

Czech University of Life Sciences Prague

Faculty of Economics and Management

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Diploma Thesis

People management - comparison of AIESEC in the Czech Republic and the Netherlands

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Abstract

The thesis deals with the topic of people management in terms of non-profit student organization AIESEC. The thesis compares two cases – entity of the AIESEC in the Czech Republic and AIESEC in the Netherlands. The theoretical background for people management is included in the first part and follows with the comparison. Both researched entities offer similar environment and conditions for research and they were chosen to be compared in descriptive analysis utilizing qualitative and quantitative data from local branches in both countries. The comparison offers a comprehensive overview on the topic of people management in the non-profit environment of global volunteering student organization. The main aim of this thesis is to answer the question what makes a difference in attracting students to participate in the AIESEC in the Czech Republic and the Netherlands. The people management is a very complex system with mutual connections and each entity has own strengths and weaknesses. The findings of the thesis proved that both cases have to learn from each other's people management features.

Keywords: people management, AIESEC, Czech Republic, Netherlands, NGO, organization, volunteering, non-profit organization, leadership

The content of the thesis

This thesis offers a comparison of two entities of organization AIESEC – Czech Republic and the Netherlands. Entities were chosen according to their similarity in terms of size, number of branches, similar conditions at Czech and Dutch universities, and common relations between those entities. All entities of the AIESEC should have similar procedures and follow same regulations. The thesis focuses on people management practise in both entities and compares them with specific examples and cases.

To shortly outline the thesis, in the first part thesis presents the objectives and methodology of entire thesis. The second part puts emphasis on people management and motivation theme in the existing literature. Theoretical outcomes are further applied in the

analytical part. Next part follows with the practical cases when describing two entities of the AIESEC – Czech Republic and the Netherlands. Both entities have a large number of active local branches at the universities throughout the country and one may notice that both are using a different style of people management. This part offers the comprehensive analysis of both cases and describes different aspects and qualities of people management in the organization AIESEC. As a next part, the thesis presents results and discusses them with answering the research question. Lastly, the thesis presents comprehensive conclusion and sums up the whole topic.

The thesis attempts to answer one main research questions: *What makes a difference in people management in the AIESEC in the Czech Republic and the Netherlands?* The thesis has stated hypothesis as follows: The Netherlands is more successful in people management in the organization of AIESEC. The main goal of this thesis is to compare two entities of student organization AIESEC in the Czech Republic and the Netherlands and their people management features. This thesis puts emphasis on the people management features and to determine the main difference between these two entities on a level of local branches. The thesis probes on local branches that are based at the universities and enables students to gather and realize their projects and exchanges that represent the core activity of this organization. The outcome of the thesis is to define the factors that represent differences in people management features and thus, proves that motivational incentives of AIESEC members should be taken into account when setting management style.

The thesis elaborates on people management in the organization. People management is the very wide topic and contains many features and related phenomena. Firstly, it starts with definitions of organization with emphasis put on the no-profit organization and its specifics. The next part of the literature review is dedicated to people management. There is the ability to handle change management, leadership skills, selection interviewing skills, performance management, learning and development skills, conflict management, and finally simple handling of people problems. It is important to mention that right correct management is virtually based on the great mixture of the list of skills and they are mutually bonded.

All categories of people management are applied to the cases of the local committees of the AIESEC in the Czech Republic and AIESEC in the Netherlands in the analytical part of the thesis. The thesis offers comprehensive research with the result that AIESEC in the Netherlands has more successful performance management in the value delivery and leadership skills. However, AIESEC in the Czech Republic is very successful in performance in the realized plans of exchanges and everything related to the job. This entire thesis attempts to answer one

main research questions: What makes a difference in people management in the AIESEC in the Czech Republic and the Netherlands? The thesis has stated hypothesis as follows: The Netherlands is more successful in people management in the organization of AIESEC. The Netherlands surely have better performance management in terms of values, better leadership skills but the Czech entity is very successful in productivity performance and has comparable learning and development techniques and selection interviewing skills. The findings show qualities of Czech and Dutch entity and might help to improve practice in both entities. Czech entity might focus on the structure of leadership bodies at the LC and planning and performance of HR strategies with emphasis put on the value delivery to the members. AIESEC in the Netherlands, on the other hand, may see the space to improve in performance a field of qualitative productivity. The main differences are analysed and discussed above and the hypothesis is verified only partially. People management proves to be a very complex network of qualities which are mutually connected and influences each other.

Even though the AIESEC in the Netherlands is better in attracting students to participate in the student organization, they are not able to maintain better performance in a field of exchanges. They focus rather on leadership skills and learning and development skills within a people management area and they invest in their members. On the other hand, the AIESEC in the Czech Republic is better in performance in exchanges but they lack the focus to their own members. Both entities have similar controlling bodies and institutions ensuring their operation but the Dutch local committees are based on full-time or part-time participation and team leaders dedicate their time to the organization.

The professional contribution of this thesis might be primarily for the AIESEC itself and for other student organizations in general. Members of this organization can reflect findings of this thesis and think about current status and space for improvement. Student organization might benefit from this thesis based on theoretical knowledge about people management and practical application in this case. The thesis opens space for new questions and further research in this field and it is primarily up to AIESEC members what they take from this.

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