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BACHELOR THESIS

Team Management and its application in AIESEC

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Declaration of Integrity

I declare that I have worked on this bachelor thesis called “Team Management and its application in AIESEC” on my own with the usage of only the listed literature and with the help of my supervisor.

In Prague, 31.3.2011

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Acknowledgement

I would like to express my gratitude to my supervisor Ing. Richard Selby, Ph.D. for his help, providing materials and directing my Bachelor Thesis to achieve academic level of my research.

Team Management and its application in AIESEC

Team managemet a jeho aplikace v AIESEC

Summary

This bachelor thesis is focused on the concept of team management. It is divided into two main parts. The first part is theoretical and includes how managers should ideally manage their teams and direct reports. It is put together from selected books that are later listed in the bibliography section. The second part is cross-referenced with the first part and it is based on the author's personal experience. The whole thesis is written in the concept of theory versus practice. The practical part is focused on how theoretical knowledge of team management is applied in AIESEC, concretely at the Local Committee AIESEC ČZU Praha located at the Czech University of Life Sciences in Prague. This way, it shows how members of AIESEC are able to develop leadership and managerial skills and if it is in line with the theoretical studies. The purpose of this thesis is to show if experienced AIESEC members are capable of becoming proper managers.

Key words:

management, team management, managerial skills, experience, AIESEC, leadership, motivation, communication,

Souhrn

Tato bakalářská práce se zabývá konceptem team managementu, neboli vedení lidí. Je rozdělena do dvou hlavních částí. První část je teoretická a obsahuje jak by se měli manažeři správně chovat a vést své týmy a podřízené pracovníky. Tato část je sestavena za pomoci různých vybraných publikací, které jsou jmenovány na konci práce. Druhá část se přímo vztahuje k první a je postavena na autorovo osobních zkušenostech. Celá práce popisuje koncept teorie versus praxe. Praktická část práce se zaměřuje na využití teoretických znalostí ohledně team managementu v AIESEC, konkrétně na pobočce AIESEC ČZU Praha na České Zemědělské Univerzitě v Praze. Tímto způsobem je vidět jak moc nebo málo jsou členi AIESEC schopni učit se a rozvíjet své manažerské dovednosti a jestli se jejich způsob použití liší nebo shoduje s teorií. Účelem této práce je ukázat jestli zkušení členi AIESEC jsou schopni stát se správnými manažery.

Klíčová slova:

management, team management, vedení lidí, vedení týmu, AIESEC, zkušenosti, manažerské dovednosti, komunikace, motivace

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1. Introduction

The aim of this Bachelor Thesis is to study proper ways to manage a team of people and focus on how team management works in AIESEC. Team management is a very broad term of activities. It involves the people that work on a certain project where certain goals need to be kept and completed in time. The team can also be made up of other managers that are managed by a superior employee keeping track on how different divisions of a company are working. Either way, someone needs to look after all the components together and that is the job of a manager.

This topic was chosen because the author has experience in the field of team management from AIESEC. By this thesis she would like to demonstrate it by comparing the theory to practice showing how AIESECers are capable in this area.

2. Objectives of thesis and methodology

The author believes that people who have been in AIESEC and had the chance to lead their own team or a project eventually have much more experience and better knowledge on the subject of team management than other untrained people. This thesis focuses on the comparison between theoretical knowledge and its practical use in AIESEC and determines if it truly is proper or not.

This thesis is divided into two main parts. The first part is a theoretical review of what management is which is gathered from different publications that are mentioned in the back and a seminar from Procter & Gamble. The second part is focused on a more practical view of the topic based on the author's personal experience in AIESEC. By this division the author wants to show the similarities and differences between the two and point out how theory works or does not work in practice in AIESEC.

The author of this Thesis spent a lot of time working in AIESEC and a big part of it was dedicated to people management related issues. She also believes that people management at AIESEC has been implemented pretty well due to personal involvement and proven methodology.

3. Literature overview

This part of the thesis is put together from different publications which focus on the subject of management, for example the Management skills for new managers from Carol W. Ellis and The Team Management Toolkit from Stuart Emmett and others which are listed in the Bibliography. Some web pages were also used and the author's notes from the Procter & Gamble seminar called Secrets of Top managers which occurred on 8th December, 2010. This part is about what a proper manager should focus on to be successful.

3.1. What is team management

Team management is management of a prescribed set of activities by an organized work group in an organization. Team management includes setting goals and priorities, analyzing the group's work methods, and examining the team's decision-making processes^[1].

A team is a group of people working together to achieve a common goal. This group needs to be organized and coordinated to work as effectively as possible in order to help the company prosper. For the team to work at their best, a leader or a manager is needed.

3.2. Defining a manager

The manager is a person who is responsible for his/her team of workers and also for the final results of the team. The manager should work with all of the members of his/her team, should help them be effective and achieve their goals and also care about them and ensure that all the deadlines are kept and no work is done late. The manager's main goal is to *achieve results through others* and to do this properly, the manager actually plays many roles^[2].

As a leader, the manager focuses on the workload and the way the team is working on it. He/she needs to make sure it is on the right track to get to the desired outcome as well as how exactly everything will be achieved. This includes concrete

strategic steps that need to be set at the beginning and also the use of the most effective way possible that can be picked out of many possibilities. The team needs to work effectively on the right things in the right order and it is the managers job to make sure that happens. The manager mostly plans all the work, organizes tasks and structures the work, coordinates staff, handles crises, etc. The team needs to know concrete plans and deadlines as well as who is working on what when cooperation is needed and the workload can be handled correctly. After all, it is the leader who is responsible for the finished work and the reputation of the team^[3].

The manager is usually the person who takes the initiative to determine different ways to solve issues that have to be solved. A plan of how everything will be done is needed in every project including who will do what and how much time they have to do each step. Plans also include set goals that need to be or want to be achieved. Delegation of work to the team members is possible because that is what the team is for. The manager simply makes sure everyone knows what they are supposed to be doing^[4].

Contributing to the team's work is another part of the manager's work. He/she is usually someone who motivates and helps the team to get the work done. The manager can help with different separate tasks but does not have to work on every part of the whole project. He/she mainly helps and motivates so the team achieves its set goals.

Managers can also be viewed as facilitators. They should focus on three main objectives: foster collective effort, manage interpersonal conflicts and build teamwork. This way, the team will actually function as a team and not just a group of people in which everyone works separately on their own work and has no idea what the rest is doing^[4].

Observing what the team does is also important. The manager should pay attention to what is actually happening in the team, if everyone is or is not working properly and if everyone actually understands what they are supposed to be doing. The manager makes sure that people are meeting their objectives and goals, understands what is important, ensures that information overload does not occur. All that is done by simply paying attention to the team in the workplace. When the manager observes the team properly and knows what is going on inside it, it is then easier to manage it^[5].

Innovation is a big part of the work in any area. Any manager should help the

team of people he/she is responsible for with the adaptation if the environment the team works in changes. The team should hold recent trends, determine the needs for any changes and then apply the changes if possible. The changes should help the team, make it better, not worse. This can mean any kind of environmental, technical, tutorial and other types of changes. And again, the manager is the one to provide it to the team, help the team adapt.

As any coach, both in sports and management, the manager should be helpful, caring, empathetic, considerate, sensitive, approachable, open and fair. Simply put, help the team function properly^[2]. The team needs to feel like a team and hold together, help each other whenever possible and support each other within the team itself. If there are some interpersonal conflicts they need to be dealt with. The team needs to feel like a true team and act accordingly.

Of course there are many types of managers, after all, everyone is different and may have a different approach to different things so that also means management. That is why we can know good and bad managers. Some may lack few of the skills mentioned and some may use different techniques overall. Either way, most of the managers today deserve that position, it is only up to them how they manage it.

3.3. Main duties of a manager

A manager should not be just the one telling everyone else what to do in a careless way, but also help the others do their work. Dividing work properly among his/her team and contributing to the work of the team is just the beginning, the manager has to be involved and creative.

3.3.1 Setting goals

Probably the most important thing the manager needs to do is setting goals, future goals. By setting goals in a way that clearly shows what the team is supposed to achieve the team then knows what it is supposed to be working towards^[2]. If the team does not have goals, or at least one goal, the work can easily become random with no meaning at all and that is just a waste of time. When the goal is clear, then determining concrete steps to get there is easier, the work gets divided into separate parts and

becomes easily manageable. Milestones are used frequently and each one is a separate goal itself^[5].

3.3.2. Personal relations

The manager should know the team of people he/she is working with personally. This way the team will not feel like working with a complete stranger and the work should be more pleasant. On the other hand, the manager needs to maintain his/her status and respect so the people working for him don't start to lack their responsibilities just because they think they can get away with it because they're friends^[6]. Moreover, knowing the team better helps achieve goals more effectively. For example, the work can be divided according to what certain people like to do or are good at doing and not just randomly in which case it could lead to all kinds of complications^[2].

3.3.3. Development of team

Developing the team members is also among the things a good manager should focus on. that way the members of the team learn something new throughout their work and they feel that it is worth their time, that they get something out of it. This can be achieved by, for example, giving them a bit more challenging tasks. But the tasks cannot be too difficult, otherwise the workers can easily get stressed out too much. The work should make them work hard enough, do research and challenge their current knowledge so they don't loose interest and get bored easily. But it still doesn't mean that the job of the manager is done, of course he/she needs to be around to help out^[7].

3.4. Communication

Communication is very important in any team no matter what is does. The manager needs to know exactly what the team is doing and the team members need to communicate between each other so they too are informed about what their co-workers are doing and where the works should be headed overall. It is one of the most critical points in management. Without proper communication, the team will just fall apart. There are several ways the manager can communicate with the team: in person, by e-mail or in team or group meetings^[2].

3.4.1. Communication in person

When a manager communicates with his/her team in person and wants the message to be clear, he/she needs to pay attention to the words selected and the way they are received. The words chosen to deliver the message need to correspond with the message. Another important element is the way the words are said, meaning the tone, pitch, and volume of the voice. The body language is another important part of communication in person. The facial expressions, eye movement, and gestures should suit the meaning of the message and be proper to what the manager wants to say in order to get the meaning received correctly.

The combination of the three above provides the effectiveness of the communication and the proper delivery of the message. The usage and kind of these components should be based on the message type that needs to be delivered in the given situation. For example, good news should be presented with a smile and appropriate gestures whereas bad news should be given with a rather sadder or serious face and definitely without any cheering or laughter. The other thing that needs to be taken into account is whether the manager is speaking to someone in private or to a group of people or to someone in front of the whole team. Sensitive information should be done in person and most suitably in private and any general work matter within the whole team.

3.4.2. Communication by email

Communication by email is probably the most used nowadays. It is very simple, the same message can reach many people at the same time and personal contact can be omitted if needed. But again, not everything can be communicated by email. Personal contact is still the best option in many cases.

3.4.3. Meetings

One of the responsibilities of a manager is to run meetings, that is when the whole team gets together. It is the most effective way to communicate with the whole team at the same time but it has to be prepared, announced and run properly.

First of all, a meeting should be announced ahead and then start on time. Even though many people aren't punctual the one who is responsible for the meeting has to be, at least for the moment. A meeting should always have a proper length, purpose and clear objectives. Meetings that are too long or without a purpose are uninteresting for the participants and just waste time. With exact objectives or topic to be discussed at the meeting, which should be announced beforehand, the people attending have a chance and time to prepare for it properly. Another thing is that it should be held only for the people involved in the matter. Having any people extra disrupts the flow of the meeting. A meeting should always have some agenda or flow prepared and that should be followed so the meeting has some kind of order, otherwise it loses its purpose. Meetings should be prepared in a logical, organized manner to be successful. It is very useful for the manager to get feedback from the attendees of the meeting after it finishes. This way the manager can use any comments to improve the next meeting he/she will be organizing^[5].

3.4.3.1. Conducting an effective meeting

When the meeting is in session, it should not be just a load of information dumped on the staff but more of a discussion. Everyone should participate and have a chance to talk about their ideas. Some kind of a general flow of the meeting should be followed.

General start. The meeting should be started with some general information about the purpose of the meeting and the agenda should be introduced. This way everyone knows what it will be about, what to look forward to, what to expect.

Record keeping. To make sure that everything that will be said, solved or made up during the meeting doesn't get lost anywhere, a person who will record the flow of the meeting should be chosen at the beginning. This way, if anyone misses the meeting they can easily read it as well as if anyone wants to come back to whatever was done in the meeting can easily find it again without bothering everyone who attended it. The record can also be used for preparing the next meeting, it can ensure some things not being mentioned again or coming back to some important parts if needed.

“Parking lot”. Different topics or ideas may arise during the meeting and they may not be on the agenda. So, in order not to disturb the meeting, these ideas can be placed into “the parking lot” in order not to be forgotten and may be discussed perhaps at the end of the meeting. It can be in the form of a common spreadsheet or even just Post-it stickers on the wall or table.

Agenda. The agenda should be followed otherwise the meeting loses its purpose or turns into something else. Even though it might be great that other topics get solved or introduced, the original purpose of the meeting is lost if the agenda is not followed. Sometimes it may be a good thing to get something else done, but then another meeting has to be set up in order to discuss the original topic.

Discussion. A discussion should be reached in a meeting, otherwise it just turns into one person talking to the group the whole time and there is no real output. Everyone should participate and the manager should make this happen if the team doesn't talk on their own. This can be achieved by asking an attendee to paraphrase what was just said. It can also show if what was just said was understandable and if everyone was paying attention. Also asking for opinion and what everyone thinks about the subject is a way to start a discussion. The opinions may vary and that happens to be a good thing in a discussion.

Recapitulation. Recapitulating the outcomes or results of the meeting ensures that topics mentioned at the beginning are not forgotten. Next steps should be set up so every attendee knows what they are expected to do, what will happen next and the time of the next meeting can be set.

Feedback. It is good to ask for feedback at the end of each meeting. This ensures that the participants can say what they thought about the meeting and will help to make the next meeting better. It can be either done on the spot or even by email afterwards. It needs to be from everyone to have a clear picture and it is also better to have it anonymous, that way the participants won't be scared to write everything they think and so the feedback is more effective^[2].

3.5. Performance management

To manage the performance of a team effectively basic objectives have to be set at the beginning so everyone has a clear idea of where the work will be headed, how it will be done and how they will know they have made it.

Well-written objectives follow the SMART format^[2]. First of all, they should be specific. All the goals and milestones of the work need to be stated very clearly so everyone will know exactly what needs to be achieved. The objectives also need to be measurable. It needs to be set how results will be gathered and evaluated, considering that all milestones must have exact outcomes set beforehand, so that later everyone knows if they had reached their desirable outcome or not and what it means. Next, they should be attainable. The set objectives and plans have to be in some way realistic, attainable, and appropriate for each individual. Objectives also need to be relevant. Relevancy to the whole project is important, there is no sense in doing something that will not help achieve the desired outcome in the end and also the tasks have to be relevant for the individuals that have them assigned in the sense of given knowledge, skills, experience, internal and external conditions, etc. And last but not least, all the objectives need to be set in a manner that they can be trackable. Larger project may take a lot of time and thus have to be tracked throughout the whole time in order to see how far ahead or behind the plan the project really is. That is why it is good to set milestones with specific numbers for example for every month and at the end of each month it can be easily comparable if they are fulfilled or not^[3].

All the set objectives have to apply to the plan that is done before a given projects starts so everyone knows how they will be evaluated and what they need to do, after that the whole work is measured and tracked to make sure everything is going the way it is supposed to.

3.6. Motivation

Motivation is very important in any team to work as best as it can and it is the job of the manager to ensure it. Firstly, the manager should learn what motivates his team as a whole and the team members separately because not everyone is motivated by

the same thing. If the team is motivated then the work will be done better and in a generally better mood^[8].

When reading different publications we can find out about the types of motivation and how it really works but when thinking about motivation to work then the only thing that really works is self-motivation because nobody can really force someone else to be motivated. You simply cannot come to a person and say “now you are motivated.” It doesn't work that way. However, we can provide an environment in which the team or individual can be motivated to work. In order to provide the right environment, we need to understand what creates motivation in others.

3.6.1. The Motivator-Hygiene Theory

The Motivator-Hygiene Theory is a specific motivation theory designed by Frederick Herzberg specially for the workplace. It says that some job factors lead to satisfaction while others can only prevent dissatisfaction^[2].

3.6.1.1. Hygiene factors

Elements in the workplace that must be present in order for motivation to exist are called hygiene or maintenance factors and based on the M-H Theory.

One of the main factors that influence employees are money. The salaries must be equivalent to those in the same industry in the same geographic area otherwise it is among the first things to cause dissatisfaction. Employees must also feel that their jobs are secure as they can be in the current environment, they need to be without the fear of losing their jobs, their money income, any time soon.

The Working conditions are another crucial part of satisfaction. The workplace must be clean, have windows, or other environmental elements that are typical for the industry. Interpersonal relations are also tied to the environment the employees work in. There must be acceptable levels of interpersonal contact including the absence of threats, ongoing conflict, humiliation, etc. The employees simply need to feel good in their workplace in order to be satisfied and work better.

Policies and administrative practices also affect the workers. For example flexible hours, vacation schedules, dress codes, scheduling, and other practices may affect in both positive or negative ways. If someone has to work long hours and feels like living at work, does not have a proper vacation and needs to wear some kind of silly costume then dissatisfaction is guaranteed. So, these factors need to be controlled suitably in order to eliminate dissatisfaction.

Other important aspects include fringe benefits such as health care, elder care, day care, employee assistance programs, and other typical benefits that will ensure greater satisfaction. These benefits help the employees so that they feel happier. Happier employees work better and more enthusiastically, so in the end the firm benefits from giving benefits to its employees.

These factors will eliminate dissatisfaction, but will not necessarily motivate the workers or team members. It may help workers not to leave because it is comfortable to work in such a place that provides all the above but it does not motivate them to work better and enjoy it at the same time. Other factors are needed to achieve motivation^[2].

3.6.1.2. Motivational factors

The needs of an individual related to his/her achievement of his/her own self-esteem and confidence are called motivational factors. If they are fulfilled, the more the better, the person is usually motivated to work and happy to work at the same time^[8].

It is important for the employee to feel achieved. The work must provide the opportunity to gain a feeling of achievement, it must have some sort of a beginning and an end, or partial ends, so the person working can feel accomplished and have something concrete to look back at to which he/she can relate to. It is also good when the worker feels that he/she got something from the job like training, new skills, etc.^[5].

In order to gain the feeling of achievement, the employee has to have some kind of responsibility. The individual must feel responsible for the work that has been done. Responsibility for the work and certain freedom in decision-making and accountability certainly helps. Also, the employee should be responsible for some work that has a meaning, at least has a meaning to the individual, in order to promote motivation. The

work must have some kind of value and allow personal growth. If the employee is responsible for something meaningless then no feeling of achievement can ever occur.

Recognition of accomplishments is very important because the feeling that others know how much a person has achieved and that he/she is trusted is very motivational for future work and most likely leads to moving forward in a career. This way, the worker feels that he/she is really contributing to the growth of the company and that he/she is appreciated. It is the job of the manager to recognize and appreciate the work of his team and that way motivate them to continue on with the same enthusiasm^[8].

Other important aspects of motivational factors are opportunities for growth and advancement like learning new things and the possibility of promotion. When the employees feel like they are learning something new that is at the same time helping them to get nearer and nearer to a promotion. If someone is working in a dead-end job, he/she will probably not be motivated to work as effectively as they can, but when a promotion is possible it makes most people work better to get it^[7].

As we can see, motivation is very important and it is mostly up to the managers to motivate their teams or at the very least keep them sustainable. It is important to keep in mind that everyone is motivated differently so it is important to know who is motivated by what and use it which also means that something completely different can motivate the manager that what motivates the team itself that is why it is important for the manager to know the team and be actively involved in their work, then it will be much easier.

3.7. Delegation

Delegation is to entrust either a task or some responsibility to another person. Managers entrust to others, to their team, and by that they create opportunities for these individuals to enrich their knowledge or skills for specific tasks. Delegation allows another individual or group to work on a project or task that offers motivation and rewards on its successful completion. It also offers managers the opportunity to grow and develop individuals who can then be recognized as high-level contributors in the

organization^[8].

It is important to remember that different assignments can be delegated in pieces to different people, which would be deviled based on their abilities or that some work can be done better in pairs etc. Also, when delegating, it is important to know if the person it is delegated to is capable of fulfilling the task or in a better case teach the person how to do it, that way the team member learns something new, develops and then works better in the future and perhaps more complicated tasks can be delegated afterwards to this person. Managers who delegate effectively have more direct reports who are more capable and enthusiastic because of their delegation experience^[2].

When the manager delegates, it frees his/her time to work on tasks that cannot be delegated. The work that needs to get done gets done and time is saved. So we can simply say that delegation is the way to achieve results through others. After all, the manager is the one responsible, but this way his/her team contributes to the work, learns something new, feels satisfied, does something meaningful and both sides win whereas if the manager would do all the work on his/her own it would take too long, be too much and the job would become very stressful^[7].

But even delegation has to be done right. The manager should show that he/she has confidence in the team and that he/she is there to help and support the team. This way, the team ends up to be more capable and enthusiastic.

3.7.1. How it's done

Firstly the task needs to be analyzed, the exact scope of the work needs to be clear as well as the outcome, deadline, goals, and who will be responsible for it. To assign right tasks to right people it is essential for the manager to know his/her team personally. That way he/she has a clear idea of what exactly each person is capable of and the division of tasks is much easier in the end. When the right person is chosen, it is important that the manager meets with him/her personally and explains what exactly needs to be done, sets goals, next steps and also specifies why the person was selected which is usually based on their skills and it is good to acknowledge that. After that the manager just tracks the work, the results and has perhaps regular follow-up meeting to

be sure that everything is done the way it is supposed to be done.

3.8. Prioritizing

Knowing how to prioritize and using it properly is very important for any manager. There is always some work that has a certain preference above something else either in the length of the assignment or the due date. But these are things the manager does on his/her own. The important thing to remember is that anything to do with the team itself is almost always more important than other work.

When the manager puts his team above other things at work the the team is more likely to be more satisfied, feel like they are worth it and work better. So the manages has to make time to help the team.

Beside putting the team first, the manager and everyone else should learn how to prioritize. It's not helpful completing tasks as they are received but prioritizing them first into urgent, important and not important. If it is urgent it has to be done right away, important as soon as possible and not important whenever some time is left. If all tasks are divided accordingly then things should get done properly on time^[6].

3.9. Team management sum-up

As we can see above, team management is a combination of many activities and it is up to the manager to do them right in a way most suitable for his/her team.

It is important for the manager to give the work his/her best because properly done work always pays off not only with the boss but also within the team itself. When everything is completed successfully the team is motivated to continue working at their best because the members feel like a part of a winning team or a great team and that encourages motivation for work. To keep up the good work also means to learn continuously and be curious all the time so new ideas can be used. Innovation is the fastest way to get ahead. Keeping track of latest trends and innovations is important as

well as keeping the team updated about everything so they can use it for future work.

Developing a clear vision for the future and planning long-term is important so everyone knows in which direction the work is supposed to be going, what has to be achieved and what can be expected. When there is a specific plan with concrete milestones it can be tracked easily by the manager and when something is done it is clearly visible what should be done next. Also it never hurts to have a plan B ready in case something does not work. Calculating with difference outcomes of different steps can prove to be very helpful and time-saving when the plan doesn't work as it should.

One of the most important things for the team is communication. It ensures that everyone is clear on what they are supposed to be doing and that they are aligned to the same direction. It is up to the manager to get clear messages to the team and hold meetings where the whole team works together, brainstorm or gets new knowledge. The team needs to feel like a team, no one should be left out of anything that concerns him/her or his/her team directly. The information needs to be passed in a very clear way so that no misunderstandings occur.

Motivation of the team is also important. Even though it may be tricky to accomplish it is worth trying and focusing on because motivated workers work better and feel better about their work. The environment has to be friendly and safe as well as they need to feel like their job is worth doing. Otherwise the team will lose interest, feel demotivated and stop working effectively. Learning what motivates each member of the team is very helpful. The work gets divided appropriately according to their skills so it gets done faster. Maintaining good personal relations with the team not only helps in knowing the members better in the work matters but also when the team then feels more comfortable in the workplace overall.

Not everyone can be a manager. Some people can learn it, others are born with certain skills and may need to learn only few. Either way, some basic rules or guidelines should be followed for the sake of the team that is involved. But it is up to any manager to be whatever kind of manager he/she wants to be. After all, everyone's own style that suits them best develops only over time and experience in the field.

4. Team management in AIESEC

This part of the Thesis is focused on how team management is applied in AIESEC. It is based on the author's personal experience of actually managing a team, dealing with team management issues on a regular basis and communicating with other AIESECers not only from The Czech Republic. The author was a team leader and a Vice-president Corporate & Public Relations. Both are considered management positions.

4.1. What is AIESEC

AIESEC is the World's largest student-driven organization. AIESEC is a global, non-political, independent, not-for-profit organization run by students and recent graduates of institutions of higher education. Our members are interested in world issues, leadership and management. As of November 2010, the AIESEC network includes over 50,000 members and over 800,000 alumni in 107 countries and territories around the World. AIESEC is mainly focused on providing a platform for youth leadership development, offers young people the opportunity to be global citizens, to change the world, and to get experience and skills that matter today^[9].

The abbreviation AIESEC originally stood for *Association Internationale des Étudiants en Sciences Économiques et Commerciales* meaning *International Association of Students studying economics and commercial sciences*, but today the acronym is not used so much since the organization has expanded around the world and to all other sciences, so just AIESEC is used without any further explanation. It originally comes from French since AIESEC was founded in France after the Second World War, in 1948. Back then a bunch of university students got together and said that they want to change the world. Since then the AIESEC vision has been peace and fulfilment of humankind's potential.

4.1.1. The AIESEC Way

The AIESEC Way is a concept of how things are done within this organization, how it works on everyday basis. AIESEC does not discriminate on the basis of race, color, gender, sexual orientation, creed, religion, national, ethnic or social origin. AIESEC provides its members with an integrated development experience (The AIESEC Experience) comprised of leadership opportunities, international internships and participation in a global learning environment^[10].

4.1.2. AIESEC values

The AIESEC values provide a common way for the collective leadership of AIESEC to encourage common norms of behavior across our global network.^[9] These can be found in any AIESEC office, booklet, brochure, etc.

Activating Leadership is one of the values. AIESEC leads by example and inspires leadership through its activities and takes full responsibility for developing the leadership potential of its members. In practice, it means that AIESEC gives the opportunities to lead teams and be project managers to its members and by providing these opportunities in the AIESEC environment, the members get this valuable experience before they finish their studies.

Demonstrating Integrity is another one. It means that AIESEC is consistent and transparent in its decisions and actions and fulfills its commitments and conduct itself in a way that is true to its ideals.

Living Diversity is another value and it means that AIESEC seeks to learn from the different ways of life and opinions represented in its multicultural environment and respects and actively encourages the contribution of every individual.

Enjoying Participation is an important one especially for the members. AIESEC creates a dynamic environment by active and enthusiastic participation of individuals. AIESECers enjoy being involved in AIESEC.

Striving for Excellence means that AIESECers aim to deliver the highest quality performance in everything they do. Through creativity and innovation AIESECs seeks

to continuously improve. The majority of AIESECers are proud to be in AIESEC and to be more visible they want to show off with their results so they work hard but at the same time enjoy the work because they are mostly among friends and others that work hard as well.

Acting Sustainably is very important for AIESEC. It says that AIESEC acts in a way that is sustainable for the organization and society. The decisions of AIESECers take into account the needs of future generations. Members and the leading bodies of different Executive boards and management positions change every year or twice a year and true AIESECers don't misuse their positions for their own benefit but for the benefit of the whole organization.

Members of AIESEC are part of an exciting global network. They are able to contribute to societal changes and explore their own vision for a positive impact on society. AIESEC is supported by thousands of partner organizations around the World who look to AIESEC for support of the development of young people and to access top talents through the AIESEC global internship program. AIESEC alumni are leaders within their organizations and communities. They use the experience, skills and inspiration AIESEC has provided them to be agents of positive change within today's society. One of the greatest strengths of AIESEC is the ability to bring together young people and partner organizations from all over the world through internships, conferences and our global learning environment[12].

4.1.3. International Internships

There are four main types of international internships provided by AIESEC for university students and recent graduates (up to 2 years after graduation). Management, Technical, Educational and Development internships. They can be from 6 weeks up to 1,5 years to any of the 107 countries and territories in the World.

4.1.4. Structure of AIESEC

AIESEC International is at the top of the hierarchy which oversee all the member countries on the international level and has its office in Rotterdam, The

Netherlands. Then there are Member Committees in each member country which oversee their own country. And then there are Local Committees at different cities and universities in that country which oversee their city and own projects.

AIESEC International and Member Committees are made up of a President and Vice-presidents. Each Vice-president is responsible for his/her own functional area, for example Finance, Talent management, Public Relations, Corporate Relations, Outgoing Exchange, Incoming Exchange, etc. The functional areas may differ a little bit from county to country, from Committee to Committee. The Local Committees have a Local Committee President, Vice-presidents, team leaders, experienced members, project managers, new members.

Local, National and International offices are managed by students or recent graduates. AIESEC is run by young people, for young people at 1,600 universities around the World. Together, the network manages relationships with well over 4,000 partners, facilitates more than 10,000 exchanges and 10,000 leadership roles, and organizes over 470 conferences each year. With its 60 years of experience and the network built in that time would be impressive for any international company. Simply put, it works.

4.1.5. Language of AIESEC

The official language of AIESEC is English since it is spread all over the World. Official materials, annual reports, booklets, web databases, national elections, international and national conferences and international communication is all in English. Communication on the national and local levels is usually in the native languages.

4.2. AIESEC in The Czech Republic

AIESEC in the Czech Republic is present at 9 universities and has about 330 members. Its Member Committee has its office in Prague. It arranges more than 200 internships each year and now it is aiming to break 400.

Internships are the same all over the world and beside them, each country and

each Local Committee has its own projects. The Czech Republic's national projects include Career Days, tvojekariera.cz, The Most Desired Company, EDISON, My better Myself, Youth to leadership forum and Youth to Business forum. Some may be inspired by projects from other countries, some may inspire others.

The biggest and most prestigious event is Career Days. It is a two-day event where university students and recent graduates can meet with representatives of the biggest companies in the Czech Republic. It includes trainings, panel discussions, interview, etc. It is held at the beginning of March at Hotel Diplomat in Prague. Each year a team of people is selected to prepare it. They are proud project managers of the biggest project in AIESEC Czech Republic. And one person is selected as the manager of the whole thing who needs to make sure everything is prepared the way it should be. Usually, those are different people every year and the Member Committee is involved in the preparations of this project quite a lot.

[Tvojekariera.cz](http://tvojekariera.cz) is an online portal where university students can communicate with companies and companies can search for suitable candidates to hire. EDISON and My Better Myself are projects for high school students to broaden their language skills and knowledge about different universities.

Each project is different and unique in its own way and the people that work on them change mostly every year, new ideas and projects are started almost every year, it is only up to the next generations to keep them running or think of new ones.

4.2.1. Conferences

Different conferences are held throughout AIESEC. There is the International Conference for Member Committees from all over the World, there are many other international conferences held for Executive Board members for example 5 bordering countries, or conferences for Local Committee Presidents from Europe or other parts and many more.

The important ones for AIESEC Czech Republic are national and local conferences. National conferences are held 3 times a year for 4 days each time, local conferences are at the beginning of every semester for about 3 days plus there are

several other national or local meetings and activities.

National conferences are for all the Local Committees in the Czech Republic. They usually have more than 300 people attending, are full of useful training and seminars from AIESECers and representatives of large companies. These are actually really interesting because AIESECers can see how different things work in practice, that the way something is done in AIESEC is easily applicable later on to many jobs. Unfortunately, many of these people don't really know what AIESEC really does and don't expect its members to have so much practical knowledge that sometimes these seminars can get useless and boring. But overall, national conferences are great for learning something new, improving skills and making many friends.

Local conferences are mostly for the new members to get to know AIESEC, introduce everything they can do at their Local Committee and for them to choose which team they would like to start working at. After the local conference where they get the basic knowledge about AIESEC, they are ready to start their term.

4.2.2. Corporate relations

AIESEC Czech Republic has relatively good relations and partnerships with some of the largest companies in Czech republic like Coca-Cola, KPMG, Accenture, Česká Spořitelna and many more. Representatives of these partner companies attend not only the national conferences and Career Days and support projects or come to seminars, but also value AIESEC experience when hiring new employees. Many former AIESEC members get a job at these companies thanks to their AIESEC experience because the employer knows that the knowledge and experience is real. The majority of companies want to hire experienced people. That is why it is difficult for students and recent graduates to find a decent job. AIESEC provides the experience to its members. And not just any experience but already working on the international and national levels. So when university students graduate they have a better chance of finding a job because of the experience they gained during their studies.

4.3. AIESEC ČZU Praha

AIESEC ČZU Praha is located at the Czech University of Life Sciences in Prague and is one of the youngest Committees in the Czech Republic. It was founded in 2001 and has about 40 active members today which means it is also one of the smaller Committees. It sends about 20 students on international internships every year.

The most important partner of AIESEC ČZU Praha is the Czech University of Life Sciences (ČZU), then AB InBev. AIESEC ČZU Praha provides English teachers for the school and specialists for AB InBev.

The Committee has its Executive Board, the leaders of the whole Committee which consist of the Local Committee President and several Vice-presidents where each one is responsible for his/her own functional area which correspond with the MC areas.

Since it is a small Committee, everyone basically knows everyone, many people make life-long friends and it also creates a special team spirit among the members because they are with friends doing something they enjoy.

4.3.1. Team Management at AIESEC ČZU Praha

The Committee is divided into the Executive Board and then separate teams, each team is responsible for a certain area of work or for a certain project and each team has its own manager called a team leader. Team leaders are selected from the active members by the Executive Board.

4.3.1.1. Selection process

Any member that has been actively participating in the work of AIESEC ČZU Praha can apply for a team leader position after one semester by handing in an application form and making a sketch of a plan for his/her team for one semester ahead containing his/her specific goals that he/she would like to achieve. So when someone is applying for a team leader he/she needs to have a clear idea what to work on, how to contribute to the future of the Committee. The person can apply either to an already running project team leader or make up a project of his/her own. All of the projects have

to correspond with The AIESEC Way.

Team leaders are selected for each semester separately. That is to ensure that everyone who is interested in being a team leader gets the opportunity to go for it because providing opportunities for personal growth is what AIESEC is about. But this does not mean that someone cannot be a team leader more than once. If the member is capable enough, trains the team members well and wants to do it, there is no reason not to let him/her do it.

After handing in the application forms, the potential team leaders have to pass so-called assessment centers which are prepared by the Executive Board of the Local Committee. This usually takes a day or two where the potential team leaders go through interviews and different team tasks where they should prove that they are capable of handling a team. They get specially formed case studies to work on together and separate ones.

The case studies range from preparations to problems that can arise within the team. For example someone who would like to lead a Public Relations team can get a case study to prepare a promotion campaign with the goal of the campaign, motto, timeline and list of social media used. Simply put, it is tested if they are aware of everything they will be responsible for and capable of handling it. The candidates will get feedback on what they did and then the Executive Board will choose the most suitable candidates and announce the to the whole Local Committee.

It can happen that for example four team leader positions are open and only four people apply. That has been actually very common at AIESEC ČZU Praha at least for the past 2 years. They will most probably get the position, but they are not told that beforehand and still need to go through the assessment centers. When receiving feedback, the less suitable candidates are told to work on whatever they missed or got wrong, some ideas how to improve are provided and then they are accepted and announced as new team leaders.

As already mentioned, it happens that a team leader may not be a leader-type person and the team falls apart and fails to complete its plan or even with a great team

leader the team may not fulfill its plan. Since AIESEC is about giving the opportunity for the people to get the experience, learn something, develop themselves, they are not extremely punished for these types of mishandles, they won't get fired or thrown out of AIESEC, but they will learn that they might not be capable of being in a leadership position, probably let the others down and not be allowed to do be a team leader again, but they can still stay in AIESEC and help out in other ways that may be more suitable.

4.3.1.2. Preparation for team

When the team leaders are selected, and they usually don't have a previous leadership experience, a special training is prepared for them, again by the Executive Board. There, they finish their team plans for the semester and get help and feedback from more experienced members, they undergo special trainings about how to be a proper team leader with specific case studies and presentations and any knowledge about AIESEC or the functional areas or anything at all that they missed or just don't remember also needs to be delivered. So, they are pumped with knowledge and ready for their new team and one of the greatest experiences in AIESEC.

It happens quite often that the new team leaders don't have the knowledge they should have because they were previously in a specialized team and did not work on everything. Even though each team should go through similar training and seminars, since they are specialized then each team focuses on what they do and even when the seminars are provided the members can miss them due to many reasons. So that is why in order to help them be prepared better and know as much as possible the new team leaders undergo the preparation so their new team members can really recognize their authority.

4.3.1.3. Planning

Each team leader has to prepare a plan for his/her own team for the whole semester. It is best to plan by weeks since the team leaders are students and have to arrange it by their school schedules. So, their main time management and planning will be based on their school schedules and thanks to them the team leader has a good idea

of how much free time he/she will have in that semester and plan accordingly. The team leader should have some kind of an idea what he/she wants to achieve and how much time is needed for each step so planning is just a matter of putting in on paper so it can be tracked and regularly checked more easily.

The project of the team or whatever it will focus on is set by the team leader and any other goals can also be set within the team. This depends on what kind of team it is and what kind of project it will be working on. Some may already have a set timeline of activities and goals that need to be done and some may have the room to alter it or make it up completely by themselves.

So in practice, the team leader makes a plan for the whole team in general and then some goals can be added by the team. The team leader plan also contains when the team will receive which training. Since it is planned by weeks, and the team meets at least once a week, the team leader prepares what knowledge will be delivered which week so it would make sense and start with the basics and things that the team needs to learn right at the beginning and moves to other topics later on. Then later on the team can agree on a specific day and time that suits them all, but the general topics are already set ahead which saves time in the future and when planned properly the team gets the know-how exactly when they need it and special guests can be arranged ahead to be present at some seminars when it is planned ahead like this.

4.3.1.4. The beginning of a team

A team leader can get or choose either a team made up of experienced members or of new members. When he/she gets experienced members there is always a probability that he/she will have someone older and more experienced on the team than the team leader is. It does not happen very often but nonetheless it does. It is the same as in other jobs. If a new boss comes there is a possibility that at least one of his/her direct reports is older than he/she is. It is definitely harder for older people to be okay with such a situation and the team leader needs to deal with it right at the beginning, talk to the person. Changes in teams are always possible. Since AIESECers are often open-minded, this kind of situation just passes by. It happens that someone can join AIESEC later on

in their studies so logically they will be older than someone who joined in the first year, but in AIESEC they will be on the same level, as new members, at least for one semester.

The team starts off with general introduction to AIESEC, the AIESEC values, plans of the Local Committee and the plan of the team itself and of course with some kind of team-building. It is important to know fellow team members, the team needs to hold together, work together, know each other. The team leader has to get to know his team members well enough to divide work among them, help them, lead them. Some team-building activities may include bowling, paint-ball, a trip or any kind of sport. The goal is simply to get to know the team mates better, then the work will be easier.

4.3.1.4. Duties of a team leader

The team leader has many responsibilities during his/her term, such as tracking the members if they are working according to plan, providing them with training and specialized seminars on the topics they need to work on or are interested in and overall facilitating the whole team.

Tracking is very important when managing a team. The team leader needs to know what his team is doing all the time, how well or poorly it is doing in achieving the goals it planned at the beginning, if deadlines are kept and if not know why. It is important for the team leader to track the work of the team, know exactly what his/her team is doing and when, then he/she can manage it better. If the team members need help but are afraid to ask, the team-leader needs to know beforehand and help. The team leader either checks if everything that should be done is done or simply asks the team at one of their team meetings.

The team leader is also responsible for the training and education of his/her team. If they need some special training to be able to work sufficiently and finish what they need to finish, the team leader needs to arrange it. It also has to be on time, if it is arranged to a later date then the knowledge is needed then everything else will get done probably later than planned. The special trainings and seminars should be planned and arranged at the beginning when the team plan is formed so both the team and the person who will deliver the seminar will know about it in time. The team leader can train his

team on his/her own or have someone else do it, the important part is that the team gets the training and has proper knowledge when they need it. It is common for other experienced members or even alumni to give presentations or trainings to other members. The team leader is there to arrange it if he/she cannot do it alone.

It often happens that the team leader just gives out orders of what needs to be done meanwhile he/she should be the one helping the rest. The team needs to feel the support of the team leader. They are usually new to everything so if they need to ask something they should not be afraid to do so. The team leader should be the authority in the team, but also needs to support the team, help out whenever possible, talk to the members to know how they feel, what is bothering them, etc. and at the same time push for results. The balance between the two can be hard to find for many people, but since AIESEC is made up of students the team leader should acknowledge if they need to study for exams or have some trouble at home because most of them won't put AIESEC above everything else. Some AIESECers dedicate everything to AIESEC, but some don't and that needs to be respected as well because there is nothing wrong with that.

4.3.1.5. Communication

Communication in AIESEC is done mainly by email and meetings. Team meetings occur once a week when the whole team gets together, then there can be individual meetings of the team leader with one or two members to work on something together. The meetings are proven to be the most effective since miss-understandings are easily explainable immediately and there is no long waiting for answers. Still, email is the most used because it is simple to use and contact more people at once and get more answers reasonably fast to one place from anywhere. AIESECers actually learn to check their email many times during the day because it is needed and so the email communication becomes faster than one could think. Some very enthusiastic AIESECers may write many emails in one day just within their Local Committee even containing a few sentences that they saw something that can be used or that they had an idea about something else or just plain reminders of deadlines. Some AIESECers are actually quite good spammers. Facebook is also used a lot nowadays because almost

everyone has an account. But it's not used for internal communication, more like for announcements and successes and arrangement of parties.

It is essential for the team to meet every week. In these weekly meetings the team members share what they did or did not do in the past week, what they have planned for the next week and if they need some help with anything. The ones that have the greatest achievements should be acknowledged by the team leader in front of the rest of the team for example a simple congratulations or a treat of some sort. It encourages the team to work and the ones with results feel that their work is worth something to the team and not just meaningless. It is useful to have some training within the meetings if some other time cannot be arranged.

Communication within the team is very important as well as communication outside of the team. Not only does the team need to communicate with the team leader but the rest of the Committee can also know what they are working on. If the team needs help with something larger that they cannot handle by themselves, for example selections or some promotion campaign, they should not be afraid to ask for help and even if they don't need anyone the others should know what is going on outside of their own team.

4.3.1.6. Motivation

As was mentioned before, motivation is tricky. It is the team leader's job to make sure his/her team is motivated otherwise it won't work the way it should. Motivation is the biggest challenge in AIESEC since there is no financial reward for the work that is done and money is one of the biggest motivators for young people. AIESEC is full of people who want to develop their skills, learn something new and have many friends. But sometimes it's not enough, sometimes members feel like they have nothing more to learn there and they leave or they get a paying job and leave just because they are not motivated enough to stay. That is why the people and structures change all the time. But the people that stay need motivation.

Motivational factors at AIESEC ČZU Praha can be divided into two types. One is the Reward and Recognition concept that and the other is the experience gained.

The *Reward and Recognition* concept is based on how much and how well a member does his/her work and by that earns points. These points are awarded by the team leader every week. Whoever has the most points at the end of the semester wins some prize that is provided by the Executive Board. Nothing fancy or expensive, just to show the gratitude. But if someone makes a greater effort and has high results the Executive Board can agree to pay for a his/her conference, internship or a fancy dinner. That depends on how great the results are and also on the financial situation of the Committee.

The greatest motivation in AIESEC is the experience gained. Leadership opportunities, different projects and working in an international environment is not something every student has a chance to do, learn or even try before they graduate. That is why the AIESEC experience is so unique and so many people are in AIESEC.

4.3.1.7. Delegation

Just like in any organization or company, delegation is sometimes needed. Team leaders can delegate some work to their team members, Executive Board members to team leaders or supporters and so on. Since AIESEC is run by students and they need to study and pass exams, they can delegate some tasks to others. It actually happens quite often.

Since every team has its own plan they are working on, some things can be done only by one of the members, some are only for the team leader to do, but the rest can be delegated from one member to another or divided between two members. If a member comes to his team leader that he/she needs to study for a test then the work needs to be delegated to another member of the team and it is up to the team leader to make sure that the person who it is delegated to knows exactly what to do and check it afterwards if it was actually done.

4.3.1.8. Innovation

Beside the internships that have the same concept all around the World, each country and each Local Committee has its own projects. These projects are based just on

the new ideas of the members and their willingness to make them come to life. New team leaders can take either an already running project or make one up on their own and then it is only up to them and the way they manage their team it is successful or not. For example AIESEC ČZU Praha started working on a concept of a 5th type of internships concerned with life sciences.

Beside new projects AIESEC also keeps up with modern trends. Since it is run by students and students usually follow modern trends and mostly technological ones, they also apply them in AIESEC, at least in developed countries.

Beside the international database of internships that is used in all Committees, AIESEC Czech Republic has its own Customer Relationship Manager (CRM) system. Any communication with companies in the Czech Republic is recorded in this CRM system. Whenever someone wants to contact a company, they can easily check if anyone hasn't done it already, which Local Committee it belongs to and what is the relationship with that company. It is online so any Local Committee in the Czech Republic has access to it, members that need to use it get access codes to get in. This is actually very practical and AIESEC Czech Republic is one of the few that uses something like it.

New members will always bring new ideas of what to start doing or how to improve whatever is already being done. Since innovating usually helps and saves time, students working at AIESEC will always seek for ways to make their work easier and use new gadgets at the same time.

Keeping up with modern trends also helps with external communication. For example using the kind of social media that is most used by the target audience. In the case of AIESEC, the target audience are students. Students follow trends, what their friends use they will also use. Facebook is a great example of that. More and more people use it so AIESEC also uses it. It is all about keeping up with the society development.

4.3.2. SWOT analysis of AIESEC ČZU Praha

The Strengths of AIESEC ČZU Praha are that it is part of an international platform and the network it has established throughout the years. Also, the Member Committee of the Czech Republic has a strong base it can build on in the future and good relations with the biggest companies in the Czech Republic. Also, no other organization specializes in the same fields of work as AIESEC so far. Some projects may be similar, but the four types of international internships are unique so far, at least in the Czech Republic. AIESEC ČZU Praha is one of the smaller Committees and that helps with the internal relations, everyone knows everyone, and it maintains its inner spirit which some of the larger Committees have already lost, which is a shame. Another strength is that it is fully run by students that are eager to learn something, to do something new. This way it has the potential to move forward.

The size of the Local Committee can also be viewed as a weakness, because every time someone drops out he/she needs to be replaced and there might not be anyone available. Another weakness is that there is no financial reward. Students that are not supported financially by their parents will not stay in AIESEC for long if they find a job. The fact that it is run by only student can be also seen as a weakness because students need to focus mainly on school so the AIESEC work can get pushed aside.

Great opportunities arise for AIESEC ČZU Praha since it is located in Prague, the capital city of Czech Republic. Also being at the Czech University of Life Sciences is a great opportunity because they have access to students who study different kinds of fields of study. Both can help with new ideas for new projects and potential audience.

The biggest threats for AIESEC ČZU Praha is if someone else starts doing the same things and steal the focus or that students will not want to join anymore or more of them will leave. In that case it would have to get shut down.

5. Conclusions

Being an AIESECer is a real working experience. Since it is mostly focussed on educating the members and providing leadership opportunities really active AIESECers learn quite a lot and are consequently better prepared for management positions because they already have the experience of leading a team of people or working on a project in real life.

Some of the work does actually require a lot of skills and great management abilities but not everyone develops them so quickly or so well, after all they are just students that may not give AIESEC all of their attention. Some of the members are just not motivated enough. But AIESEC is about giving them the opportunity even if they will never grow up to be managers.

Most of the theoretical points mentioned in management books are applied in AIESEC but sometimes not as well as they should be done in practice. That is mostly because AIESECers are just students trying it out and some don't have it in them and some may not give it all of their energy.

AIESECers do learn how to make project timelines and plans. These plans may not be done in some modern program but maybe just on sheets of paper, but everything applies. Goals are set very specific with concrete deadlines, they are tracked and checked by the team leaders and they tend to be realistic. AIESECers also manage communication skills very well. The only major problem that arises quite often is that the members are not motivated enough to work as hard as they are expected to work or even stay. Some young people just have different priorities in life, others leave because there is nothing more they can learn.

To sum up, it is a great experience being in AIESEC and an opportunity to develop practical abilities and gain knowledge and experience that is valuable to any future manager. But it is only up to the individuals to try as hard as they can to make it count or not.

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