

APPENDIX I: – Table

Table 2.1.2.2. 1 - Characteristics of management functions. 15

Table 2.1.3.1. 1 - Differences between leadership and management. 18

APPENDIX II: – Figures

Figure 2.1.1.2. 1 – Interdependency between Mission, Vision and Values.	8
Figure 2.1.1.2. 2 – Example of Mission, Vision and Values of Vale Moçambique.	9
Figure 2.1.1.3. 1 – Functional Organization Structure.	10
Figure 2.1.1.3. 2 – Projectized Organization structure.	10
Figure 2.1.1.3. 3 – Matrix Organization structure.	11
Figure 2.1.2.2. 1 - Management functions.	13
Figure 2.1.2.3. 1 - Management levels.	16
Figure 4.2. 1 – Overview of coal mine Vale Moçambique.	22
Figure 4.2. 2 – Myself as Infrastructures and Service Manager at Vale Moçambique.	23

Index

Abstract	4
1. Introduction	5
1.1. Purpose of the topic	5
2. Description.....	6
2.1. General Analysis	6
2.1.1. The Organization	6
2.1.2. Management.....	11
2.1.3. Leadership.....	17
2.2. Actualization.....	19
3. Discussion	20
3.1. Pros.....	20
3.2. Cons.....	21
4. General Recommendations	21
4.1. Suggestions	21
4.2. Comments.....	21
5. Conclusion.....	23
6. References:	25

Abstract

Organizing, managing and leading a company, a business, a sports team or even an event requires discipline and certain competencies that pass through the knowledge of the area in which you are involved.

When discussing the leadership there are questions that must be satisfied, such as: who is the person in front of a team or activity; what does the manager do; what does Leadership consist of and where does the Manager perform the Management.

By answering the above questions in the sequence they are formulated, surely it is encompassing the 3 pillars of this discipline.

Following are the answers: the person in front of a group of people or activity is called Manager; the Manager is managing a certain activity carried out by a group of individuals – Leadership; the Leadership consists of an activity of guidance, instructing, monitoring, coaching a group of individuals, a football team or an activity – Management; the Manager perform his activity of management within a company, a shop, a club, an association, a foundation, a football team, a project – Organization.

So, Organization, Management and Leadership are connected because they encompass a single subject: the Management Process.

In this discipline, these 3 concepts are discussed in details to form the unique structure.

Nowadays, the managers and leaders have more focus in how to get a better control of their businesses within organizations. Different authors have been focused on giving the best answers. Without basic knowledge of management it will be difficult to lead an organization and achieve desirable objectives. It is important to gain and have the necessary background in a way to succeed, adopting an ideal leadership style.

Keywords: Organization; Management; Leadership.

1. Introduction

1.1. Purpose of the topic

This discipline is entitled to discuss the meaning of Organization, Management and Leadership.

In today's world, it is unavoidable to address the issue related to these concepts. The secret for success is centered in three main pillars: Organization, Management and Leadership. An enterprise, a government institution, and university, an aviation company, a recreational association and others to function and success on its activity needs to be identified as Organization. This by itself does not guarantee the success; the organization shall be well structured, with mission, vision and values which are the own identification within its activity field. Then, we find the management: the way the organization is driven, the implementation of goal set and values with involvement of all employees focused in one objective. So, this requires a strong, dedicated and expertise manager or leader.

Different authors define Organization in different ways and the key expression is – an organized group of individuals working together to achieve a common goal. That group of individuals must be led by one person to whom his activity is to help others (as a group) to reach the final objective, by creating an efficient methodology of management based in planning, organizing, directing and monitoring or controlling.

According to the site *businessdictionary.com*¹ an “Organization is a social unit of people with a management structure which determines relationship between the members and different activities, and subdivide and allocates roles, responsibilities and authority to perform different tasks”. On the other hand, the site *2012books.lardbucket.org*² describes Management as “the application of planning, organizing, staffing, directing, and controlling functions in the most efficient manner possible to accomplish meaningful organizational objectives”.

Finally, Leadership” is the activity of leading a group of people or an organization or the ability to do this by transmitting information, knowledge and methods to achieve the goals” – the *businessdictionary.com*. Is clearly noted the interconnection of the three main concepts of Management.

The present course is intended to in a general and deeper way discuss and outline the following:

- (1) Definition of Organization in general and from management perspective; the types of organizations; the actual organization models.
- (2) Definition of Management and its functions; understand the skills required at each Management level.
- (3) Definition of Leadership; types of Leadership; difference between leader and manager, and the qualities of leaders.

¹ <http://www.businessdictionary.com/definition/organization.html> retrieved on Jan 10, 2017

² <http://2012books.lardbucket.org/> retrieved on Jan 10, 2017

-
- (4) Summary discussion of Organization, Management and Leadership with suggestions and comments.
 - (5) A final conclusion.

Lastly, a bibliographical reference is presented where the main concepts were researched and/or found for this purpose.

2. Description

2.1. General Analysis

2.1.1. The Organization

2.1.1.1. Concept and definition

The concept of Organization is from long time ago and can be understood as a Group of individuals working together to accomplish desired goals or objectives (profit or non-profit).

The MBA, Carter McNamara (in Management Help), defined Organization “as a group of people intentionally organized to accomplish an overall, common goal or set of goals”.

Attempting to the definition we can find three features:

- a) the structure,
- b) the goal and;
- c) the people.

Mullins, L. (2010)³ refers that “organisations enable objectives to be achieved that could not be achieved by the efforts of individuals on their own.” And a part from the three features “we can add the fourth factor or feature: the management.

An Organization cannot be made by one person. This is supported by Gibson, J.; Ivancevich, J.; Donnelly Jr., J. and Konopaske, R. (2012)⁴, who defended that an organization is consisting of at least two people working together in way to achieve their goals.

Organizations encompass public or government and private (charities or volunteers) sectors.

2.1.1.2. Mission, vision and values of an organization

The organizations adopt the strategy of setting a vision, mission and values in way to accomplish its objectives and get good results on which were created. These are considered as the key guidelines or organization’s strategy planning.

³ Mullins, L. (2010); MANAGEMENT & ORGANISATIONAL BEHAVIOUR; ninth edition; Pearson Education Limited; England; page78.

⁴ Gibson, J.; Ivancevich, J.; Donnelly Jr., J. and Konopaske, R. (2012); Organizations: Behavior, Structure, Processes; Fourteenth Edition; McGraw-Hill; New York; page 28.

Darbi (2012) strongly considered the “mission and vision as a necessary aspect of the process of strategic management for any type of organizations; whether private or public sector, profit or non-profit, multinational or a small, medium and large scale.”

When the organizations have a clear vision transmitted to their employees, as part of their day-to-day work, it helps employees understand the real impact of their work, helping them feel positively about their work in the organization. Make them feel part of the organization life.

- Mission

According to Carpenter, M.; Bauer, T. and Erdogan, B. (2012) “a mission statement communicates the organization’s reason for being, and how it aims to serve its key stakeholders”. In the same approach, Bain & Company guide (2015) states that “a Mission defines the company's business, its objectives and its approach to reach those objectives”. And in short words, the Bailey Group (2015), considers “mission as why a firm is in business”.

Definition: **Mission** is a clear statement which describes the aims or purpose of the organization on how it will achieve its business goal.

The mission statement must be easy to be known and remembered at any time by the employees and customers, as consequence it must be unambiguous, instructive, communicating, tolerating, concise and conducive. (Taiwo, A.; Agwu, M. and Lawal, F. 2015).⁵

For example, I remember when I was working at Vale Moçambique, we were challenged to remember at all time the company mission. The Vale Moçambique’ mission statement is: “Transforming natural resources into prosperity and sustainable development.”

- Vision

Carpenter, M. et al. (2012) states that “A vision statement is a future-oriented declaration of the organization’s purpose and aspirations – *based on that purpose, this is what we want to become*”. It indicates the future position the company desires to achieve.

The International Journal of Business & Management (2016) considers that “vision explains what the firm wants to be in future and the level it wants to attain and is the communication of dream concerning the future that is desired.” Powers (2012) defended that “a well-built vision can help a business to predict future occurrences, prepare for changes and innovations,

⁵ In The International Journal of Business & Management (2016, March), Vision and Mission in Organization: Myth or Heuristic Device?

courageous in facing the future, forecast changes in the demand of customers and boost employee efficiency”.

Definition: Vision is the company statement which states the long-term or end-result activity of the organization.

The Vale Moçambique’ vision statement is: “Be the number one global natural resources company in creating long-term value, with excellence, passion for people and the planet.”

- Values

Organizations also add a values statement which either reaffirms or states outright the organization’s values that might not be evident in the mission or vision statements. (Carpenter, M. et al.; 2012). The organization strategy set up a specific guideline to the goals and values – these measure the success or failure of the adopted strategy in the organization.

Definition: Values are short statements showing the strategy to achieve the mission and vision.

- Interdependency between Mission, Vision and Values

The mission, vision and values are management tools of the planning strategy. It can be combined as follows:

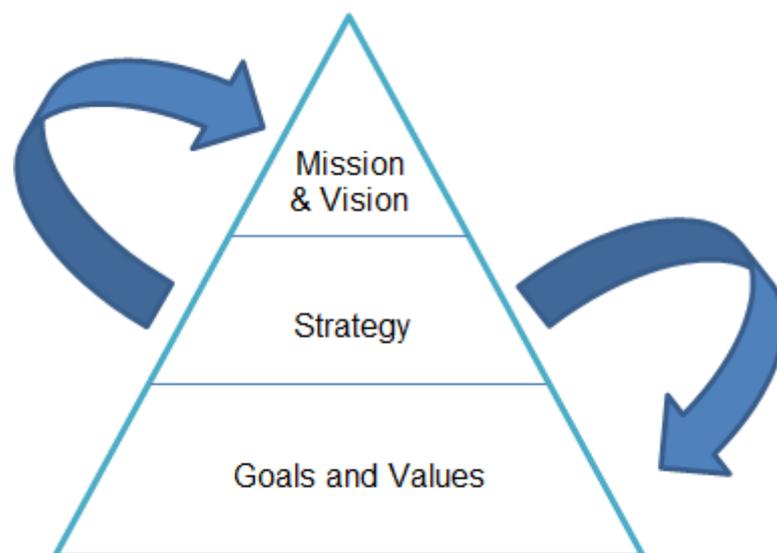


Figure 2.1.1.2. 1 - Interdependency between Mission, Vision and Values.

In multinational companies (Coca-Cola and Vale, for example), mission and vision statements are the guidelines which are supported by goals or values.

Below are the mission, vision and values of Vale Moçambique, a coal mine organization.

Vale Moçambique

Mission

- To transform natural resources into prosperity and sustainable development.

Vision

- To be the number one global natural resources company in creating long term value, through excellence and passion for people and the planet.

Values

- Life matters most.
- Value our people.
- Prize our planet.
- Do what is right.
- Improve together.
- Make it happen.

Figure 2.1.1.2. 2 - Example of Mission, Vision and Values of Vale Moçambique.

2.1.1.3. Types of organization

According to the economist Harold Geneen (1910-1997), every company can present two organization structures: “the **formal** – written on the charts; and the **everyday relationship** between team members in the organization”.

In way to achieve the desired goals, the organizations create or adopt their own organizational structures. In the Project Management perspective, Sabyasachi (2013, May 5) and O., Moises (2009, July 16) mentioned that it can be identified three types of organizational structures, namely:

a) Functional Organizations

The Department manager (finance, purchasing, human resources or other – functional Departments), is a decision maker. So, the project managers are depending on functional managers’ decision. It means, the project managers are project coordinators with limited power of decision on their projects. They keep tracking the status of the projects.

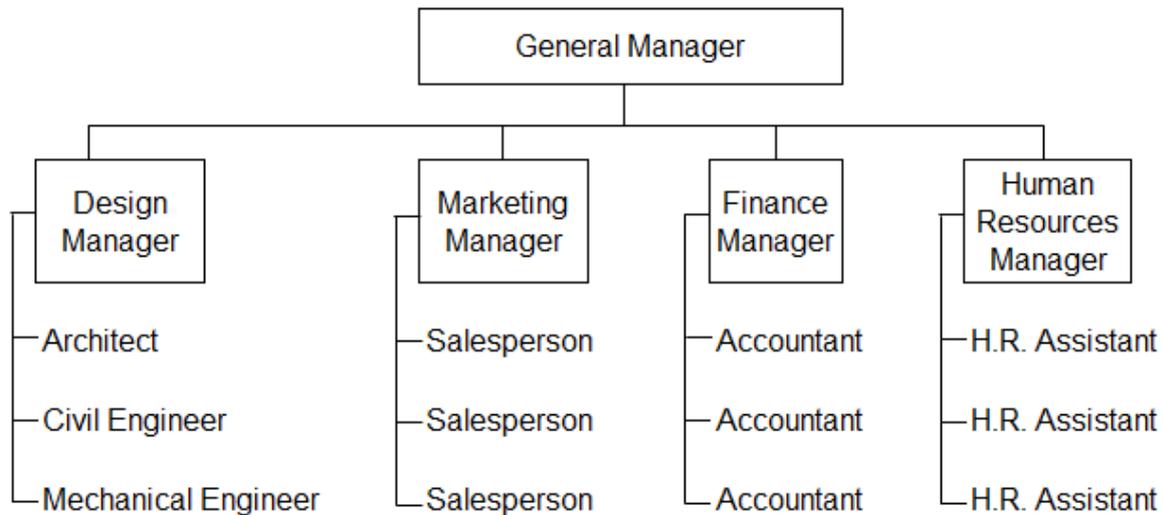


Figure 2.1.1.3. 1 – Functional Organization Structure.

b) Projectized Organizations

This type can be found in consulting companies, where teams are allocated to the projects as they come and so on, The Project Manager takes over to the scope, the budget, the planning and the success or failure of the project. He has more power or level of control.

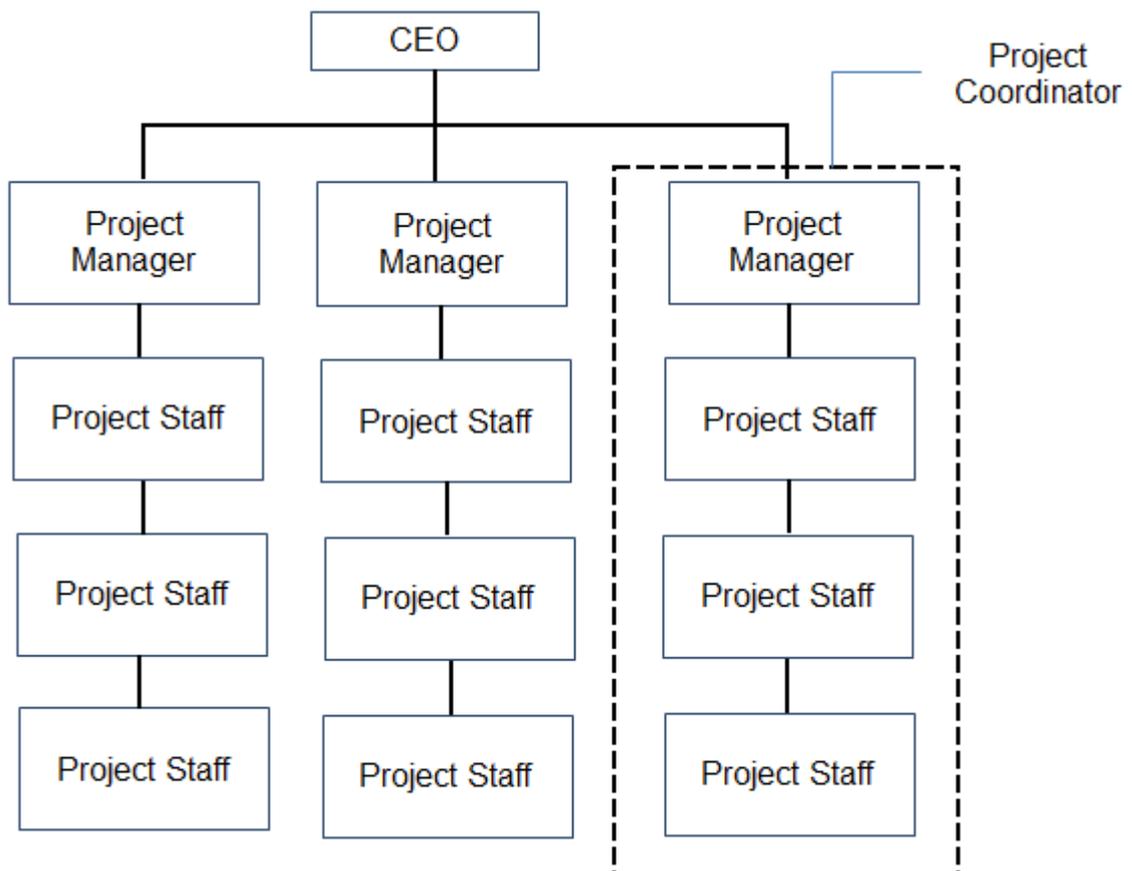


Figure 2.1.1.3. 2 - Projectized Organization structure.

c) Matrix Organizations

This is a combination of functional and projectized organizations. The Project managers exercise authority together with functional managers. The team members can report simultaneously to project manager (for project purposes) and/or to functional manager (for departmental purposes) – duplication of tasks.

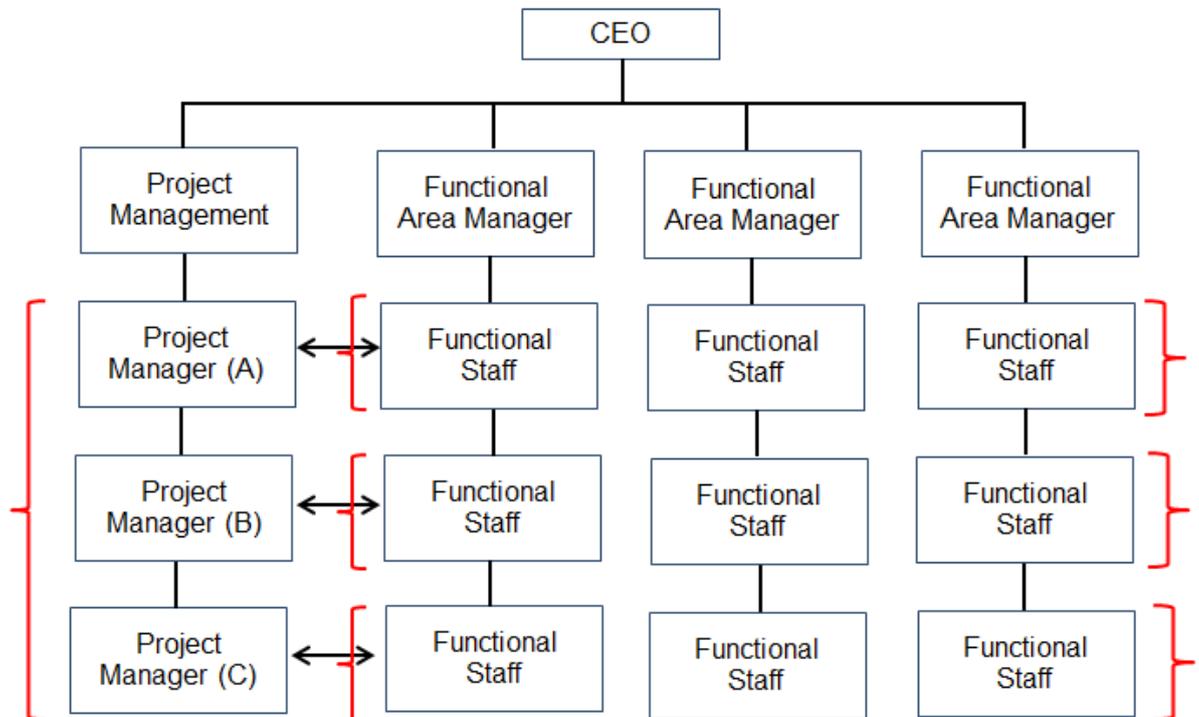


Figure 2.1.1.3. 3 - Matrix Organization structure.

2.1.2. Management

2.1.2.1. Overview and definition

Management is a key activity in the organizations. Managers play important role in the organizations in all areas or departments: Human resources, finance, production, maintenance, accounting and others. Henri Fayol (1841–1925) is considered the icon of management. Fayol was the first who established the five functions of management, namely: Planning, Organizing, Commanding, Coordinating and Controlling. With development of the economics science, the Commanding and Coordinating were combined together and in fact, constitute the Leading. So, actually, the management framework is formed by: **P**-Planning, **O**-Organizing, **L**-Leading and **C**-Controlling (P-O-L-C framework).

Starting from the Longman Business Dictionary, it says that “the activity or skill of directing and controlling the work of a company or organization, or part of it”; and the

Business Dictionary defines Management as “organization and coordination of the activities of a business in order to achieve defined objectives.”

According to George Terry (1877–1955), "Management is a distinct process consisting of planning, organizing, actuating and controlling; utilising in each both science and art, and followed in order to accomplish pre-determined objectives."

In the words of Dalton McFarland (1919–1991), "Management is the process by which managers create, direct, maintain and operate purposive organisations through systematic, coordinated and cooperative human effort".

Frederic Taylor (1856–1915), states that "Management is the art of knowing what you want to do and then seeing that they do it in the best and the cheapest way."

Looking to the three definitions, George Terry attained the century’s modern definition, where he defined **Management** as a “**process**” – a system of conducting certain activity; the management system applied – by “**planning, organizing, actuating or leading and controlling**”; finally, to **achieve the organizations’ objectives or goals**. One more characteristic of management can be added which is the means by which the objectives are accomplished: the “**limited resources**” (man/human, money, material, machine, methods and markets). So, this last management characteristic can be described as efficiency – getting the work or project done with a minimum of resource or effort or wastage.

2.1.2.2. Management functions

All organizations need an expertise and experienced managers. Managers plan the strategies, set out goals, make decisions and solve difficult problems, coordinate and manage limited resources effectively and efficiently to achieve the objectives. This is management. Management can also be considered as an art, science and a profession. It is an art due to the skills, the most required for good management, which are odd to persons. Management is also a science due to it has an organized body of knowledge. And because it is based upon advanced and cultivated knowledge, Management is a profession.

On his administration theory, Fayol set out six functions of organizations’ activities, as follows:

- a) Technical: engineering, production, manufacture, adaptation.
- b) Commercial: buying, selling, exchange.
- c) Financial: the search for optimum use of capital.
- d) Security: protection of assets and personnel.
- e) Accounting: stocktaking, balance sheets, costs, statistics.
- f) Managerial: planning, organising, commanding, coordinating, controlling.

The last function is called Management process or functions and when well-conducted determines the success of managers in the organizations.

Cengage (2010)⁶ in *Introduction to Management*, states that “today most text books have dropped the coordinating function and refer to Fayol’s commanding function as leading. Managers serve their companies well when they plan, organize, led and control.”

According to Gibson, J. et al. (2012, p. 17), the nature of managerial work is, then, to coordinate the work of individuals, groups, and organizations by performing four management functions: planning, organizing, leading and controlling. Also, some managers include some functions as decision making, staffing, coordinating, implementing, and executing. So, the main four functions distinguish the effective manager from ineffective manager:

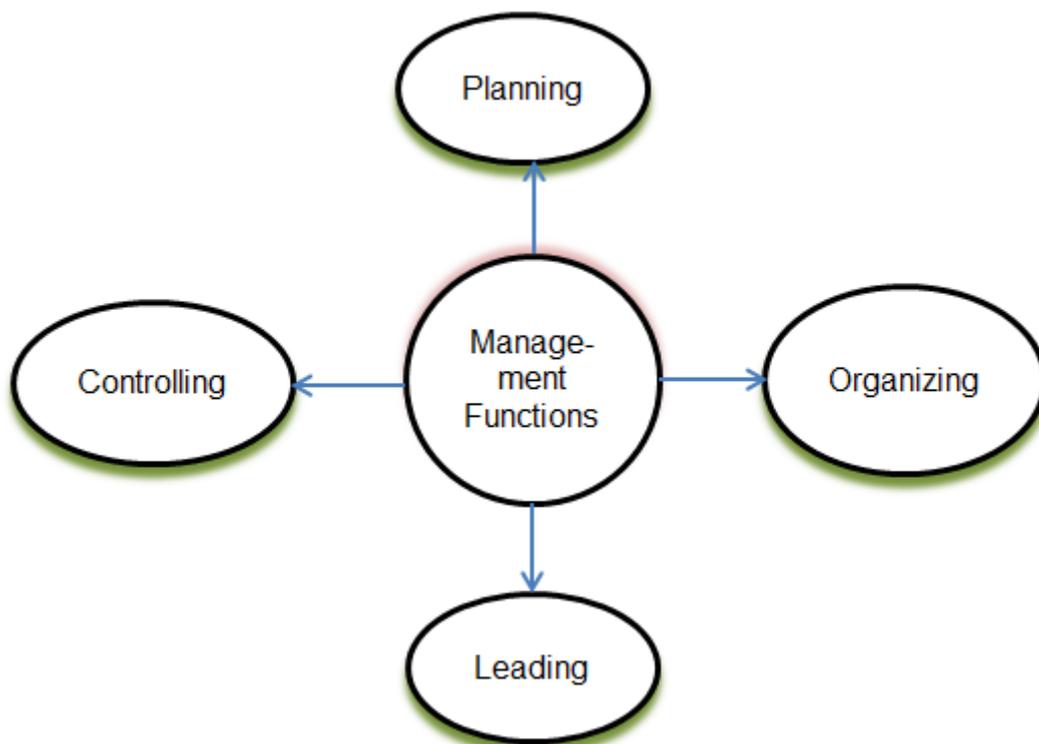


Figure 2.1.2.2. 1 - Management functions.

a) Planning

The planning includes defining the ends to be achieved and determining appropriate means to achieve the defined organizational ends or objectives. It helps an organization to realize its business vision, get things done, show when things cannot get done and why they may not have been done correctly, avoid costly mistakes and set up the resources needed to get things done

⁶ http://www.cengage.com/management/discipline_content/mgmt_demo/0324656521_ch01.pdf
retrieved on Jan 15, 2017

effectively. And once appropriate means are determined, the next managerial function—organizing—must be undertaken. (Gibson, J. et al. 2012, p. 17).

According to Schmitz, A. (2012), there are many types of planning:

- **Strategic planning** (three years or more): long-term analysing competitive opportunities and threats – SWOT (Strengths, Weaknesses, Opportunities and Threats).
- **Tactical planning** (one to three years): intermediate-range to develop relatively concrete and specific means to implement the strategic plan;
- **Operational planning** (less than a year): short-range to develop specific action steps that support the strategic and tactical plans.

b) Organizing

It involves: (1) designing the responsibility and authority of each individual job and (2) determining which of these jobs will be grouped in specific departments creating a structural framework. Its outcome is the organization structure. (Gibson, J.; et al. 2012, p. 17). It includes also, the delegation of authority inside group.

c) Leading

This is the day-to-day of the manager with the individuals and group – personal and interpersonal – where the manager interpersonal skills are more relevant.

Gibson, J. et al. (2012, p. 19) mentioned that “of all the management functions, leading is the most human oriented. The organization’s mission statement provides a starting point for performing this leadership role. But without the ability to use powerful language and metaphors, the executive leader will fail even if she has effective interpersonal skills.”

d) Controlling

It implies establishment of standards of performance, measuring, detecting deviations and corrective measures of the activities to ensure that events conform to plans previously set up.

The activities that constitute controlling include employee selection and placement, materials inspection, performance evaluation, financial statement analysis, and other well-recognized managerial techniques. It involves explicit consideration of effectiveness at all three levels: individual, group, and organizational. (Gibson, J.; et al. 2012, p. 19).

According to Schmitz, A. (2012), the controlling functions should be circular in motion, so all the steps will be repeated periodically until the goal is achieved.

Table 2.1.2.2. 1 - Characteristics of management functions.

Function	Characteristics
Planning	■ Deciding the organizations' objectives.
	■ Formulating the policies and procedures.
	■ Long-term objectives.
Organizing	■ Determination of activities required to achieve goals.
	■ Grouping activities into departments.
	■ Assignment of groups of activities to a manager.
	■ Delegation of authority to carry out activities.
	■ Coordination horizontally and vertically.
Leading	■ Guiding and motivating.
	■ Directing, influencing and motivating employees.
	■ Instruct employees to perform essential tasks.
	■ Influence the behaviour of his subordinates.
	■ Resolution of conflicts at the workplace.
	■ Creating vision for the entire business and providing resources in support of this.
Controlling	■ Establishing standards of performance.
	■ Measuring the actual performance and comparing it against the standard performance.
	■ Detecting deviations, if any, in order to make corrections before it is too late.
	■ Taking appropriate corrective measures.

2.1.2.3. Management levels

All organizations are led by managers, who get the work done by others (the staff) applying scarce resources.

The Cliff Notes⁷ refers that the manager must coordinate the efforts of his department's team members, giving them the material tools needed to accomplish the job well. If the team fails, in the ultimate instance is the manager who shoulders whole responsibility.

Schmitz, A. (2012), defines three levels of management commonly encountered in the organizations: top or executive, middle and front-line or supervisor levels.

a) Top level management

⁷ Study Guides; retrieved from: <https://www.cliffsnotes.com/study-guides/principles-of-management/the-nature-of-management/management-and-organizations> on Jan 10, 2017

It is referred as executive level and includes: the president or CEO – Chief Executive Officer, COO – Chief Operating Officer, CIO – Chief Information Officer, Board of Directors, Chairman, Managing Director, the chief financial officer, the chief marketing officer, and executive vice presidents. The main activity is setting direction: developing the mission, long-range plans, and strategy of a business – *strategic goals*. They also are the representatives of the organization in seminars, dealing with government institutions, in community ceremonies, spokesperson in business and advertisement events.

b) Middle level management

Is the interface between top and front-line levels and its focus is the specific operations, production, or customer groups within a business. In general encompass the project manager, regional manager, production manager, and they responsibility is for developing detailed plans and procedures to implement a firm's strategies – *tactical goals*.

c) Front-line or supervisor level management

This corresponds to the group of leaders who spend most of their time in the organization, coordinating and supervising the activities of operating people who execute or implement the plans assigned by the middle levels. Their role is to motivate the employees, getting their questions answered and solving the daily problems which arise – *operational goals*. The group of this level is composed by Supervisors, foreman, team leaders, and section chief.

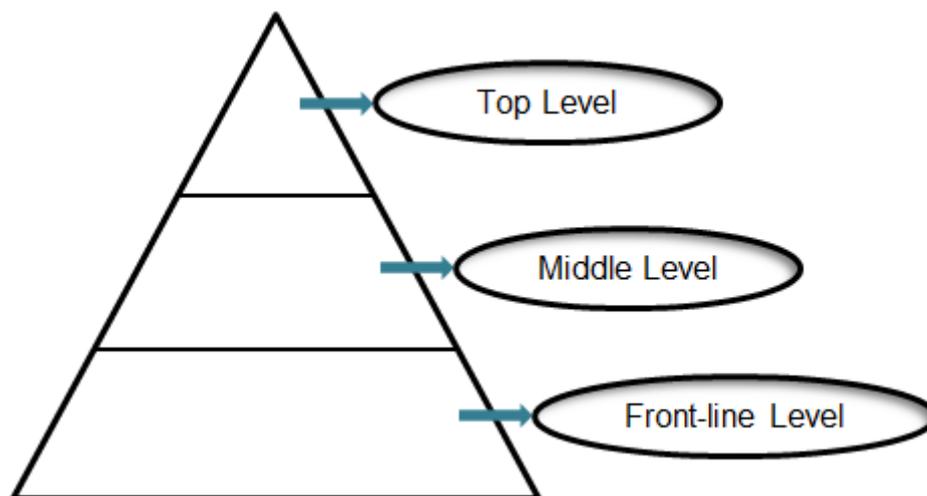


Figure 2.1.2.3. 1 - Management levels.

2.1.2.4. Management principles

The recognized Austrian economist Peter Drucker (1909–2005), on his publication *The Practice of Management*, has identified seven key objectives to the managers of today:

- managing by objectives;
- take risks and allow risks;
- capable to make strategic decisions;
- build an integrated team capable of manage and measure their own performance and results;
- communicate information quickly and clearly, and motivate employees to gain commitment and participation;
- focus on the business as a whole and to integrate their function within it;
- relate the product and industry to the total environment: economic, political and social developments on a world-wide scale.

2.1.3. Leadership

Leadership is the act of influencing others to work toward a goal. (Carpenter, M. et al. 2012)⁸.

The *Business Dictionary* defines *Leadership* as “the activity of leading a group of people or an organization or the ability to do this.”

The University of Minnesota characterizes *Leadership* as a process between two people where both individual’s actions and behaviour affect the other, on which the leader possess personality traits, learned skills and abilities used to effectively guide other in accomplishing goals.

2.1.3.1. Differences between leadership and management

Leadership and management are two different concepts with considerable overlaps.

According to HARVEY-JONES, S. (2004), there are five main characteristics of leadership not found in management: the leader gives direction, provide inspiration, build teams, set an example and be accepted.

Lastly, the University of Minnesota⁹ resumes the differences in the following way: “a good manager is someone who does things right and a leader is someone who does the right thing”.

Below is the summary of leader versus manager as per University of Minnesota:

⁸ In An Introduction to Organizational Behaviour - v. 1.1;

⁹ In https://cyfar.org/ilm_8_6b retrieved on Jan 10, 2017

Table 2.1.3.1. 1 - Differences between leadership and management.

Main Characteristics	Leader	Manager
Team members	Followers	Subordinates
Main focus	Leading people	Managing work
Main horizon	Long-term	Short-term
Seeks	Vision	Objectives
Approach	Sets direction	Plans detail
Decision	Facilitates	Makes
Authority power	Personal charisma	Formal authority
Appeal to	Heart	Head
Dynamic	Proactive	Reactive
Persuasion	Sell	Tell
Style	Transformational	Transactional
Exchange	Excitement for work	Money for work
Main objective	Aim for achievement	Aim for results
Risk and blame	Takes ownership	Minimizes the ownership and blames others
Organization rules	Breaks and build teams and coalitions	Establish rules and procedures
Conflict	Uses	Avoids
Direction	New rules	Existing rules
Truth	Seeks	Establishes
Concern	What is right	Being right
Credit	Gives	Takes

2.1.3.2. Leadership effectiveness

According to Mullins, L.J. (2010, p. 399) in *Management and Organizational Behaviour*, points that “most of managers apply six leadership styles where each one materialize from different components of emotional intelligence, and help build commitment and improve the emotional climate, namely:

- a) Visionary – provides long-term vision;
- b) Coaching – develops people long-term;
- c) Affiliative – creates harmony in work;
- d) Democratic – commitment through consultation;
- e) Pace-setter – pushes to accomplish tasks;
- f) Commanding – demands compliance.

According to Cliffs Notes¹⁰, “manager needs to coordinate the efforts of his department's team members, as well as give them the material tools they need to accomplish the job well. If the team fails, ultimately it is the manager who shoulders the responsibility”.

¹⁰ <https://www.cliffsnotes.com/study-guides/principles-of-management/the-nature-of-management/management-and-organizations> retrieved on Jan 15, 2017

There are four *practical leadership styles* required to actual managers¹¹:

- a) **Transactional Leadership**: consisting in rewarding of the team and sanctions if fail to meet good performance. – Manager always tells his members what to do.
- b) **Transformational Leadership**: leader has ability of motivate his team members through inspirational motivation, intellectual stimulation, individual consideration and idealized influence;
- c) **Situational Leadership**: most characterised by competence (ability and skill of the team) and commitment (willingness of the team to perform the tasks);
- d) **The Leadership Continuum**: mostly characterised by *Tells, Sells, Consults* and *Delegates* according to the experience of the team members.

2.1.3.3. Qualities of Leadership

Three (3) elements are important in leadership:

- a) The leader: personal quality and character (servant and authentic leadership; leading by example);
- b) The situation: variable (not constant); taking the ownership of negative results on behalf of the team.
- c) The team: the members are followers.

Harvey-Jones, S. (2004), sets up seven qualities of leadership:

- a) Enthusiasm;
- b) Integrity;
- c) Toughness;
- d) Fairness;
- e) Warmth;
- f) Humility;
- g) Confidence.

The task need, the individual need and the team need must overlap.

2.2. Actualization

Organization, management and leadership are well linked in all kind of enterprise.

The mission and vision are important mean of strategic management and shall be aligned to the organization core business. It functions as a communication mean between the organization and the customers or market.

Apart from be focused in profits, the organizations must at all-time be worried about the customer expectation and satisfaction. The Management Study Guide¹² emphasises that “it is necessarily required for an organization to interact and communicate with customers on a regular basis to increase customer satisfaction. In these interactions and communications it is required to learn and determine all

¹¹ Free-Management-eBooks, in <http://www.free-management-ebooks.com/dldebk/dlld-leadership.htm> retrieved on Jan 15, 2017

¹² In <http://www.managementstudyguide.com/customer-satisfaction.htm#> retrieved on Jan 17, 2017.

individual customer needs and respond accordingly.” It means that they shall be learning organizations, where the employees are committed with solving problems and adapt to new ideas and changes.

Cost, profits, and financial ratios can provide useful insights into the overall efficiency and effectiveness of any business.

Going to leadership, research indicates that transformational leadership is more strongly correlated with lower turnover rates, higher productivity and higher employee satisfaction. Transformational leaders are relevant to today's workplace because they are flexible and innovative, and are the essence of creating and sustaining competitive advantage. (CliffNotes, Jan 18, 2017).

As a leader, the most important qualities which guide to the success of organization are as follows (About Leaders; July 11, 2013):

- h) Flexible and adaptable;
- i) Excellent communication and interpersonal skills;
- j) Share a clear vision and inspire others;
- k) Positive attitude and enthusiasm;
- l) Integrity;
- m) Competence;
- n) Cool, calm disposition;
- o) Problem solver;
- p) Team builder;
- q) Excellent delegator;
- r) Excellent decision maker.

The success which Mozal has been reached has a great quota on the employees. The company has prepared annually a benefit package (vouchers and recognitions) to gratify all the goals achieved in each period, which contribute to motivate and increase the employee's satisfaction.

3. Discussion

3.1. Pros

An organization with mission, vision and objectives or goals clearly defined and implemented by all team members has more chances to succeed in the market. It is in good position to succeed in the market competition:

- It provides a direction to the organization;
- Serves as problem solving;
- Serves as a communicator mean or tool in all directions – upward, downward and horizontal;

A good management (organization structure, a functional management level and effective chain of command) conduct to better interrelationship among team members and achievement of desired results.

An experienced, competent and talented leader adds more value to the organization by influencing his team. This is what is needed for today's organizations.

3.2. Cons

Any organization with unrealistic mission, vision and values will add no value if:

- Not inviting others (employees) to share in its development;
- The values or objectives are not measurable;
- The goals are not achievable;
- The values do not promote a team work.

Also, organizations need leaders than managers, who:

- Are not effective communicators;
- Do not involve the team members on production improvement;
- Take ownership of everything;
- Look for results.

4. General Recommendations

4.1. Suggestions

As recommendation on this course, I recommend the implementation or put in practical the wealth of this knowledge base about organization, management and leadership.

Enterprises, companies, small business must be created and moulded as organizations with:

- clear organizational objectives;
- clear organization chart and management level.
- a total quality managed:
- customer satisfaction;
- learn and ahead of changes;
- openness to the external environment;
- committed to generate and transfer new knowledge and technology;
- a strong leader with transformational style.

4.2. Comments

Nowadays, with the globalized world, the organizations must present themselves with clear objectives and goals under the risk of failing to achieve the desired success. Clearly, organizations must establish a clear and tangible vision and mission, and be well supported by concrete values. This will enable the organization to operate in the tight business market.

It was common in earlier times, but the truth is that the organizations which followed this standardization succeeded and for a long time continued to operate. Examples are multinational organizations like Coca-Cola, Ford and Toyota. In Mozambique,

Mozal (aluminum Smelter Company), on which I had the privilege of working as an effective employee (Building Maintenance Supervisor) for 4 years, has been highlighted in its performance. It should be noted that Mozal has been considered alternately the largest company and company with the highest turnover in a ranking that evaluates 100 local companies. This success passes through the achievement of the objectives set by the management board of directors, the employees and customer's satisfaction. The quality of end product is crucial for customer satisfaction.

Another organization which deserves to be highlighted, and fortunately I was part of it between 2010 and 2013, is the Brazilian multinational Vale Moçambique that explores mineral coal in the central region of Mozambique.



Figure 4.2. 1 - Overview of coal mine Vale Moçambique.

The other requirement to take in consideration is the type of management adopted by the organizations in way to reach their objectives. The choice of a clear, simple and systematic management contributes to the achievement of objectives.

The open communication, the recognition or reward of employees, letting them being part on production and quality achievement it was noticed at Mozal.

So, in the contemporary era, Organizations requires practical leaders committed with supporting and influence their teams to achieve the organization goals with excellence. That is what I have been involved in during the 10 years of my professional experience.



Figure 4.2. 2 - Myself as Infrastructures and Service Manager at Vale Moçambique.

5. Conclusion

Louis A. Allen, defined organisation as "the process of identification and grouping the work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives".

As organization the principles of management must prevail at all stages: unity of objectives; division of work and specialization; delegation of authority; coordination of activity; efficiency; authority and responsibility – all framed in P-O-L-C framework.

According to Schmitz, A. (2012), there is the need for different types of managers in both the traditional and contemporary views of management; however. Top managers develop the organization's strategy and are steward for its vision and mission. A second set of managers are functional - responsible for the efficiency and effectiveness of an area (accounting, production or marketing). Lastly, the supervisory or team managers who coordinate a subgroup of a certain function or team composed of members in the organization.

During my professional pathway I played important roles and act, led, influenced and made important decisions in different management levels with involvement of my teammates, as:

- Front-line level management at Mozal (Building Maintenance Supervisor)
- Front-line management level at Vale Moçambique (Senior Civil Engineer);
- Middle level management at Vale Moçambique (Infrastructures and Service Manager).
- Front-line level management at Anadarko Corporation (Support Services Supervisor)
- Tender Civil Engineer (CHEC Limited – actual).

One of the most qualities strongly explored in all my roles so far is communication. There are two important virtues in communication: to listen and to respect ideas from others and sell your ideas clearly. Finally, I led my teams by example (developing and supporting others freely, valuing teammates and nurture relationships) and still continuing with humbleness getting more credit from my teammates.

6. References:

Bain & Company guide (2015); Management Tools: Mission and Vision Statements; USA.

Carpenter, M.; Bauer, T.; Erdogan, B; (2012); Management Principles. Creative Commons, USA.

Gibson, J.; Ivancevich, J.; Donnelly Jr., J. and Konopaske, R. (2012); Organizations: Behavior, Structure, Processes; Fourteenth Edition; McGraw-Hill; New York-USA.

Harvey-Jones, S. (2004); The John Adair Handbook of Management and Leadership; Neil Thomas (Thorogood); London.

Heagney, J. (2012); Fundamentals of Project Management – Fourth Edition; AMACON; New York-USA.

Lester, A. (2014); Project Management, Planning, and Control - Managing Engineering, Construction and Manufacturing Projects to PMI, APM and BSI Standards – Sixth Edition; Elsevier; USA.

Mullins, L.J. (2010); Management and Organisational Behaviour; Pearson Education Limited; England.

Phusavat, K. (2013); Productivity Management in an Organization – Measurement and Analysis; ToKnowPress; Bangkok –Thailand.

Schmitz, A. (2012); Modern Management of Small Businesses-v.1.0; Creative Commons; Switzerland.

Publication:

The International Journal Of Business & Management (2016, March); Vision and Mission in Organization: Myth or Heuristic Device?

Websites:

Akrani, G. (2010, June 13); Kalyan City Life - Organisation - Organizational Structure - Organisational Chart; retrieved from: <http://kalyan-city.blogspot.com/2010/06/organisation-organizational-structure.html>.

Cliff Notes (2016) – Management and Organizations; retrieved from: <https://www.cliffsnotes.com/study-guides/principles-of-management/the-nature-of-management/management-and-organizations>.

Free-Management-eBooks (2016) – Leadership; retrieved from <http://www.free-management-ebooks.com/dldebk/dlld-leadership.htm>.

Management Study Guide (2016) - Leadership Basics; retrieved from <http://www.managementstudyguide.com/all-subjects.htm>.

Sabyasachi; (2013, May 5); Types of Organizations: PMP Exam Preparation; researched on website: <https://www.simplilearn.com/types-of-organizations-pmp-exam-preparation-article>.

Selikoff, S. J. (2016, Jul 28); Six Leadership Lessons from Game of Thrones Season Six; retrieved from website <https://pmhut.com/six-leadership-lessons-from-game-of-thrones-season-six>.