

MENADŽMENT I LIDERSTVO**MANAGEMENT AND LEADERSHIP****Zoran Lukić**Univerzitet u Banjoj Luci, Ekonomski fakultet u Banjoj Luci, Bosna i Hercegovina
University of Banja Luka, Faculty of Economics Banja Luka, Bosnia and Herzegovina**Amela Mustafić**BH Gas Sarajevo, Bosna i Hercegovina
BH Gas Sarajevo, Bosnia and Herzegovina**Dragana Došenović**Univerzitet u Banjoj Luci, Ekonomski fakultet u Banjoj Luci, Bosna i Hercegovina
University of Banja Luka, Faculty of Economics Banja Luka, Bosnia and Herzegovina

Pregledni članak

DOI 10.1515/eoik-2015-0012, UDK 005.591.4:316.722

Review paper

REZIME

Osnovna tema ovog rada jeste proces menadžmenta u preduzećima, sa posebnim fokusom na liderstvo, kao jednu od osnovnih funkcija, odnosno aktivnosti menadžera. Da bi se u organizaciji ostvarili postavljeni rezultati, neophodno je postojanje određenog broja ljudi koji će uspješno voditi preduzeće i ljude u njemu, a, samim tim, omogućiti i efikasno poslovanje. Upravo iz tog razloga svrha ovog rada jeste da opiše proces menadžmenta i liderstvo, kao i da ukaže na njihov značaj za postizanje pozitivnih rezultata poslovanja.

S obzirom na značaj i ulogu koju menadžeri i lideri imaju za funkcionisanje svake organizacije, u ovom radu izložiće se njihove sličnosti i razlike, odnosno sličnosti i razlike između procesa koje oni obavljaju u različitim organizacijama.

Na osnovu izvršene analize i provedenog istraživanja, u radu se došlo do brojnih zaključaka na osnovu kojih je dokazano da postoje značajne razlike između menadžmenta i liderstva. Da bi menadžer bio uspješan u obavljanju svojih poslova najčešće je potrebno da on bude i lider, čime se apostrofira značaj liderstva kao menadžerske aktivnosti za uspješno poslovanje i ostvarivanje ciljeva svake organizacije.

ABSTRACT

The topic of the paper is the management process in enterprises, particularly focused on leadership as one of the basic managerial functions or activities. In order to achieve the preset objectives, it is necessary to appoint a number of people who would successfully lead the company and its employees, and, consequently, facilitate its efficient operation. For that reason, the purpose of the paper is to describe the processes of management and leadership, as well as to emphasize their importance in achieving positive business results.

Given the importance and the role that managers and leaders have in the functioning of any organization, the paper shall present their similarities and differences, i.e. similarities and differences between the processes they perform in various organizations.

Based on the assessment and the analysis conducted, the paper provided numerous conclusions on the basis of which it has been proved that there are significant differences between management and leadership. In order for a manager to be successful in performing his tasks, it is most frequently required of him to be the leader at the same time, thus emphasizing the importance of leadership as a management activity required for the successful operation and achievement of the objectives of any organization.

Ključne riječi: menadžment, liderstvo, organizacija, poslovni sistem

Keywords: management, leadership, organization, business system

UVOD

Ako se posmatraju savremeni, dinamični uslovi poslovanja, može se reći da je za uspješno poslovanje, ali i za opstanak bilo koje organizacije neophodan adekvatan menadžment. Često se postavlja pitanje koje su to osobine koje bi svaki menadžer trebao da ima kako bi uspješno mogao obavljati svoj posao, uticati na podređene, efikasno ih voditi i usmjeravati u pravcu ostvarivanja željenih ciljeva organizacije. Odgovor na ovo pitanje može se pronaći analiziranjem menadžmenta različitih preduzeća. Iako svako od njih posluje na specifičan način, činjenica je da u svakoj organizaciji menadžeri moraju biti i lideri. Ovaj rad će se upravo posvetiti izučavanju i analiziranju značaja koji procesi menadžmenta i liderstva imaju u preduzećima, pa se tako osnovni problem istraživanja u ovom radu može definisati na sljedeći način: da li su i na koji način menadžment i liderstvo povezani u organizacijama? Na osnovu prethodno definisanog problema istraživanja, može se definisati i osnovni cilj od kojeg se polazi u ovom radu, a to je: da se utvrdi i objasni razlika između menadžmenta i liderstva. Takođe je definisana i hipoteza od koje se polazi u ovom radu kojom se tvrdi da postoje značajne razlike između menadžera i lidera, ali i da je uspjeh menadžera uslovljen posjedovanjem različitih osobina lidera.

Rad se sastoji od tri dijela. Prvi dio rada odnosi se na proces menadžmenta, dok je drugi dio posvećen liderstvu i liderima. U trećem dijelu rada predstavljene su sličnosti i razlike između posmatranih varijabli.

POJAM I DEFINICIJA MENADŽMENTA

Ne postoji univerzalno, opšte prihvaćeno shvatanje menadžmenta kao discipline. Postoji nekoliko različitih pristupa i tumačenja menadžmenta i pored toga što menadžment, kao

INTRODUCTION

Through the perspective of modern, dynamic business conditions, it is clear that an adequate management is elementary both for successful business operation and for the survival of any organization. The question of what characteristics every manager should possess in order to successfully perform his work, influence his subordinates and effectively guide and direct them towards achieving the desired goals of the organization is often asked. The answer to this question can be found by analyzing the managements of various companies. Although each of them operates in a specific way, the fact that remains as such is that the managers of any such organisation have to be the leaders. This paper shall focus on studying and analyzing the significance of the management and leadership processes in companies, allowing to define the basic research problem of the study as follows: whether and how are the management and leadership linked in organizations? The basic objective of the research can also be defined based on the previously defined research problem. Such objective would be to determine and explain the difference between management and leadership. Likewise, the paper defines a hypothesis which claims that there are significant differences between managers and leaders, but also that the success of a manager is conditioned by possessing different leader qualities.

The paper consists of three parts. The first part refers to the management process, while the second part is dedicated to leadership and leaders. The third part presents the similarities and differences between the observed variables

CONCEPT AND DEFINITION OF MANAGEMENT

There is no universal, generally approved understanding of management as a discipline. There are several different approaches to and interpretations of management, despite of the fact

naučna disciplina egzistira već preko 70 godina. Menadžmentu se, generalno uzevši, daje višestruko značenje. Tako se on ponekad izjednačava sa onim što menadžer radi u preduzeću ili nekom drugom organizacionom sistemu, a to znači sa određenom vrstom posla ili tačnije zanimanja, sličnog onom koje, na primjer, ima stolar, automehaničar, itd. Menadžment se često poistovjećuje i sa upravom preduzeća, sa onima koji vode preduzeće i koji se nalaze na vrhu njegove organizacione strukture. Menadžment se takođe tretira i kao određen skup znanja o upravljanju, pa čak i kao karijera koja se stvara u domenu usmjeravanja i vođenja poslovanja preduzeća i njegovih organizacionih jedinica. Prema tome, moglo bi se reći da je menadžment još uvijek nejasan, nedovoljno određen pojam. Ovo i pored činjenice što je on danas veoma razvijen u praksi, i što je bez njega nemoguć rad više ljudi koji je uslov i osnov za formiranje i funkcionisanje svih organizacija bez obzira na vrstu i period djelovanja (Drucker, 1974, str. 5).

Pored toga što je pojmovno neodređen, menadžment je, prema Piteru Drakeru (Peter Drucker) nepodesan i kao izraz. „On je, prije svega, poseban američki termin i, kao takav, teško može da se prevede na bilo koji drugi jezik, pa čak i na britansku varijantu engleskog jezika. On označava funkciju, ali i ljude koji je vrše. On označava društveni položaj i rang, ali i disciplinu i oblast proučavanja.“ Univerzitet ili vladine agencije imaju administratore, a takođe i bolnice. Vojni servisi imaju komandire. Ostale institucije govore o izvršnim rukovodiocima i sl. Ovo i pored toga što sve navedene institucije imaju menadžersku funkciju, menadžerski posao i zadatak. Svima njima je potreban menadžment (Babić i Lukic, 2009, str. 15).

Riječ menadžment je posebno nejasna i neodređena za naš jezik i za našu praksu i naučnu misao. Bukvalno prevedena ona znači upravljanje, a ne i rukovođenje koje se kod nas, pored upravljanja odomaćilo. Sam pojam menadžmenta se prevodi kao upravljanje, a upravljanje predstavlja sposobnost da se stvari obave preko drugih ljudi. Me-

that management, as a discipline, exists for over 70 years. Generally speaking, management has a multiple meaning. Therefore, it is sometimes equated with what the manager performs within an enterprise or other organizational system, usually referring to a certain type of work or, more precisely, an occupation, similar to those of a carpenter, mechanic, etc. Management is often identified with the management of a company, those who run the company and who are located at the top of its organizational structure. Management is also treated as a defined set of management skills, and even as a career created in the domain of control and management of business operations and its organizational units. Thus, it could be said that the management still remains as an unclear, insufficiently defined term, despite the fact that it is very developed in practice nowadays and that it is one of the crucial elements for coordinated work of several people, which is the basis for the establishment and functioning of all organizations regardless of their type and operation area (Drucker, 1974, p. 5).

Despite of being conceptually vague, management is also ineligible as an expression, according to Peter Drucker: “The word management is a singularly difficult one. It is, in the first place, a specifically American and can hardly be translated into any other language, not even into British English. It denotes a function, but also people who discharge it. It denotes a social position and rank, but also a discipline and field of study. Universities or government agencies have administrators, as have hospitals, armed services have commanders, and other institutions speak of the executives.” Despite the fact that all the above mentioned institutions have a managerial function, job and task management, all of them require management (Babić & Lukic, 2009, p. 15).

The term management is particularly vague and ambiguous in terms of our language, our business practice and our scientific thought. Literally translated, it refers to management as a verb, not to (business operation) governance, which became common occurrence in the region, in addition to the management. The concept of management translates into the aptly named verb, which represents

nađžment se ranije prevodio našom riječi „rukovođenje“, ali ove dvije riječi nisu sinonimi jer rukovođenje je samo jedna od funkcija menadžmenta. Menadžer je neko ko radi sa drugim ljudima i uz njihovu pomoć koordiniše njihovim radnim aktivnostima da bi se ostvarili ciljevi organizacije. Menadžment je vrlo složen i kompleksan fenomen. Može se posmatrati sa različitih aspekata: kao društveni fenomen, kao naučna disciplina, kao vještina i sposobnost, kao posebna upravljačka struktura u organizaciji, kao profesija, kao posebna specijalnost, kao struka i nauka, pa čak i kao umjetnost.

Postoji veliki broj definicija menadžmenta čiji cilj je da se obuhvati cjelina fenomena i lakše razumije njegova suština i značaj, u zavisnosti sa kojeg aspekta se posmatra. Tako o menadžmentu možemo govoriti kao o praksi, procesu, skupu ljudi, vještini, nauci, itd.

Džej Galbrajt (Jay Galbraith) smatra da upravljanje predstavlja usmjeravanje ili navođenje sistema iz početnog ka nekom željenom stanju. Ova definicija ukazuje na svu širinu menadžerske aktivnosti u kojoj se identifikuju tri bitna elementa: početno stanje u kome se sistem nalazi; upravljačka aktivnost koju menadžeri obavljaju; i željeno stanje, cilj kome se teži.

Meri Parker Folet (Mary Parker Follett) – Menadžment predstavlja sposobnost da se stvari obave pomoću i preko drugih ljudi. Ova definicija ukazuje da menadžment ostvaruje organizacione ciljeve angažovanjem drugih ljudi, menadžeri rijetko obavljaju sami sve aktivnosti na ostvarenju ciljeva. Ova definicija ukazuje na glavne karakteristike menadžerskog rada: menadžeri posao obavljaju preko drugih ljudi, neposredni predmet upravljačkog rada su informacije i sredstva za rad, aktivizirajuća komponenta svake organizacije su zaposleni u upravljačkom aparatu, menadžerski rad je po svojoj prirodi intelektualan, mada ima i elemenata fizičkog (Erić, 2000, str. 17-19).

Džejms Stoner (James Arthur Finch Stoner) pod menadžmentom podrazumijeva proces planiranja, organizovanja, vođenja i kontroli-

the ability to perform various actions through other people. Management had been translated into our language as “rukovođenje” or „governance/leadership“ but these two words are not synonymous, since governance is only one of the management functions. A manager is someone who works with other people and jointly coordinates their work activities in order to achieve the goals of an organization. Management is a very complex and complicated phenomenon. It can be viewed from various perspectives: as a social phenomenon, as a scientific discipline, as a skill and ability, as a separate control structure of an organization, as a profession, as a particular profession and science, or even as an art.

There are numerous definitions of management whose objective is to explain the phenomenon in its entirety and to provide easier understanding of its essence and significance, depending on the point of view. Therefore, it is possible to talk about management as a unique practice, process, group of people, skill, science, etc.

Jay Galbraith believes that management is guiding a system from its initial to a desired state. This definition indicates the breadth of managerial activities in which three essential elements are identified: the initial state which the system is located in, the control activity performed by the managers and the desired state, the aim being pursued.

Mary Parker Follett – Management is the ability to perform actions with and through other people. This definition implies that the management achieves organizational goals by engaging others, with managers rarely performing all activities by themselves in order to achieve goals. This definition indicates the main characteristics of managerial work: managers perform actions through other people, with the immediate managerial subjects being information and the means of work, while the activation components of any organization are the employees from its managerial apparatus. Managerial work is of an intellectual nature, although it also contains physical elements (Erić, 2000, p. 17-19).

James Arthur Finch Stoner defined management as the process of planning, organising, leading and controlling the efforts of

sanja posla članova organizacije i korištenja svih raspoloživih sredstava organizacije da se postignu naznačeni ciljevi (Stoner, Freeman & Gilbert, 2002, str. 7).

Prema riječima jednog od najznačajnijih savremenih autora Pitera Drakera (Peter Ferdinand Drucker) menadžment je „slobodna vještina“ i „tehnologija“, jer se bavi djelovanjem i primjenom, ali, takođe, i ljudima i njihovim vrijednostima. Po njemu to je koncept efikasnosti (sposobnost da se stvari rade pravilno, odnosno da se postižu rezultati koji su u skladu sa ulaganjima) i efikasnosti (biranje pravih ciljeva, što je ključ uspjeha svake organizacije).

Proces menadžmenta se sastoji iz pet osnovnih funkcija: (1) planiranje, (2) organizovanje, (3) upravljanje ljudskim resursima ili zapošljavanje (4) uticanje, i (5) kontrolisanje.

Planiranje je funkcija u kojoj se donose odluke o misiji i ciljevima organizacije i određuje kurs akcije neophodan za njihovo ostvarivanje. Organizovanje obuhvata više aktivnosti istovremeno a sve one se svode na pitanje kako donesene odluke pretvoriti u akcije. Upravljanje ljudskim resursima je treća i neizbježna funkcija menadžera koja se odnosi na aktivnosti u domenu zapošljavanja ljudi u organizaciji. Uticanje podrazumijeva odgovarajuće aktivnosti menadžera u pravcu uticanja na ljude kako bi poslovanje preduzeća, ili drugih sistema bilo što uspješnije. Ova funkcija obuhvata tri osnovne komponente i to: motivaciju, vođenje i komunikaciju. Kontrola je funkcija menadžmenta koja mora da omogućiti da sve planirane aktivnosti i rezultati zaista i ostvare.

Često se postavlja pitanje zašto je menadžment značajan za organizacije. Veći dio života provodimo u nekoj organizaciji – bilo da je to koledž, sportski tim, muzička ili pozorišna grupa, religijska ili građanska organizacija, ogranak vojnih formacija ili preduzeće. Neke organizacije, kao vojska ili velike korporacije, imaju veoma formalnu strukturu. Druge, kao na primjer lokalni košarkaški tim, imaju labaviju strukturu. Ali sve organizacije, formalne ili neformalne, su sakupile i drže

organisation members, and of using all other organisational resources to achieve stated organisational goals (Stoner, Freeman & Gilbert, 2002, p. 7).

According to one of the most important contemporary authors - Peter Ferdinand Drucker, management is a “liberal art” and “technology” since it deals with the operation and application, but also with the people and their values. In his opinion, it is the concept of efficiency (the ability to do perform actions properly, that is, to achieve results that are in line with the investment) and effectiveness (selection of adequate goals, which is key to the success of any organization).

The management process consists of five main functions: (1) Planning, (2) Organization, (3) Human resource management or employment, (4) Influencing and (5) Control.

Planning is a function in which decisions are made on the mission and goals of the organization and a course of action necessary to achieve such goals is determined. Organizing includes performing several activities simultaneously which eventually comes down to converting decisions into actions. Human resource management is the third and inevitable managerial function relating to activities in the area of employing people in the organization. Influencing involves appropriate managerial activities towards influencing people in order to improve business operations of a company or other systems. This function includes three basic components: motivation, leadership and communication. The control, as such, is a management function which must ensure that all planned activities and the results are actually achieved.

The question of why management is important for an organization is frequently asked. The majority of our lives is spent within an organization - whether it is a college, sports teams, musical or theater groups, religious or civic organizations, a military formation branch or a company. Some organizations, like an army or large corporations, have a very formal structure. Others, such as the local basketball team, have a looser structure. However, all organizations, whether they are formal or informal,

na okupu grupe ljudi koji uviđaju da postoje koristi od zajedničkog rada ka zajedničkom određenom cilju. Namjera ili cilj su osnovni elementi svake organizacije. Sve organizacije imaju, također, i nekakav program ili metod za ostvarivanje cilja, tj. plana. Nijedna organizacija, ne može biti uspješna bez kakvog – takvog plana o tome šta treba da uradi. Organizacije moraju također da nađu i obezbijede sredstva za postizanje svojih ciljeva.

Menadžment je praksa stalnog i svjesnog modelovanja organizacije. U svim organizacijama postoje ljudi koji su zaduženi da pomognu da se ostvare planirani ciljevi. Te ljude nazivamo menadžeri. Ovi menadžeri – treneri, dirigenti, šefovi prodaje – možda su uočljiviji u pojedinim organizacijama za razliku od drugih, ali bez efektivnog rukovođenja, organizacije mogu da propadnu. Nije bitno da li je organizacija formalna ili neformalna, svi menadžeri imaju istu osnovnu odgovornost: da pomognu ostalim članovima da odrede i postignu seriju ciljeva i zadataka. U okviru ovog procesa menadžeri mogu da određuju ton i da na taj način utiču na stav koji zaposleni imaju prema svom radu. U „Southwest Airlinesu“, na primjer, glavni direktor je pokupio osoblje koje mu je lojalno i koje je predano radu na osnovu tri principa: (1) posao mora da bude zabavan...treba da je kao igra...i da se uživa u njemu; (2) posao je važan...ali se ne smije opteretiti pretjeranom ozbiljnošću; (3) ljudi su važni...svako na svoj način daje svoj doprinos (Ibidem).

U svijetu u kome se organizacije nalaze na svakom mjestu postoje tri bitna razloga zbog kojih ih proučavamo, kao i praksu menadžmenta. U svakom od ovih slučajeva, koji se odnose na prošlost, sadašnjost i budućnost, efekti koje ljudi zajedničkim radom pod vođstvom menadžera postižu kao organizacija mogu biti dalekosežni. Kao prvo, organizacije doprinose kvalitetu današnjeg životnog standarda širom svijeta. Kao drugo, organizacije grade poželjnu budućnost i pomažu pojedincima da učine to isto. Razvijaju se nove prakse i stvaraju novi proizvodi kao rezultat kreativne sile koja se javlja kada ljudi u orga-

are gathered and held together by a group of people who recognize that there is benefit from common work towards a shared specific goal. The intent or purpose are the basic elements of any organization. Likewise, every organization has a program or a method for achieving its goals or plans. No organization can be successful without a plan on what is to be done. Organizations should also search for and provide means for achieving their goals.

Management is a practice of continuous and conscious modeling of an organization. In every organization there are people whose job is to assist in achieving the preset objectives. These people are called managers. Managers - coaches, heads of departments, heads of sales – are perhaps more visible in certain organizations, unlike the others, but without effective leadership, any organization may fail. It is irrelevant whether an organization is formal or informal, all managers share same basic responsibility: to assist other members in establishing and achieving a series of goals and tasks. Within the process, managers can set the pace and thus affect the staff's attitude towards their work. For instance, the CEO of “Southwest Airlines” selected the staff he considered loyal and committed to their work based on the three principles: (1) the work should be fun ... like a game ... and should be enjoyed; (2) the work is important ... but it should not be burdened by excessive seriousness; (3) people are important ... each one contributing in its own way (Ibidem).

In a world where organizations are everywhere, there are three important reasons why organizations and their management practice are being studied. In each of the cases, relating to the past, present and future, effects obtained by the people working together as an organization under the leadership of a manager can be far-reaching. Firstly, organizations contribute to the quality of today's living standards around the world. Secondly, organizations build a desirable future and help individuals to do the same. New practices are developed and new products are created as a result of a creative force that arises when peo-

nizaciji rade zajedno. Kao treće, organizacije pomažu ljudima da se povežu sa prošlošću. Svaki dan koji provedemo radeći s drugima doprinosi istoriji te organizacije, kao i našoj ličnoj istoriji.

Menadžment je specijalnost koja se bavi pitanjima vremena i međuljudskih odnosa onako kako se javljaju u organizacijama. Upravo smo vidjeli kako one utiču na prošlost, sadašnjost i budućnost. Naša predstava o vremenu unutar organizacije sadrži nekoliko elemenata: menadžment je pokušaj da se ostvari željena budućnost, imajući u vidu prošlost i sadašnjost, menadžment se sprovodi u određenom istorijskom periodu i njegov je odraz, menadžment je praksa koja stvara određene posljedice i efekte koji izranjaju tokom vremena.

Menadžment je osnovna aktivnost koja čini onu bitnu razliku u tome koliko dobro neka organizacija služi ljudima koji su pod uticajem njenog djelokruga rada. Od menadžera zavisi, veoma velikim dijelom, koliko će uspješno neka organizacija postići svoje ciljeve, a istovremeno, ispuniti svoje društvene odgovornosti. Ako menadžeri svoj posao valjano odrade, organizacija će, vjerovatno, postići svoje ciljeve. Tema mnogih debata, analiza i zabuna u SAD i u mnogim drugim zemljama jeste menadžerski učinak, tj. koliko dobro menadžeri obavljaju svoj posao. Isto je i sa organizacijskim učinkom, mjerom kojom se određuje koliko dobro organizacije obavljaju svoj posao.

DEFINISANJE LIDERSTVA

Menadžersko liderstvo, odnosno vođstvo može se najlakše definisati kao proces kojim se djelatnost članova grupe usmjerava ka ostvarenju određenih zadataka. Na osnovu prethodne definicije uočavaju se četiri značenja vezana za liderstvo. Prije svega, može se reći da liderstvo podrazumijeva druge ljude, različite radnike ili sljedbenike. Spremnosću da prihvate smjernice i uputstva lidera, članovi grupe omogućavaju da se definiše status lidera, kao i sam proces liderstva. Iz definicije

ple in an organization work together. Thirdly, organizations help people to connect with the past. Each day spent working with others contributes to the history of the organization, as well as to our personal history

Management is a specialty that deals with issues of time and human relationships as they appear in organizations. We have just witnessed how they affect the past, present and future. Our conception of time within an organization includes several elements: Management is an attempt to achieve the desired future, taking into account the past and present; management is conducted within a certain historical period and is a reflection of such period, management is a practice which creates certain consequences and effects that occur through time.

Management is a main activity making a significant difference in how well an organization serves the people who are affected by its scope of services. The manager is largely responsible of how successful an organization is in achieving its goals, while simultaneously fulfilling its social responsibilities. If the managers perform their job properly, the organization will probably achieve its goals. The topic of many debates, analyses and turmoils in the United States and in many other countries is a managerial effect, i.e. how well managers perform their own job. The same is applies to organizational performance, a measure used to determine how well organizations perform their job.

DEFINING LEADERSHIP

Managerial leadership can be defined as the process by which the activity of the group members is directed towards the realization of certain tasks. Based on the above definition four meanings related to leadership can be observed. First of all, it can be said that leadership involves other people, different groups of workers or followers. Through their willingness to accept guidance and direction of leaders, members of the group enable defining the status of leaders, as well as the process of leadership itself. The definition

se može vidjeti i da liderstvo znači nejednaku raspodjelu moći između lidera i članova grupe. Iako članovi grupe nisu bez moći, s obzirom da oni mogu da utiču na aktivnosti grupe na različite načine, ipak, po pravilu, lider ima veću moć. Treći element liderstva jeste sposobnost da se na različite načine koriste različiti oblici moći kako bi se uticalo na ponašanje sljedbenika. Moć uticanja na druge omogućava izdvajanje četvrtog elementa liderstva koji predstavlja kombinaciju prethodna tri elementa. Ovaj element istovremeno potvrđuje da je liderstvo pitanje vrijednosti. Tako se moralno liderstvo tiče onih vrijednosti i zahtjeva koje omogućavaju da sljedbenici budu dobro upoznati sa svim alternativama kako bi u momentu donošenja odluke o ponudi lidera za liderstvo mogli inteligentno da odgovore.

Pokušavajući da utvrde karakterne osobine lidera, brojni istraživači najčešće su koristili dva pristupa. Prema prvom pristupu, istraživači su poredili različite karakterne osobine onih koji su postali lideri sa karakternim osobinama onih koji to nisu. Sa druge strane, drugi pristup podrazumijevao je poređenje karakternih osobina uspješnih lidera sa karakternim osobinama neuspješnih lidera.

Većina studija o karakternim osobinama lidera može se svrstati u prvu grupu. Međutim, nijedna studija nije uspjela da odgovori na pitanje koje su to karakterne osobine po kojima se lideri razlikuju od sljedbenika. Pokazalo se da su lideri kao grupa pametniji, otvoreniji i samopouzdaniji od nelidera (Pollack, 1993). Po pravilu, viši su rastom. Ipak, iako veliki broj ljudi širom svijeta ima ove osobine, većina od njih nikada neće postati lider. S druge strane, mnogi neosporni lideri nemaju te osobine. Tako je Abraham Linkoln npr. bio mrzovoljan i zatvoren, a Napoleon je bio niskog rasta. Međutim, do sada ponuđeni dokazi i rezultati brojnih istraživanja ukazuju na to da ljudi koji postanu lideri ne posjeduju nikakve posebne karakterne osobine na osnovu kojih bi se jasno razlikovali od nelidera.

Kada je u pitanju druga kategorija studija karakternih osobina lidera, neki pokušaji da

implies that leadership means unequal distribution of power between the leaders and members of the group. Although members of the group are not powerless, since they can influence the activities of the group in various ways, as a rule, a leader has more power. The third element of leadership is the ability to utilise different forms of power to influence the behavior of followers. The power to influence others enables extraction of the fourth element of leadership that combines the previous three elements. This element also confirms that leadership is a matter of value. Therefore, moral leadership refers to those values and demands that enable followers to be well aware of all the alternatives so that they would be able to respond adequately and intelligently at the moment of decision making regarding the offer made by leaders.

In their effort to identify the personality traits of leaders, numerous researchers usually used two approaches. The first approach implied that the researchers compare different character traits of those who had become leaders with character traits of those who had not. The second approach involved the comparison of personality traits of successful leaders with personality traits of unsuccessful leaders.

Most studies of personality traits of leaders can be classified into the first group. However, none of the studies succeeded in defining what personality traits distinguish leaders from followers. It turned out that the leaders as a group are smarter, more open and more confident than non-leaders (Pollack, 1993). As a rule, they seem to be taller than the rest. However, although a large number of people around the world share the same features, the majority of them would never live to become leaders. On the other hand, many of the undisputed leaders lack the above qualities. Thus, Abraham Lincoln, for example, was surly and reclusive, while Napoleon was of short stature. However, the evidence obtained to this day and the results of numerous studies suggest that people who eventually become leaders lack particular character traits on the basis of which they could be clearly differentiated from non-leaders.

As for the second category of personality traits of leaders, there were some recent at-

se uporede osobine uspješnih i neuspješnih lidera novijeg su datuma. Jedna studija je otkrila da postoji veza između inteligencije, inicijative i samopouzdanja i visokih menadžerskih nivoa i rezultata (Ibidem). Međutim, ista studija je ustanovila da je sposobnost menadžera da kontroliše, odnosno njegova ili njena sposobnost da koristi kontrolne metode koje odgovaraju određenoj situaciji, drugi najvažniji faktor koji se može dovesti u vezu sa rangom i rezultatima. Većina drugih studija koje su proučavale isti problem ustanovila je da uspješnost liderstva ne zavisi od neke posebne grupe osobina, već od toga koliko osobine lidera odgovaraju zahtjevima situacije.

Često se za liderstvo kaže da ono predstavlja sposobnost da se odluči šta treba da se uradi, a zatim da se ubijede drugi da i oni to isto žele. Liderstvo se definiše i kao sposobnost da se utiče na druge radi ostvarenja ciljeva. Liderstvo podrazumijeva i proces komandovanja i uticanja na aktivnosti članova organizacije“ (Stoner, Freeman & Gilbert, 2002).

Iako se u literaturi može pronaći veliki broj definicija liderstva, postoje određeni zajednički elementi koji su sastavni dio većine definicija:

1. Pod vođstvom se podrazumijeva dinamičan i fleksibilan proces kojim se reguliše odgovarajuće ponašanje,
2. Liderstvo zahtijeva postojanje dvije grupe ljudi, jedne grupe koja vodi (vođe ili lideri) i druge ljudi koji su vođeni (sljedbenici ili podređeni),
3. Liderstvo kreira nejednaku raspodjelu moći, pa lideri imaju više moći od sljedbenika,
4. Liderstvo podrazumijeva postojanje određenih vrijednosti, odnosno uvažavanje moralnih normi – lideri treba da daju primat etici kako u propovijedanju, tako i u ponašanju,
5. Liderstvo ima najmanje tri bitna aspekta: ljude, uticaj i ciljeve. Ono se dešava između ljudi, uključuje korišćenje različitih uticaja i koristi se za ostvarivanje ciljeva.

tempts to compare the characteristics of successful and unsuccessful leaders. One of such studies found a link between intelligence, initiative, self-confidence and high managerial levels and results (Ibidem). However, the same study found that the ability of managers to control, i.e. his or her ability to utilize control methods that correspond to a particular situation, represents the second most important factor that can be correlated with the rank and performance. Most other studies referring to the same issue found that the success of leadership does not depend on any particular group of traits or propertires, but on how leaders' features correspond to requirements of a particular situation.

Leadership is frequently characterised as the ability to decide what needs to be done, and then to persuade others to wish for the same. Leadership is defined as the process of influencing others to work towards the attainment of specific goals. Managerial Leadership is the process of directing and influencing the task related activities of group members (Stoner, Freeman & Gilbert, 2002).

Although the literature provides numerous definitions of leadership, there are certain common elements that are an integral part of most definitions:

1. Leadership implies a dynamic and flexible process governing appropriate behavior.
2. Leadership requires the existence of two groups, a leading group (of leaders) and other people being led (followers or subordinates).
3. Leadership creates an unequal distribution of power, providing more power to leaders than to followers.
4. Leadership implies the existence of certain values, and respect of certain moral norms - leaders should prioritize ethics, both through preaching and behavior.
5. Leadership contains at least three essential aspects: people, impact and objectives. It develops between people, includes the use of various influences and is used for accomplishing goals.

RAZLIKE I SLIČNOSTI IZMEĐU MENADŽERA I LIDERA

Može se reći da je liderstvo veoma složena menadžerska aktivnost koja se odnosi na uticaj na druge ljude da naporno rade na ostvarivanju postavljenih organizacionih ciljeva i zadataka. Ono je dio menadžment procesa koji obuhvata upravljanje kako ljudskim, tako i materijalnim resursima, dok se liderstvo odnosi na aktivnosti iz domena menadžmenta ljudskih resursa.

Menadžeri bi trebalo da posjeduju sklad između tri grupe menadžerskih znanja i vještina, i to: tehničkih, konceptualnih i znanja i vještina iz domena međuljudskih odnosa. Potreban i dovoljan uslov za prerastanje menadžera u lidera jeste briljiranje u pogledu odnosa sa ljudima. Pored toga, lideri po pravilu posjeduju i određena specifična znanja i vještine.

Iako se u praksi pojam lidera i pojam menadžera često koriste kao sinonimi, potrebno je naglasiti da postoje određene razlike između menadžera i lidera.

Za menadžera se može reći da je to osoba koja u poslovnom sistemu upravlja stanjem kakvo jeste. On usredsređen je na kratkoročne ciljeve, delegira i kontroliše. Za menadžera je karakteristično da on djeluje u skladu sa planom, ali i da prihvata ciljeve organizacije. Ima ulogu administratora, a fokusiran je na sistem i strukturu. Menadžer razvija kontrolu i vidi kratkoročnu perspektivu. On se smatra osobom koja pita kako i kada, a oči drži na krajnjem rezultatu. Može se reći da menadžer ima i ulogu imitator, kao i da predstavlja klasičnog poslušnog vojnika. Da bi neko postao menadžer potrebno je da trenira, ali i da se brine o tome gdje je svaki od njegovih radnika.

Sa druge strane, za lidera se može reći da je to osoba koja mijenja postojeće stanje u organizaciji i koja je okrenuta dugoročnim ciljevima. Lider takođe sam postavlja ciljeve i slijedi svoju viziju. Da bi neko bio lider potrebno je da bude fokusiran na ljude, da često pita šta i zašto, kao i da

DIFFERENCES AND SIMILARITIES BETWEEN MANAGERS AND LEADERS

It can be said that leadership represents a very complex managerial activity that relates to influencing others to work hard in order to achieve the preset organizational goals and objectives. It is a part of the management process that includes management of both human and material resources, while leadership relates to activities from the field of human resource management.

Managers should be proficient in the three groups of managerial knowledge and skills: technical, conceptual, and human relations knowledge and skills. One of the necessary conditions for the transformation of a manager into a leader is excellence in terms of relationship with people. In addition, as a rule, leaders possess specific knowledge and skills.

Although the terms „leader“ and „manager“ are often used interchangeably in practice, it should be noted that there are certain differences between managers and leaders.

As for managers, it can be said that they are people who manage the as-is situation in a business system. Managers are focused on short-term goals, delegating and controlling accordingly. They act in accordance with the plan, but also accept the organization's goals. They act as administrators and are focused on the system itself as well as on its structure. Managers develop control and observe a short-term perspective. They are considered as people who ask „how and when“ while keeping their eyes on the end result. It could be said that managers act as imitators, as well as that they represent classical obedient soldiers. In order for someone to become a manager, they would require training, but also to monitor where each of their workers is.

On the other hand, leaders can be described as people who change the existing situation in an organization and who are focused on long-term goals. Likewise, leaders set goals by themselves and follow their own vision. For someone to be a leader, he or she would have to be focused on people, often asking what and why has been done,

inspiriše i ohrabruje ljude oko sebe. Ovakva osoba je inovator koji ima pogled na horizonte i koja vodi svoje sljedbenike na novo mjesto. Za lidere se često kaže da je on sam svoj.

Moglo bi se reći da svakog lidera čine sljedeće četiri stvari.

1. Mora da ima sljedbenike – lider bez sljedbenika je kao vojskovođa bez vojnika.
2. Lidera čine rezultati, a ne popularnost – lideri koji ne stvaraju i nemaju rezultate, ustvari, nisu pravi lideri.
3. Lideri moraju biti primjer drugima – kod lidera postoji efekat ugledanja.
4. Liderstvo je odgovornost, prije svega, a te onda slijedi položaj, titula, privilegije, moć ili novac.

ZAKLJUČAK

Na osnovu podataka koji su prikupljeni u svrhu izrade ovog rada, može se doći do nekoliko zaključaka.

S bzirom da menadžment obuhvata širu aktivnost od liderstva, liderstvo je sastavni, neodvojivi dio menadžmenta, neophodan za efikasno funkcionisanje i poslovanje bilo koje organizacije. Iako postoje određene razlike između menadžera i lidera, pored posjedovanja različitih znanja i vještina, za uspješnog menadžera neophodno je i posjedovanje određenih leaderskih sposobnosti kako bi bio u mogućnosti da utiče na svoje podređene i vodi ih prema postavljenim ciljevima organizacije. Može se slobodno reći da je sposobnost vođenja ljudi važnija od svih drugih sposobnosti koje jedan menadžer treba da ima.

Na osnovu prethodno izvedenih zaključaka, glavna hipoteza koja glasi da: postoje značajne razlike između menadžera i lidera, ali i da je uspjeh menadžera uslovljen posjedovanjem različitih osobina lidera, prihvata se kao istinita.

as well as to inspire and encourage people around him/her. Such person would be considered as an innovator who views the entire horizon and leads his/her followers towards a new location. Leaders are often said to be “living on their own”.

It could be said that all leaders share the following four aspects.

1. Leaders must have followers - a leader without followers is as an army commander without any soldiers.
2. Leaders are formed and made by their results, not by their popularity - leaders who do not produce results are not, in fact, real leaders.
3. Leaders must present an example to others - leaders are characterised by an emulation effect.
4. First and foremost, leadership is a responsibility, follow by other secondary benefits, position, rank, title, privilege, power or money.

CONCLUSION

Based on data collected for the purposes of this study, several conclusions have been derived.

Given that management, as an action, includes broader activity than leadership, leadership represents an integral, inseparable part of management, necessary for an efficient functioning and operation of any organization. Although there are some differences between managers and leaders, in addition to possession of various knowledge and skills necessary for being a successful manager, it is also required to possess certain leadership skills in order to be able to influence the subordinates and to lead them towards the objectives of an organization. It can be stated that the ability to lead people is more important than any other skills a manager should have.

Based on the above findings, the main hypothesis that there are significant differences between managers and leaders, and that the success of a manager is conditioned by their possession of various leadership qualities, is hereby accepted as true.

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