumptions ..... 56

Free Market and Globalisation Tendencies ..... 58

Regulation and Protection of Local Interests ..... 58

EU and Its Influences ..... 60

#### Factors of Functioning of the Entrepreneurial Environment ..... 62

New Challenges ..... 65

Risks from External Environment Assessment ..... 68

Uncertainty of Entrepreneurial Environment  
in Slovakia ..... 69

Adaptation to the External Environment ..... 73

Globalisation ..... 73

Localisation ..... 74

Competition ..... 76

#### Internal Factors of Enterprise Survival ..... 77

Company Governance ..... 77

Risk Management ..... 78

Early Warning System and Support for Change ..... 79

Vision instead of Historical Extrapolation ..... 82

Directing and Timely Modifications of Entrepreneurial  
Strategy ..... 83

Long-term Entrepreneurial Objectives ..... 84

Recognising and Improving Processes and Activities ..... 84

Orientation on Customer and Customer Creativity ..... 86



Mergers, Alliances and Reliable Partnerships.....	87
Decreasing Expense-to-Revenue Ratio and Increasing Efficiency.....	88
Increasing Requirements on HR.....	89
<b>Attributes of Successful Enterprises.....</b>	<b>91</b>
Avoiding Errors.....	93
Harmonising External and Internal Factors.....	95

## Appendix 1

### **Overview of Management Schools and Approaches ..97**

The early stages of the theories formation in the Modern Period .....	97
Classical Perspective (School) .....	99
Human Relations .....	101
Social Systems .....	103
Empirical School .....	104
New Science Management .....	110
Human Resources Movement .....	113

<b>Footnotes Chapter 1 .....</b>	<b>120</b>
----------------------------------	------------

<b>Footnotes Chapter 2 .....</b>	<b>126</b>
----------------------------------	------------

<b>INDEX OF AUTHORS .....</b>	<b>130</b>
-------------------------------	------------