

Practice of the Managerial Skills and Tools in the Selected Company

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Abstract

To solve problems in business practice, the manager needs to have a wide range of skills. The contribution evaluates the use of managerial skills in the selected EU companies to find what managerial skills managers consider important, which of them they use and how much time they devote to them. A questionnaire survey provided the necessary data. The target respondents were randomly selected managers at all levels of management. The results of the survey show reserves in managerial skills using in the company and can be used to suggest potential improvements for managers, based on the results of a questionnaire survey. Management of the companies can use the results of the research to prepare the necessary training skills for their managers and by this way to provide long-term sustainable competitiveness.

Keywords

Manager; Managerial Skills; Questionnaire Research; Improvement In Management

1. INTRODUCTION

Managerial skills play an important role in the functioning of a company. Managers obtain managerial skills through training and practice (Garnaut, 2012). They relate to mastering good management practices such as decision-making, planning and delegation. Managerial skills present the abilities of a manager to translate knowledge into practice. Skills are not inherent; it is possible to develop them by connecting the educational base, practice, personal experience and inseparable personal preconditions.

To solve challenges and problems in business practice, the manager needs to have a wide range of skills in various areas. The basic prerequisite for success in the field of operation is the necessary technical knowledge. This can be supplemented by the acquisition of interpersonal or communication skills that will ensure the effective use of resources in making managerial decisions.

Much interest in managerial skills has been generated recently; however, most of the questionnaires on managerial skills have focused on frequency and not competency (Shipper, 1995). Therefore, the European Commission (2016) is aware of the importance of acquiring and developing a wide range of skills, calling on the Member States of the European Union to promote the full use of human capital through initiatives (Lawrence, 2018). To support this, the European Commission adopted in 2016 a comprehensive program called the New Skills Agenda for Europe, which aims to ensure the possibility of acquiring and developing the skills of the next generation for a dynamically changing labor market. According to the document, almost 40% of employers across Europe lack the people with the necessary skills to ensure their

growth and innovation (www.minedu.sk).

The contribution deals with managerial skills according to the questionnaire of present state of management in the company, determined for managers at all level of management. From the view of the managerial skills' state, there is possible to find out reserves and to suggest improvement for effective model of the company management and at the same time to increase effectiveness of skills of all managers in everyday practice. Therefore, the main goal of the contribution is to evaluate what managerial skills are important presently in the practice of the companies.

2. LITERATURE REVIEW

Armstrong (2007) describes in his publication on the latest trends and practices in human resource management that the managerial skills of individual managers, respectively actors of direct management at all levels in the organizational structure, influencing the success of the company presuppose the integrity of processes and procedures for managing these skills. He also suggests that managerial skills should be seen as complex and multifaceted, mental or physical skills, however, it is not enough for the manager to know not only what, but also how and when to use the acquired skills so that they bring the highest possible return in the given conditions of the company (Donnelly et al. 1992).

The professional literature states, resp. uses multiple divisions of managerial skills, as for example Karam (2011) as follows:

- Conceptual skills
- Technical skills
- Interpersonal skills

These skills in such a way conceptual skills deal with ideas, technical skills deal with things and interpersonal skills deals with people (www.nytimes.com). Conceptual and technical skills are needed to make a good decision, but interpersonal skills are most needed for a good leader. Soft skills or interpersonal skills are critical to managerial success. Due to the mentioned Beenen et al. (2018) discussed the need for more rigorous assessment of interpersonal skills. In the frame of managerial skills, managerial coaching has been popularized as a way of motivating, developing and retaining employees in organization), having potential impact on employees. Here Park et al. (2020) identified five dimensions of managerial coaching, demonstrated that managers' utilization of managerial coaching skills had a direct effect on employees' learning and organizational commitment and affected employees' organizational commitment through personal learning. Zaidi et al. (2021) explain how entrepreneurs initiate their startup business by considering their managerial skills, which could help fast growing economies.

According to Ahmad et al. (2021) managerial skills affects strategic planning and performance of small- and medium-sized enterprises (SMEs), indicating the positive effect of managerial skills on SMEs' performance and also suggested that strategic planning mediates the relationship between managerial skills and SMEs' performance and vice versa. In this connection, appropriate strategies for SMEs effect the managerial skills on the utilization of the firm's resources. The same is found out yet earlier also by Asah et al. (2015), revealed significant positive relationships between motivations, personal values and managerial skills of SME owners on performance. The study suggests that SME owners should incorporate values and improve management skills; only then, SMEs have a better chance of survival. Chatterjee and Das (2016), researching five dimensions of skills, namely, leadership skills, communication skills, human relation skills, technical skills and inborn aptitude, do similar research. The

dimensions had been chosen due to the evaluation of their influence to the business success, finding influence mostly to the micro-entrepreneurs.

It is no secret that employees leave their organizations because of bad managers (Beenen et al. 2021). Organizations should therefore increase interpersonal skills to perform well in the managerial role. Despite increasing popularity, little evidence describes the necessity and impact of coaching Carey et al. (2011). However, managerial coaching can be impacted by coach's role and attributes, selection of coaching candidates and coach attributes, obstacles and facilitators to the coaching process, benefits and drawbacks of external versus internal coaches, and organizational support. In addition, compassion could be increased among managers through improving their emotional skills (Paakkanen et al., 2020). Emotional skills mediate the impact of participating in the intervention group and compassion. Instead of being something innate, compassion is a skill that can be increased through training emotional skills, with observable benefits for the organization. This creates the space for broader research of managerial skills in the organizations.

The importance to study managerial skills is also important from the view of shareholders due to the financial crisis, causing an increase in the risk premium and shareholders' return around the world. In this area Matemilola et al. (2013) investigates the effect of managerial skills on shareholders' return, finding positive relationships. Except of psychological aspects of managerial skills, also technical aspects are important, providing incremental value to the managerial skill in the managerial performance (Hysong, 2008).

3. METHODOLOGY

The main goal of the survey was to find out what managerial skills managers consider to be key, which they use in the performance of their profession, and how much time they devote to them on a working day. Another equally important task of the survey was to obtain the necessary data to prepare the necessary training skills for their managers. In order for the corporate culture and employee motivation to be effective, the company's management should know the opinions, attitudes and management methods used by its managers.

The survey was conducted through a questionnaire, which was used to obtain the views of a large number of managers at various levels of management in a relatively short time (2 weeks). 96 questionnaires were distributed; the return rate was 92.7%, which represents 89 submitted questionnaires. The questionnaire was anonymous. The necessary data for my diploma thesis were obtained by a questionnaire survey, which is often used as one of the possible quantitative methods. The questionnaire was created in printed form, as it was easier for the company's managers to distribute and collect the questionnaires. In the first part of the questionnaire, the basic data of managers - respondents were ascertained, such as gender, age structure, achieved education of respondents and length of practice of respondents in management as such.

In the next part of the questionnaire, their attitudes and experiences in managerial skills were already ascertained. This is an essential part of this questionnaire, which should outline the factual state of managers' skills and on this basis, a training plan should be prepared to improve the necessary practices after the theoretical but also the practical part. The questions were closed, to which the respondents answered by circling the answer that best expressed their opinion. Despite the closed questions, they were able to add a brief comment to their answer. The questionnaires were completed according to the instructions. The questionnaire was created based on the studied theoretical part of this diploma thesis. The questionnaire contains 20 questions focusing on the use of managerial skills. Respondents to these 20 questions also answered basic questions such as age, gender, etc. A questionnaire survey was conducted with the managers of the Bukóza Holding, joint stock company, at all levels of management with the

agreement of the Director-General. The company is located near the town of Vranov nad Topľou.

The elaboration and submission of the questionnaires was set for a time horizon of 2 weeks, specifically from 08 June 2020 to 19 June 2020. The answers were collected and evaluated on an ongoing basis. 96 questionnaires were distributed, of which 89 responses were returned. The return of the questionnaire was therefore 92.70%, which is justified by the request for return from the company's management. First, filter questions are evaluated, which classify respondents into individual categories. Furthermore, the questions that are important for meeting the objectives and verifying the established hypothesis of this thesis are evaluated. Among the respondents, men predominated in the number of 77 persons (86.52%) and there were 12 female respondents (13.48%). This difference is more or less evident because it is an industrial enterprise.

Most managers are aged 51-60, which represents 40.45% of all respondents. The second most numerous group of managers is aged 41-50, which represents 25.84%. The third group of respondents is in the age category of 31-40 years, which represents 21.35% of the total number of returned questionnaires addressed to managers. The fourth group of respondents consists of managers aged 60 and over. The least numerous age category of managers is aged 18-30, which is made up of only four respondents, which is 4.49% of all respondents. Most respondents have completed university education of second degree, which is achieved by the master or engineering degree. 74 people (83.15%) achieved this education. The group of respondents with completed secondary school includes nine persons (10.11%). The third group of managers has a university degree with a bachelor's degree. These are four managers (4.49%), who, however, continue in II. university degree. Highest university education of third degree was achieved by 2 managers (2.25%).

4. RESULTS

The results had been obtained by requesting and evaluation of the respondents answers according to the following questions:

1. *How many years do you act in the management area?*

Managers were required to provide the exact number in an open-ended question. The collected data are grouped into individual categories according to years of managerial experience (see Table 1).

Table 1. The length of the Respondents Practice In The Management

Possible answer	responds	Rate in %
Less than 1 year	7	7,87
-5 years	8	8,99
6-10 years	11	12,36
11-15 years	34	38,20
16 years and more	29	32,58

Table 1 shows that the largest number of managers, namely 34 (38.20%) have 11 to 15 years of experience in management. Another strong group of 29 people (32.58%) has been working in management for more than 16 years. 11 managers (12.36%) have experience in the field of management in the range of 6 - 10 years. 15 managers (16.86%) have experience in management for a maximum of 5 years, including those within one year.

2. *At what level of the management is your position?*

The question helped to find out the level (role) of management and the rate on the management (see Figure 1).

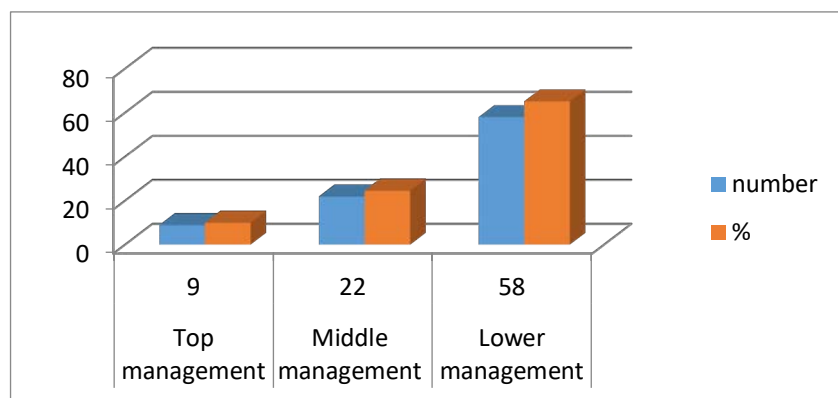


Figure 1. The Position of the Respondents

From the Figure 1 it is obvious and statistically usual that the largest number of managers, specifically 58 (65.17%) is located in the line, resp. lower management, i.e. that they are managers in direct contact with workers in the production, respectively. administrative sphere. Another group are managers at the level of middle management in the number of 22 people (24.72%). Top management consists of 9 managers (10.11%), who are also members of the boards of directors in the group of companies Bukóza Holding, joint stock company.

3. *Do you know how to use managerial skills in the practice?*

Table 2 illustrates the question found out effective using of managerial skills during performance of the working position, the results.

Table 2. Effectiveness of Managerial Skills Using In The Practice

Possible answer	responds	Rate in %
Yes –regularly	18	20,22
Yes – irregularly	43	48,31
No – but trying	25	28,10
No – I do not need it	3	3,37

It is clear from Table 2 that not all managers effectively use managerial skills as a management tool. 43 managers (48.31%) stated that they use these skills but not regularly. In the second group of managers who have an effort but do not use managerial skills in practice, there are up to 25 people (28.10%) of the total number of managers who submitted questionnaires. That is pretty much more than a quarter of management. The question here is whether these are the

right people in the right place. It is quite shocking that three managers answered that they do not need to use these skills in their practice. Only 18 managers (20.22%) use managerial skills regularly, assuming that they are effective. When creating the possibilities of answers, it could be not find anyone in the last group. This is definitely an area for reflection for the whole society.

4. *How often do you use communication skills in your work?*

The question gives answer to the time of communication skills using in the practice of the managers work in the company. The answers are given in Table 3.

Table 3. Time Spent By Manager for The Communication

Possible answer	responds	Rate in %
Daily	78	87,64
3 times per week	7	7,87
Once a week	4	4,49
Two times per week	0	0,00
never	0	0,00

Table 3 shows that communication as managers use a managerial skill at different times during the working day. Most managers 78 (87.64%) wrote that they actively communicate with their subordinates, resp. other employees during their working hours. The second group of 11 correspondents together (12.36%) communicates with colleagues; resp. subordinates approximately 1-3 per week. Thus, it is generally possible to state that the respondents actively communicate almost during the whole working day. There is no manager at any level in the company who would be able to communicate at the appropriate level.

5. *What is the frequency of the delegation skills using?*

The question gives idea of managers 'skills to delegate working task to the subordinates.

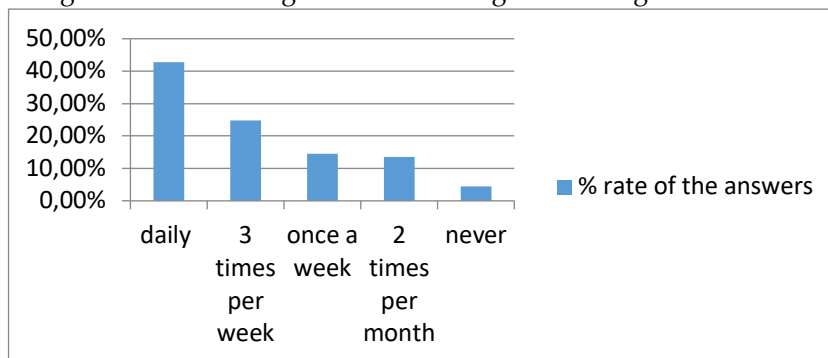


Figure 2. Frequency of The Delegation Skills Using

Figure 2 shows that 38 respondents (42, 7%) delegate tasks every day. 22 managers (24, 72%) mentioned they delegate the tasks three times per week. Approximately once a week delegate 13 managers (14, 61%). Yet 12 respondents (13, 48%) speak of delegation only two times per month. Only two managers (4, 49%) delegate never. Here is the question if such managers are at the proper place when they do not delegate, it means, they do not know how to manage.

6. What is the frequency of the coaching in your practice?

The answers are given in table 4.

Table 4. Frequency of Coaching Using In Managerial Practice.

Possible answer	Responds	Rate in %
Daily	7	7,87
3 times per week	15	16,85
Once a week	22	27,72
2 times per month	31	34,83
never	14	15,73

Table 4 expresses that 31 respondents (34.84%) can coach some of their subordinates about twice a week within their working hours and duties. 22 respondents (24.72%) coach their subordinates about once a week. 15 managers (16.85%) stated that they are able to coach their subordinates about 3 times a week. He can coach his subordinates 7 managers on a daily basis (7.87%). It is surprising that up to 14 managers (15.73%) do not coach their subordinates at all. It is to the detriment of things, because in this way, the managerial skills stagnate and the experience is not passed on to other employees.

7. What is the frequency of decision skills using in your practice?

The question gives idea of coaching ability of the managers in the frame of his working activities.

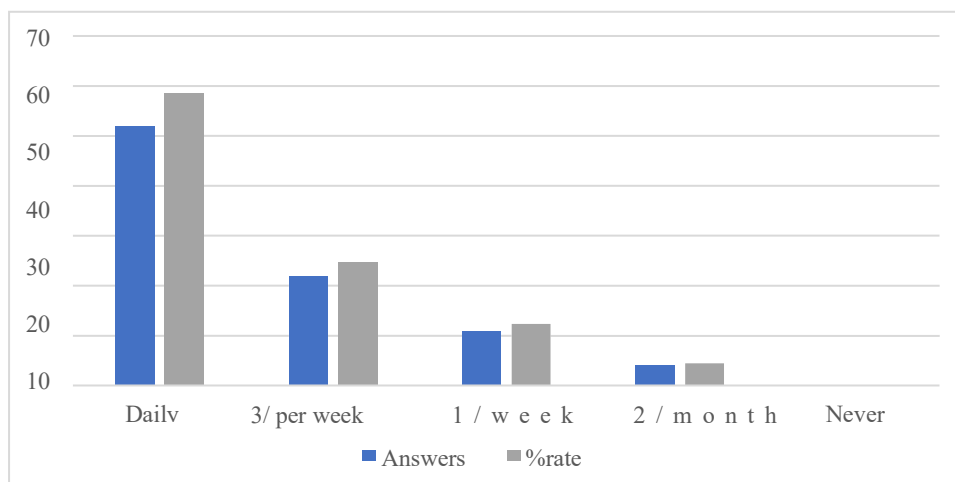


Figure 3. Frequency of Decision Skills Using In The Managerial Practice

Figure 3 expresses that 52 respondents (58.43%) make decisions on a daily basis within their working hours and duties. At least 3 times a week, 22 respondents - managers (24.72%) make decisions. 11 respondents (12.36%) make decisions at their level about once week. 4 respondents (4.49%) stated that they make decisions at their level about twice a month. It follows from the above there is no manager in the company who would make a decision. If that were the case, it would be more than non-standard.

8. What is the frequency of the negotiation skills in your practice?

The question gives idea of the manager to negotiate with his subordinates.

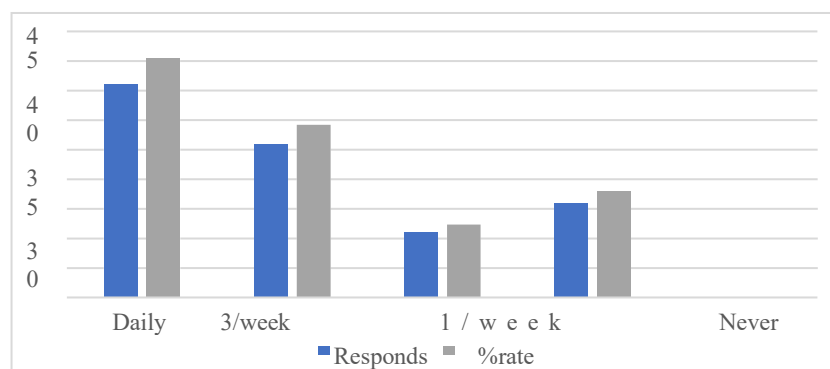


Figure 4. Frequency of Negotiation Skills Using In Management

Thanks to Figure 4, it can be stated that the use of negotiation in practice is variable. 36 managers (40.45%) say that they negotiate on a daily basis and 26 managers (29.21%) indicated that they negotiate about 3 times a week. Another 16 respondents (17.98%) say that they negotiate about twice a month. 11 respondents (12.36%) indicated that it is enough to negotiate once a week. Our questionnaire did not find a respondent - a manager who does not negotiate at all in his practice.

9. *What is the frequency of team workshops using in your work?*

The answers give idea of manager's skills to participate at the team workshops.

Table 5. Frequency of Team Workshops Using In The Managerial Practice

Possible answers	Responds	% rate
Daily	13	14,61
3 times per week	9	10,11
Once a week	42	47,19
2 times per month	21	23,60
Never	4	4,49

Table 5 shows that most managers, namely 42 (47.19%), need to attend a team meeting at least once a week. Another 21 respondents (23.60%) said that team meetings are held on average 2 times a month, which is every other week. 13 respondents (14.61%) prefer to participate in a team meeting on a daily basis. 9 respondents (10.11%) participate in a team meeting about 3 times a week. Only 4 managers (4.49%) indicated that they do not have team meetings at all.

10. *What is the frequency of time management using in your practice?*

The question provides responds to ability of the manager use the time in his working activities.

Table 6. Frequency of Time Management In The Managerial Practice.

Possible answers	Responds	% rate
Daily	42	47,19
3 times per week	21	23,60
Once a week	12	13,48
2 times per month	10	11,24
Never	4	4,49

Table 6 shows the information that 42 respondents (47.19%) plan their time on a daily basis. 21 managers (23.60%) plan their time about 3 times a week. 12 respondents (13.48%) manage their time once a week. 10 managers (11.24%) indicated that they only manage time 2 times a month.

The remaining four respondents (4.49%) state that they do not use time management in practice at all.

11. What is the frequency of control activity using in your work?

The answers speak about the ability of the manager to control tasks solving of the subordinates.

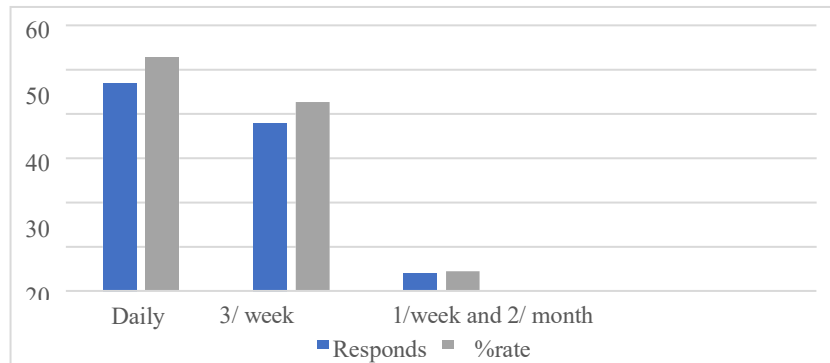


Figure 5. Frequency of the Control Using In The Management.

From Figure No. 5 it is clear that the control activities give managers great importance, because up to 47 respondents (52.81%) perform the control of planned or assigned tasks, respectively. processes on a daily basis and another 38 respondents (42.70%) deal with the control approximately 3 times a week. Only 4 respondents only need to perform control activities once a week. There is no manager in the interviewed company who would not use this managerial skill in his practice.

12. How often do you use innovation solutions in your work?

Managerial skills in area of innovation tools using at the different level using can be evaluated according to the Figure 6. Figure 6 shows that respondents perceive use in practice as follows. 1 manager (1.17%) still uses innovations in his practice as he is familiar with them. 27 respondents (30.34%) use innovative solutions in their practice as continuously as possible. 18 respondents (20.23%) answered that they rarely use innovative procedures and solutions. 43 respondents (48.32%) answered that they do not use innovative solutions in their practice at all.

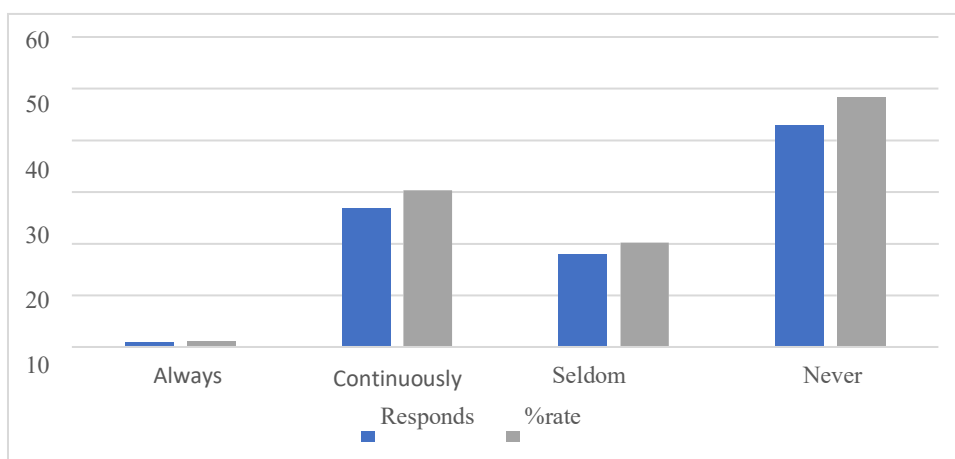


Figure 6. Using of Innovation Solution In The Managerial Practice.

13. What is the space for the creativity in your work?

The managerial skills can be evaluated also according to the creative thinking of the managers. Table 7 gives the responds.

Table 7. Using of Creativity In The Managerial Practice

Possible answer	Responds	% rate
Not limited	14	15,73
According to the situation	53	59,55
Sometimes	22	24,72
Any	0	0,00

Table 7 shows that respondents perceive creativity as a natural tool for managerial skills. As many as 14 respondents (15.73%) even stated that creativity is a complete part of their thinking and they use it indefinitely in practice. 53 managers (59.55%) use elements of creativity according to the situation, plans and strategy in the company. 22 respondents (24.72%) use elements of creativity to perform their practice from time to time. The survey shows that all managers are creative, because none of the respondents answered the possibility of never using the creativity in the practice.

14. What is the quality of your presentation skills?

The question given idea of quality of the managerial presentation skills at all levels so the analyzed company (see table 8).

Table 8. Quality of Presentation Skills In The Managerial Practice

Possible answers	Responds	% rate
top presentation skills	6	6,74
medium presentation skills	21	23,60
low presentation skills	28	31,46
any presentation skills	34	38,20

Table 8 shows that about 2/3 of the respondents have no, resp. minimum presentation skills. Specifically, 34 respondents (38.20%) stated that they had absolutely no presentation skills. 28 managers (31.46%) stated that their presentation ability is quite low. 21 respondents (23.60%). Only 6 managers (6.74%) with answers to this question claim that their presentation skills are at a high level.

15. Rank the following individual managerial skills according to the importance.

The question will bring us closer to the quality of presentation skills of managers at all levels of management of the company in question. In the question, respondents ranked skills according to which is most important for them in practice. Skill in the last place is significant; it is only a subjective view of the respondents.

Table 9. Ranking of the Managerial Skills Using

Possible answer	Responds
Communication	8,9
Delegation	6,9
Coaching	4,3
Decision	7,3
Negotiation	6,6
Team workshop	6,8
Time management	4,2
Control	5,2
Innovativeness	5,1
Presentation skills	1,8

Table 9 shows the importance of skills in practice in the selected company. Respondents consider communication to be the most important skill with an average value of 8.9. In second place with a value of 7.3 is decision-making. In other places, skills such as delegation, team meetings and negotiations with an average of 6.9 to 6.6 are very close. Next is control with an average of 5.2 and innovation with an average of 5.1. Next in order are creativity, coaching and time management with an average of 4.6 to 4.2. This is followed by the skill of evaluation with an average of 2.9. Respondents consider presentation to be the least necessary skill, with an average of 1.8.

16. *How effective is your managerial skills using in the practice?*

The question finds out the ability of the respondents to use managerial skills in their work effectively. Figure 7 illustrates the responds.

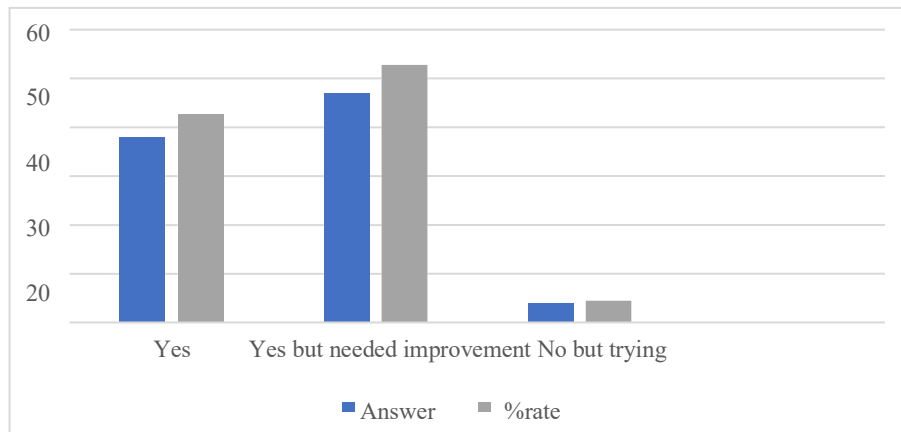


Figure 7. Ability of the Manager to Use Managerial Skills In The Practice

According to Figure 7, up to 47 managers (52.81%) of respondents think that they can perform managerial skills, but know that they need improvement. 38 managers (42.70%) think that they perform managerial skills without any shortcomings. Only four respondents (4.49%) admit that they do not know how to use managerial skills, but make an effort to improve managerial skills. None of the respondents state that they could not use managerial skills at all.

5. DISCUSSION AND CONCLUSION

Based on a questionnaire survey, which was conducted with managers of all levels of management of the group of companies Bukóza Holding, joint stock company, on the basis of obtained information there are several findings, which can be used to make recommendations and possible changes in the practice of managers. The questionnaire finding regarding time management is not at all satisfactory. In managerial practice, it is almost unacceptable for managers at any management level to state that they have not used the principles of managing their working time on a daily basis. The results of the questionnaire survey show that time management managers use it most often on a daily basis, but several managers also stated that they rarely plan their time at work. It is astonishing that four managers stated in the questionnaire that they do not use time management at all. Certified training in this area can be recommended, where managers would find that by managing their time well, they would be able to perform many times more activities and relieve the stress of time pressure or the chaos of not organizing activities. In addition, more experienced managers could coach inexperienced managers in the skill in question, and thus teach every skill manager how to plan their working hours. The manager should acquire the ability to plan his time already during his studies at high school or university, and after starting his education, they should give him the

opportunity to develop this skill in managerial practice. By the way, about half of the respondents are involved in active coaching for at least one week, so the improvement of this skill in the surveyed company would also be used.

Team meetings are the best way to improve the level of managerial skills within the company. Meetings of colleagues in the work should serve to not only solve problems and submit proposals for the organization itself. Team meetings are also teamwork because more managers meet and are equal during it. At least one day a week during the meeting, managers deal with various model situations and learn from each other how best to handle these situations. Managers would be able to improve other skills, such as communication, negotiation and peer feedback could help many to make the right decisions. From the evaluation of the questionnaire, it is clear that managers carry out control activities very often. If considering the proverb that trust and verify, then that is fine. However, there can be control mechanisms in the company so that this activity does not take up much space in managerial activities. In terms of the use of task delegation, company managers are aware that they should manage at their levels and not solve everything. Thus, the delegation of tasks is at an optimal level. When considering the answers to the questions about the importance and frequency of using individual managerial skills, many managers stated that the use of innovative solutions and creative thinking is at a very low level. It reaches only 1/3 of the surveyed managers. Therefore, managers are not sufficiently educated in the field of innovation. It is supported also by the results of Custodio et al. (2019), as well as research of Svac and Caganova (2020).

Although respondents list presentation skills at the last level of importance in managerial practice, training in this area can be recommended as well, which would strengthen managers in presenting their results through effective presentation. It is not important to pretend managers are working a lot, but it is more important to know how to sell results of managers' work through an effective presentation tool. All managers should undergo professional training in certain cycles when taking up the position of manager, as well as during it. Managers could make regular self-study as well as lifelong learning in the area of their careers. Managers would thus gain knowledge and skill in how to use the strengths of their manager's personality in negotiation and decision-making. Thanks to the training, managers would gain know-how on how to coach their subordinates. Managers should not be afraid to use the power of delegation, which would strengthen the links between the various components of the team, the skills of employees and the reputation of the manager in the eyes of superiors in meeting goals. The manager would thus gain more time for other activities, which could again be reflected in the smooth operation and profits of the surveyed company. If the manager is educated and continuously applies new knowledge in practice, it will increase the effectiveness of using managerial skills for his practice and ultimately increase the company's reputation. It presents the similar results as study by Barros et al. (2013), speaking of effective influence of increased managerial skills to the performance of the company. The most important outcome of our recommendations is that through continuous and never-ending training in management skills. By this way there would be leaders that are more natural for the company, as employees in the 21st century need leaders rather than programmed and often-arrogant managers. The future possible research can be orientated to the evaluation of training of the managerial skills in the companies.

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