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**Abstract of Diploma Thesis**

**Characteristics of a Successful Manager in a Multilevel  
Organization**

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## **Souhrn**

Tato diplomová práce se zabývá charakteristikou manažerů v multilevel marketingových organizacích. Přehled literatury popisuje teoretické vlastnosti ideálního manažera. Přesněji, tato kapitola se zabývá ideálním manažerem podle teorie z hlediska jeho dovedností a funkcí. Tato kapitola také vysvětluje multilevel marketing z několika úhlů pohledů. Dále jsou zde vysvětleny pojmy podnikatel a podnikání. Definice multilevel marketingového manažera byla provedena na základě narativní výzkumné metody – storytelling. Cílem práce bylo zjistit, jestli se multilevel marketingový manažer liší od teoretického ideálního manažera z hlediska jejich manažerských funkcí a manažerských dovedností. Otázka výzkumu měla za cíl zjistit, jestli rozdíly mezi dvěma typy manažerů jsou zapříčiněny faktem, že multilevel marketingoví manažeři jsou podnikatelé a ne zaměstnanci. Výsledky jsou uvedeny v interpretacích jednotlivých zápisech daných příběhů a v souhrnu těchto interpretací. Na základě interpretací je představena charakteristika multilevel marketingového manažera a je porovnána s teoretickými vlastnostmi ideálního manažera. Byl zjištěn markantní rozdíl mezi multilevel marketingovým manažerem a teoreticky ideálním manažerem z hlediska podnikání. Na druhou stranu, z hlediska manažerských funkcí a dovedností nebyly žádné významné rozdíly zjištěny.

**Klíčová slova:** Management, manažerské dovednosti, motivace, podnikání, multilevel marketing

## **2.1 Aim of the thesis**

- Describe a successful manager in a multilevel marketing organization.
- Distinguish a difference in how a multilevel manager is self-motivated in comparison to the theoretical attributes of an ideal manager.
- Whether the multilevel manager needs the same managerial skillset and functions as the theoretical ideal manager.
- Determine whether main differences come from the fact that multilevel marketing managers are entrepreneurs.

The primary aim of the thesis is to answer the research question, which states:

***“Entrepreneurship plays the main role that puts multilevel marketing manager in a different position in comparison to the theoretical ideal manager.”***

## **2.2. Methodology**

The thesis will consist of a review of the topic of standard literature, which are books, specialized publications, and current literature such as online links and online articles. Theoretical attributes of an ideal manager (TIM) will be defined in literature review as well, specifically, TIM’s skills and functions.

Theoretical part will also explain notions entrepreneur and entrepreneurship and its main characteristics. Multilevel marketing organization will be also explained in the theoretical part.

Main data of the thesis will be largely dependent of interviews with three successful managers in two companies in the same industry, who reached the highest position in their organization. For the research and gathering the data the narrative analysis – storytelling – will be used.

This method was chosen because managers in multilevel marketing organizations do not start as managers but they work their way to it. It is a long time of life period before they get to the highest position. The researched managers are entrepreneurs and every entrepreneur has their own story. The storytelling approach is well-suited method

because it explains *the road* they had to take to become successful. Their stories contain all the aspects that were important to their success.

To the storytelling approach there will be an additional questionnaire to complement the narrative method. The additional questionnaire consists of questions that are based on the characteristic of Theoretical attributes of an ideal manager. The questionnaire will be sent to 20 managers in selected organizations. Those managers are also at high positions. The reason the questionnaire was sent only to twenty managers is because there are only few managers who already reached the high managerial positions.

## **5 Conclusion**

### **Self-motivation**

When comparing the attributes of the theoretical manager with successful multilevel marketing manager we found out, that the two managers do not differ. TIM is motivated mainly with intrinsic motivation in order to reach best performance. After analyzing the narratives and questionnaires it can be said that a successful manager in MLM organization is motivated by the job that he/she does and not only by the material gains the job can give them. According to the narratives not only the managers say they like doing their job, but they also think that that is one of the most crucial key to their success.

### **Managerial skills and functions**

In the practical part, the managerial skills and functions are introduced and explained. According to the transcripts and questionnaire interpretations it is apparent, that even though the MLM managers do not have previous managerial experience, or managerial education, they manage to be successful in their respective companies. But in overall comparison, the TIMs and MLM managers possess same managerial skills and functions. The most significant difference can be seen in time management. TIMs

## Entrepreneurship vs. Employment

Most significant differences in managerial work of successful multilevel marketing managers in comparison to theoretical ideal manager are based on that fact that MLM managers are entrepreneurs. The differences are:

- No experience needed for the start
- Construting the team
- Taking risks
- Difficulties to sustain workers
- Creating persona bonds with co-workers.

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