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## **Managerial Skills Development: Management Fighting Courses as an Efficient Training Tool**

Tomsk Polytechnic University

Biryuk Dmitry Viktorovich<sup>a</sup>

<sup>a</sup>School of Engineering Entrepreneurship, Tomsk Polytechnic University

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### **Abstract**

The paper is devoted to the study of the mechanism and competencies needed for developing managerial skills through training courses on managerial struggle, which are necessary not only in the field of business and management, but also in other spheres of public life. The technology of these trainings was developed by Vladimir Tarasov. The influence of this technology on the development of necessary skills and abilities, as well as the techniques and stratagems of behavior used during these trainings is described. The ways of their application in practice during real negotiations or in other situations where there is communication between people are examined.

*Keywords:* Management skills, manager, management battle, management mechanisms, negotiations, stratagems;

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### **1. Introduction**

The negotiation process can be observed since childhood. While communicating with parents to achieve the goals (for example, if a child wants parents to buy a new toy), the child uses techniques such as, pressure on pity, tantrum, ear candy. Moreover, parents do not always understand that they are manipulated or controlled. Thus, the mechanisms of the negotiation process accompany us throughout our lives in various spheres: at work, in the family, in relationships, in business, in society as a whole [2]. However, with the advent of the Internet, e-mail and instant messengers, people do not use these mechanisms effectively.

This problem is relevant for business and management. Thus, to achieve the desired results in these fields, especially in business negotiations, it is simply impossible to apply these skills and mechanisms unconsciously and intuitively. You need to know the techniques that allow you to seize and hold the initiative in negotiations, to be able to use them properly and use them at the right time and in the right place, and for this you need practice, that can be obtained with the help of management battle.

### **2. Training courses on management battle**

Training courses on management battle (managerial duel) is a gaming technology developed by Vladimir Tarasov (social technologist, business coach and founder of the Tallinn School of Management). It is based on the negotiations between the participants of the duel who are in a conflict management situation. Before this duel all participants receive the scenario with the description of main characters and the conflict situation is described in details. In addition, every

party to a conflict has its own goals and / or interests that must be achieved during the dual. At the end of the management battle, the highly qualified managers decide on the advantages, successful managerial steps and mistakes made by the players. Participants have a perfect opportunity to learn from the comments done by qualified managers. Thus, they understand in what direction they should develop, what their strengths are, and what their weaknesses are. These battles allow players to improve their "picture of the world" and broaden their mind [1].

There are three types of management fights: the first type is a classical one where every player has five minutes to defend his/her position and to achieve his/her goals. In a classical fighting, there are nine experts and one handler for a team/person who helps the contestants prepare for the fighting, takes a break during the fighting if it is necessary, and objects if the rules are broken. The second type of fighting is an express fighting where there are five experts and each player has only one minute to defend the position, there are no handlers in this type. The third type of fighting is a battle where participants form a team of two people [5]. In addition, as for other fights, an important part of these battles is the audience, because if there are "spectators", the fights have a special intensity and the audience cannot remain indifferent, because these fights reveal the very essence of a person, his/her true volitional powers and moral qualities.

In addition to different types of fights, there are three formats of holding:

- The training format includes training managerial fights and master classes;
- The competitive format involves tournaments;
- The evaluation format involves the use of management fights to evaluate staff and candidates for managerial positions.

### **3. Mechanism of managerial skills development**

To study the mechanism of managerial skills development, authors have paid their attention to the training format of fights.

To achieve the set purposes in a fight, participants use various techniques and the stratagems developed and described in the books presented by Vladimir Tarasov ("Technology of life: the book for heroes", «The Art of managerial struggle. Technologies of interception and control retention.»)[3, 4]. These stratagems are small parables (for instance, "Deceive the Emperor so that he would cross the sea", "Lock the thief to catch the thief", "Return the gift back" and others). These parables reveal the basic principles and concepts of Tarasov's social values such as the picture of the world, the structure of behavior, the area of immediate development and others. Taking these values and using the stratagems described in the book in practice while participating in management fights, participants learn them understanding when and what techniques to use and perfect their skills until it becomes second nature. Participants get the skills of creating their own techniques for the preparation for negotiations, the prediction of the opponent's behavior and the vision of behavior stereotypes.

During the study of the mechanism of management skills development, comments of regular participants of management fights in Tomsk (members of Tomsk Club of Management Fighting) on their development and progress have been analyzed. It turned out that the regular participants of the fights managed to develop skills of negotiations and interaction with the opponent, to understand that any negotiations should end with an agreement and lead to the development of further relations. In addition, it was noticed the development of the following skills and abilities:

- Critical thinking;
- Complex problem solving;
- Interaction with people;
- Ability to analyze and make decisions;

- Ability to manage people;
- Flexibility of thinking;
- Negotiation skills.

Thus, the study of the mechanism of managerial skills development shows that this mechanism works effectively and gives its results (the development of necessary competencies, knowledge and skills in management and business). That is why management fights are used not only in training seminars, but also in companies, where they have become an effective way to assess managers at different levels, and a tool for intra-company management.

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