

"END-TO-END" MANAGEMENT AND COORDINATED LEADERSHIP

“END - TO-END” MENADŽMENT I KOORDINISANO LIDERSTVO

Massoud Elghool²⁷⁰

Abstract: *Leadership is a very complex process, because it is very difficult for an individual as a leader to know and understand all the factors that affect the motivation of the people. Being manager is not sufficient to be a leader as well. Leadership is the nucleus of all managerial and administrative activities. However, there is no doubt that the behavior and actions of sales managers directly affect the work motivation of their collaborators. Leadership is essentially aimed at achieving common goals, which should lead to mutual success. Well-informed managers are aware of the huge gap between management theory in academic textbooks and practice in the modern complex business environment. True values have the information that represent a combination of experience of real life situations and verified results of extensive research. In the 21st century, all companies pay more attention to the importance of the so-called "end-to-end" management and coordinated leadership.*

Key words: *Management, Leadership, Coordinated Leadership*

Sadržaj: *Liderstvo je veoma složen proces, jer je veoma teško za pojedinca kao vođu da poznaje i razume sve faktore koji utiču na motivaciju ljudi. Biti "trener" nije dovoljno da se bude lider. Liderstvo je jezgro svih menadžerskih i administrativnih poslova. Međutim, nema sumnje da ponašanje i delovanje menadžera direktno utiče na rad i motivaciju saradnika. Liderstvo je u suštini usmereno na postizanje zajedničkih ciljeva, koji treba da dovedu do zajedničkog uspeha. Dobro obavešteni menadžeri su svesni velikog jaza između teorije menadžmenta u akademskim udžbenicima i prakse u savremenom kompleksnom poslovnom okruženju. Istinsku vrednost imaju informacije koje predstavljaju kombinaciju iskustva sa realnim životnim situacijama i verifikovani rezultati opsežnih istraživanja. U 21. veku, kompanije sve više pažnje pridaju značaju tzv "end - to - end" upravljanja i koordinisanog liderstva.*

Ključne reči: *menadžment, liderstvo, koordinisano Liderstvo*

Introduction

Management is the process of planning, organizing, control and staffing, activities of various sources within the organization through systematic, coordinated and cooperative human efforts to achieve organizational goals. Management is also a discipline that can be applied to different types of organizations. Management of the company is to ensure the survival and prosperity as an organization with specific goals. Size of organization determines the organizational structure. The responsibilities of managers differ according to his position in the management hierarchy. Managerial roles are roles in

²⁷⁰ PhD candidate – University Megatrend, Belgrade, Serbia

relationships, informational role and the role of decision makers. Managers can be divided into three main groups: Top-level managers, mid-level and first-level managers. Managers perform five basic functions within the organization: planning, organization, human resources, leadership, control. There are a few essential skills required to manage features: technical skills, people skills, conceptual skills, design skills. Leadership is historically explained inner qualities and characteristics with which one is born. Of course leader can teach employees and leaders different from the followers who need to meet organizational goals with the help of leaders. Leaders should possess additional skills and knowledge to be able to manage the organization and employees. Functions of leader – manager are: control, coordination and communication (90% communication).

Functions leader - manager: control, coordination and communication

Controlling is a basic function of managers and it requires planning and leadership skills to reach a satisfactory level. Time, cost and quality are usually the main areas of concern during controlling. Controlling is a process where activities are well monitored and adjusted to facilitate the achievement of organization goals. Adjusting activities can be fulfilled by receiving feedback from employees and marketplace on the actions outcomes at different stages and imposing corrective actions to match the original plans. For example, in the early 1980s, Apple computer, Inc. implemented tighter control on organization because of the introduction of a new competitor, IBM personal computer in the market. Apple managers employed cost cutting measures to improve its profitability in response to competition effects. Nevertheless, in order for managers to implement controlling measures, they should practice powerful communication skills in giving specific instructions and receiving appropriate feedbacks. Failing to communicate is a shiny signal that works most probably will not be controlled as planned. [1]

Communication as a social and vital process applies to all phases of management. Researches suggested that about 90% of managers' time is spent in communication. Chester I. Barnard defined communication as the means by which people are linked together in an organization to achieve a common purpose. Organizations that seek for continuous improvement train employees to have better communication skills. This ensures that all possible channels to effectively exchange information and views are always open. Urgency, importance and complexity of information to be communicated influence the selection of the most appropriate tool to be adopted. However, wrong selection of communication tools might have a negative impact on the organization performance depending on the nature of each case.

Coordination is a process which heavily employs communication skills to create and keep harmony among the efforts of individuals to achieve the set goals. Some scholars considered the coordination as the essence of management. This would make sense because all the managerial functions are considered exercises contributing to coordination. Organizations develop and maintain effective coordination within or beyond boundaries to maximize the potential profitability. For example, coordination among independent organizations, such as raw-material suppliers, manufacturers, distributors and retailers, is the key to attaining the flexibility necessary to improve logistics processes in response to rapidly changing market conditions. [2]

The leader of our time

The leader of today should be a motivator. Rotemberg Saloner (1993) [3] developed a model that deals with empathy leaders. Empathy leaders increases incentives followers to develop new ideas. In the event that the company is engaged in more activities, Rotemberg and Saloner (2000) [4] show that the manager or leader is biased in favor of more promising activities and includes incentives for managers. Finkelstein, Hambrick and Cannella (2009) [5] emphasize strategic leadership. Barnard (1938) and Selznick (1957) highlight the leading role in defining the mission of the company and encouraging co-ordination. [6] The vision, charisma, determination, and communication are qualities that all leaders are often seen as important, for example Pfeffer and Salancik (1978) [7] and Hambrick and Finkelstein (1989). [8] The ability of the leaders to show progress Gupta and Govindarajan (1984), [9] with a marked ambiguity and risk. The ability of leaders to inspire followers, and his confidence was widely noted by Bass (1985). [10] Hermlin (1998) shows that leaders who make the effort (or give the example) motivate your team. Therefore, the role of leaders is to give and receive information that can facilitate coordination. [11] Otherwise, followers will be motivated enough to coordination.

Decisiveness is a characteristic similar to confidence because both traits can include overestimating the accuracy of the information. Overconfidence describes Van Den Steen (2005), for managerial overconfidence becomes a follower obligation. Dedication helps to attract and retain like-minded employees. [12] Kreps (1990) offers a theory of relational-contract corporate culture, which includes an endless-living company and the final century of workers. He says that the corporate culture should value to the endogenous equilibrium beliefs. [13]

Conclusion

The management challenge becomes not only successfully achieved strategic and operational objectives, but also to sustain that level of success. Well-informed managers are aware of the huge gap between management theory in academic textbooks and practice in the modern complex business environment. They raise awareness of employees about new products and services, and inspire them to rise above individual interests and work for the benefit of its sector (offices, departments) and organizations. Often they are unpredictable because they create an atmosphere and launch visionary ideas that simply "wear" their colleagues and encourage them to great accomplishments. True value is to have the information that represent a combination of experience of real life situations and verified results of extensive research. In the 21st century, all companies pay more attention to the importance of the so-called. "end-to-end" management and coordinated leadership, leadership (Coordinated Leadership).

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