

**საქართველოს ტექნიკური უნივერსიტეტი**  
**ბიზნესტექნოლოგიების ფაკულტეტი**

# **გლობალიზაცია და ბიზნესის თანამედროვე გამოწვევები**

**II სემესტრის სამეცნიერო კონფერენციის  
ურთმეზობის კრებულში**

**I ნაწილი**

**„ტექნიკური უნივერსიტეტი“**

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I ნაწილი



თბილისი  
2018

## გლობალიზაცია და ბიზნესის თანამედროვე გამოწვევები

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## Modern Management: REBOOT

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### Summary

In the article the authors present management in the form of a mosaic of various topics: leadership and quality management, decision-making and talent management, goal-setting and process management - the list can be continued almost endlessly. In the opinion of the authors, unlike the real one, this mosaic has the following property: slices of “smalt”, its components, are constantly transformed under the influence of various reasons - scientific progress, technological achievements, social changes, etc. The impact of these factors is so diverse, that it is almost impossible to compile a complete, exhaustive picture of the changes. The authors believe that in the article they can only try to fix for the moment the most striking events that either already change management before our eyes or can seriously affect its development in the future.

**Key words:** *mosaic, leadership, quality management, decision-making, talent management, scientific progress, technological achievements, social changes.*

### A new look at old problems

Transformation is undergone even by the key components of management, which were undergoing comprehension at the beginning of the 20th century - leadership and motivation.

#### Leadership

If you try to calculate how many books and articles are published annually on leadership, and compare the result with the number of publications on other aspects of management, leadership will certainly come first.

The reason, in my opinion, is that leadership as a way of managing people is gradually hampered by traditional management. A few decades ago, the famous scientist Warren Bennis wrote: “Managers do things right, leaders do the right things.” Then this maxim was seen as a dilemma, that is, it was assumed that a person could be either a manager or a leader. On this basis the textbooks were full of tables, in which the qualities of the leader and manager were contrasted. Now, as numerous studies have shown, companies that provide themselves with long-term success (winning companies, in the terminology of the well-known researcher Noel Tichy), are those only where there are leaders at all levels of government. And this means that in our days, the opposition of leadership and management loses meaning: a successful manager must be both a manager and a leader of the appropriate scale. This, in turn, means that leaders need a lot - much more than before. Where can I get them? It is unlikely that with such a demand, one can count only on talent. Hence, leaders need to be trained, to develop people’s relevant qualities. Hence the interest in the topic of leadership.

Demand, as you know, gives rise to a proposal. Today, leadership from the field of research has turned into an industry with billions of dollars in dollar terms. This was noticed by one of the most famous researchers of leadership Jeffrey Pfeffer, a professor at Stanford University, who wrote a book with a provocative title “Leadership BS”. “BS” is not “Business School”, as one might think, but “bullshit”, which in the most intelligent translation means “garbage”. Pfeffer’s book is very timely and raises a number of questions requiring an answer.

The leadership industry, writes Pfeffer, is extremely inefficient. Despite thousands of trainings that

are held around the world, tens of thousands of leaders annually fail. The trainings themselves are often built on fake examples of heroic leadership, in which real situations are distorted to the limit. Coaches are limited to inspirational speeches that cause short-term emotional uplift, but do not lead to long-term changes in their behavior. In short, according to the author, there is a huge gap between the training needs of leadership and realities.

In the criticism, expressed by Pfeffer, many accurate observations and interesting considerations. However, as it seems to me, he is kinking the stick, and many of his conclusions and arguments can be challenged. The problem is that Pfeffer, like most writers who write about leadership, does not make it difficult to define this concept. In his reasoning, he calls the leader of any person appointed to the post of head of the company. Such people are usually called bosses. But is it fair to consider them leaders? Of course, all the leaders that have taken place are living people with their weaknesses and shortcomings. But is it necessary to focus on this attention? What's wrong with short-term enthusiasm, if it makes a person think about their own behavior? It's naive to hope that after the two-day training you can get a ready-made leader. But to achieve progress in the mind is quite realistic.

And although not with all critical comments Pfeffer can fully agree, the situation requires real action. First of all, it's time to clarify what is meant by the term "leadership", and understand what its forms: spiritual, moral, ethical, intellectual - will be most in demand in the near future. In the world there is a clear deficit of moral and ethical leaders, like Mahatma Gandhi or Albert Schweitzer. It is also necessary to pay attention to the theme of continuity of leadership, the significance of which grows with the acceleration of changes in all spheres of our life. The model of the "leadership engine" proposed by Tichy about twenty years ago is becoming more and more topical: the leaders that have taken place are preparing new ones through the so-called transferable point of view, that is, interrelated ideas and values. Quite a few paradoxes remain mysteries: how, for example, to people like Steve Jobs, not too pleasant in personal communication, manage to realize leadership and get unique results?

### **Motivation**

Motivation is a field of management that constantly develops for a variety of reasons: people's needs, types of activities, social processes in society are changing. It is important to understand that even the most advanced countries live in a multistructured economy. Among other things, this means that part of their business exists in the industrial paradigm, and part is in the paradigm of the knowledge society. So, the motivation of some people corresponds to the models revealed in the twentieth century, and others - has the features of motivation peculiar to representatives of creative professions. Management practice shows that it is impossible to create a single, integrated theory of motivation. So it is necessary for the practical managers to operate both the approaches of Frederick Taylor and Abraham Maslow, and modern models such as "Motivation 3.0" by Daniel Pink.

Pink's popular book "Drive", which deals with motivation for creative activity, is valuable not so much for the solutions proposed in it, as for the raised issues that require development. These include the nature and mechanisms of the formation of an internal locus of control and associated internal motivation. The question of the relationship between the flow state and the motivation of 3.0 is touched upon in the book rather superficially.

A curious problem arises in the context of the development of various forms of collective creativity. On the one hand, creativity in many aspects is still an individual affair. On the other hand, joint activities aimed at creating new products and services are increasingly being practiced. Its comprehension leads to the birth of the most interesting approaches like the agile manifesto. However, the question of the relationship and combination of individual and group motivation remains open. I believe that to understand the motivation for creativity, it is worth-

while to study the practice of management in creative organizations. The ideal place for such research, in my opinion, is the theater, because its main function is creativity.

### **Opportunities and Prospects**

The development of management is closely connected with the successes of science and technology. Their interaction goes in two main directions.

The first concerns progress in areas such as IT, which allows a new way to organize business processes, which leads to a radical transformation of entire industries. This effect is most clearly manifested in the banking sector (or even wider - in the sphere of finance).

A vivid example of “subversive” technology, that is, an illustration of the concept proposed by Clayton Christensen in 1997, is blockade. Emerging, as it seemed at first, in the marginal area, crypto-currencies, in our day it poses a serious threat to traditional banking technologies. This leads not only to the fact that the world’s largest financial institutions are forced to review their strategy and update technology, but also to change the labor market. In the foreseeable future, the educational programs of universities will undergo an inevitable transformation. The traditional specialty “Finance and Credit” will lose its relevance: without fundamental knowledge in the field of information technology, financiers will not be needed by anyone. Training of specialists of the new generation will require a change in approaches to the development of IT. Until recently, a giant breakthrough in the use of computers was due to the emergence of software products that could be used without knowing the algorithms underlying them. After another round of development of information technology, we will have to return to mastering the algorithms.

Advances in the field of machine learning (and, more broadly, artificial intelligence) will soon lead to the release of a significant number of people who have until now been engaged in the necessary but algorithmic activities. We have to come up with fantastic judgments that this will cause an unprecedented outburst of creativity: they will be left with out-of-work workers. But in fact, the lower part of the “pyramid of talents” will be released, and creativity is just the least adapted. What awaits these people? We can assume that in the end - life on the allowance. In the not so distant future, work can become a privilege.

The second direction, according to which technology interacts with management, is connected with neuroscience - with the improvement of methods of studying the human brain. Neuroscience is considered to be an interdisciplinary field, the contribution to the development of which is made by neurobiology, neurophysiology, chemistry, physics, genetics, cognitive sciences, computer science, linguistics, psychology. Within the framework of a variety of cross-disciplinary studies, several unexpected areas emerged - for example, cultural neuroscience, neuroeconomics and even neuro-ethics.

The creation of new techniques has made it possible to get rid of erroneous ideas about rigid separation of functions between parts of the brain, to detect the effect of brain plasticity, and to make a number of discoveries that are important for management practice.

Apparently, the most developed for today the direction of neuroscience is the neuroeconomics - the area of knowledge that investigates the mechanisms of decision-making. The achievements of neuroeconomics are in close connection with the successes of other sciences-for example, from the standpoint of natural science, the effects discovered empirically in the framework of the famous studies of Daniel Kahneman and Amos Tversky are explained.

Neuroeconomics can bring in the future understanding of some important for management processes, which are still a mystery. For example, the study of cognitive dissonance by the method of functional magnetic resonance imaging can shed light on the mechanisms of generating new knowledge. The historical analysis of scientific discoveries shows that they were committed as a reaction to the cognitive dissonances recorded by the authors of these discoveries. It was in trying to resolve these dissonances that outstanding scientists came to the most important insights. Differences in

sensitivity to dissonance can be explained by the fact that many literate researchers did not notice the phenomena and facts that were the starting point of the discoveries made by their more successful colleagues. In essence, the same mechanism for the birth of innovative business ideas is the same. But then an important practical question arises: Is it possible to purposefully increase sensitivity to cognitive dissonance? Perhaps, the experiments conducted by neuroeconomists will help to answer it.

Another problem, to the solution of which they can come, concerns the conservatism of our psyche. We know that a person often exerts psychological resistance even to extremely necessary changes. Probably, this is due to the fact that acceptance of almost any changes is accompanied by a reorganization of neural connections in the brain. This restructuring requires considerable energy: the brain as a subsystem of the human body spends on its work a disproportionately large (relative to its mass) amount of energy. In ancient times, when the extraction of food (the processing of which leads to the supply of energy to the person) was dangerous and not always successful, a mechanism could arise in the brain that minimized energy costs. He is able to work until now, although he no longer needs it. If we identify such a mechanism, then maybe we will find a way to influence it, in order to reduce resistance to innovation. It is clear that this is just a hypothesis. But how much good it would bring her confirmation!

### **Macro Effects in Management**

Before the management there are many tasks that are connected with the interaction of a large number of people. The results of such interactions can be called macro effects. One of them is culture, in particular, corporate culture. Although more than 30 years have passed since the publication of the first book, in the title of which this term appeared, research does not stop, because the nature of modern organizations is becoming more complicated.

In particular, due to the expansion of the sphere of creative activity, an important task is the creation of an effective corporate culture in creative organizations. How to ensure a fruitful combination of individual creativity with work to achieve a common goal? How to create an atmosphere in which people will willingly share their experience and knowledge, without fearing for their future in the company?

It seems to me that to answer these questions it is worth turning to the book by Warren Bennis under the noteworthy title “Organizing Genius. The Secrets of Creative Collaboration,” “Written almost 20 years ago, it still remains relevant. After analyzing several super successful projects, Bennis concluded that they were carried out by “great groups” (groups, not teams!). Who had curious signs that were not characteristic of traditional business organizations. In particular, contrary to the widespread principle “in effective organizations there should not be irreplaceable people”, in the great groups all people are indispensable and retain their individuality. Another important conclusion Bennis: “At the head of the great groups are people who love talents and are so confident that they recruit people better than themselves.” All fifteen “lessons” of the great groups that Bennis formulates at the end of the book are worthy of the closest study nowadays. In my opinion, the book “Organizing Genius” did not receive enough recognition, because it was far ahead of its time and appeared almost simultaneously with McKinsey’s famous research “The War for Talents”, for a number of reasons distracting the attention of a wide range of managers from Bennis’s work.

### **Conclusion**

Events in management are closely related to all the diversity of what is happening in the world. The coming year will bring many unexpected discoveries. Suffice it to recall that we will observe the American experiment: the president is not a politician but a representative of business. How will this affect the policies of the strongest economic power and the world? How will the management and the system of government be crossed? Observation of such events and their analysis will undoubtedly bring intellectual pleasure to all.

### გამოყენებული ლიტერატურა:

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### **Decision making in operational management through mathematical methods**

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#### **Summary**

In Production management system effective realization of decision-making of organizational principles implies their necessity and irremovability. The reason is that it is not permitted to change one principle with another. They are a whole complex, that's why their usage has systemic character and only in this case whole management will be provided. Organizational Principles for Managing Solutions demonstrate common rules regardless of which level or which object is impacted. However their realization is possible with own, specific abilities.

Usage of linguistic approach of the fuzzy set can help to describe the “non-verbal” qualitative description of operational management in order to identify the fixed conditions according to the data.

**Key words:** *Operating Management, Managing Solutions, Fuzzy Sets, Linguistic Approach*

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Verba volant,  
scripta manent