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**The Qualities and Characteristics of The
Effective Manager
Case Study: Schlumberger Company**

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Abstract:

Given that managers are responsible for an individual organizational department, any loss of efficiency or productivity could have possibility disastrous implications for business performance overall, because managers have the most direct influence on employees they manage, so they have a vital role to fulfill in all this. However, our researched is essentially based on exposing the qualities and characteristics of the effective manager starting from a problematic that we have formed and the knowledge gained through the academic course, as well focusing on authors previous researches. in this study, we opted for qualitative method followed by an inductive approach, through this project we gathered the data in the Schlumberger company where our research was conducted at the first place and all the same, the information collected through interviews with the employees as well with managers has revealed that the qualities of the effective manager circle around three different themes, the technical managerial skills, conceptual managerial skills and also interpersonal skills and within each theme the specific qualities that answers the best to our problematic ambiguity.

Résumé:

Étant donné que les gestionnaires sont responsables d'un service organisationnel individuel, toute perte d'efficacité ou de productivité pourrait avoir des conséquences désastreuses sur la performance globale de l'entreprise, car les gestionnaires ont l'influence la plus directe sur les employés qu'ils gèrent. Cependant, notre recherche est essentiellement basée sur l'exposition des qualités et des caractéristiques du gestionnaire efficace à partir d'une problématique que nous avons formée et les connaissances acquises à travers le cours académique, ainsi que sur les recherches antérieures des auteurs. Dans cette étude, nous avons opté pour une méthode qualitative suivie d'une approche inductive, à travers ce projet nous avons rassemblé les données dans la société Schlumberger où notre recherche a été menée en premier lieu et tout de même, les informations collectées grâce aux entretiens avec les employés. Avec les managers a révélé que les qualités du manager efficace tournent autour de trois thèmes différents, les compétences managériales techniques, les compétences managériales conceptuelles et aussi les compétences interpersonnelles et dans chaque thème les qualités spécifiques qui répondent le mieux à notre ambiguïté problématique.

ملخص :

بالنظر إلى أن المديرين مسؤولون عن إدارة تنظيمية فردية ، فإن أي فقدان للكفاءة أو الإنتاجية يمكن أن يكون له آثار كارثية على أداء الأعمال بشكل عام ، لأن المديرين لديهم التأثير المباشر الأكبر على الموظفين الذين يديرونهم ، لذلك لديهم دور حيوي للوفاء به في كل هذا . ومع ذلك ، فإن بحثنا يعتمد بشكل أساسي على كشف صفات وخصائص المدير الفعال بدءاً من المشكلة التي شكلناها والمعرفة المكتسبة من خلال الدورة الأكاديمية ، وكذلك التركيز على الأبحاث السابقة للمؤلفين. في هذه الدراسة ، اخترنا طريقة نوعية يتبعها نهج استقرائي ، من خلال هذا المشروع قمنا بجمع البيانات في شركة شلمبرجير حيث تم إجراء بحثنا في المقام الأول وكل ذلك ، المعلومات التي تم جمعها من خلال المقابلات مع الموظفين وكذلك مع المديرين وقد كشفت أن صفات المدير الفعال دائرة حول ثلاثة مواضيع مختلفة ، والمهارات الإدارية الفنية ، ومهارات الإدارة المفاهيمية وأيضاً المهارات الشخصية وداخل كل موضوع الصفات المحددة التي تجيب على أفضل لغموضنا الإشكالي.

List of Acronyms:

NAF	North Africa.
SLB	Schlumberger.
SIS	Software Integrated Solutions.
IT	Information technology.
CEO	chief executive officer.

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Introduction

Management is an organized body of knowledge and is essential to any organization. The development of technology and growth of companies around the world has resulted to an increase of employees, resulting that companies are reaching the stage of complexity, making management the specific need for all institutions to ensure that the ultimate objectives of the company are established and achieved. As stated by Peter Drucker, (1973, 3) *“without the institution there will be no management, but without management there would be only a mob rather than institution.”*

The foundation of a successful company with an effective staff falls in the manager hands, Peter Drucker (1999) proclaims that *“the productivity of work is not the responsibility of the worker, but of the manager.”*

The importance of a good and effective manager in a company should not be underestimated. The success of any company depends on the effectiveness, qualities and characteristics of the managers. Melinda Hill Sineriz (January 31, 2018). Aside from managers, companies also concentrate on the work staff. It is more likely that managers with good characteristics and qualities will be able to motivate their employees in terms of improved work performance, which is crucial for the development of a company. Fair treatment and performance management process aligned to organizational objectives will result in engaged and empowered employees and better business performance.

There are multifold qualities that exist and that managers can possess, but there are also qualities that can be taught. Indicating that certain type of qualities is gained naturally for some individuals while others can be gained by experience or coaching.

One of the most important qualities is excellent communication skill. Maciej Greń. (September 2009). A good manager must be able to communicate effectively with its employees by providing all necessary information and constructive feedback in order to create a communicative working environment. It is essential for a manager to maintain a positive attitude in the workplace in order to motivate its employees. According to Frederick Taylor, stated by Sammi caramela in her article (February 13, 2018) *“rather than scolding employees for every minor mistake, managers should reward workers for increased productivity.”* A

motivational manager is a key factor that influences the employees' productivity. According to Candice Frankovelia (April 28, 2010). Work knowledge is also a basic quality that a manager needs in order to coach and guide his employees effectively. A humble characteristic is also essential for a manager because employees will respect managers who are in touch with their human side and who don't hide behind authority. Thomas Teal (December 1996).

A good manager must possess good leadership skills in order to lead its employees towards the achievement of the company's objectives. Jacob Morgan (JAN 21, 2015) A manager with weak leadership skills will not be able to build trust and will fail to lead its employees to where they need to go. Good managers must also focus on the emotional intelligence by knowing its employees in order to gain an understanding of the people that are following his lead. According to Henry Mintzberg (1973), interpersonal contact between the manager and its employees are one of the most important managerial roles.

In this research project, we aim to determine the qualities and characteristics that the managers need to possess, in order to create a good functioning company.

To seek out some clear answers about this global question that puts a question mark on the qualities and characteristics that any sort of managers must have for the better functioning of the company. A qualitative study has been chosen followed by explanatory analytical approach, and in order to reach the final results we have adopted an inductive methodology focused on the case study of the well-known company SCHLUMBERGER that operates in the oil and gas industry, it is a worldwide company and it has a multiple segment. The core business of Schlumberger is the Software Integrated Solutions (SIS). SIS is an operating unit that provides software, information management, IT infrastructure, and services. SIS enables oil and gas companies to solve tough reservoir challenges with innovative workflows enabled by open collaboration and comprehensive global services. The SIS team envelops the most skilled and smart engineers; however, their working efficiency also falls in their managers' hands.

The main question of this research is what are the qualities and characteristics SIS team managers must possess to create an improved employee work performance within SIS in SCHLUMNERGER?

Two questions are drifted from the problematic question.

Question 1

How does the qualities and characteristics of the SIS team managers impact the employees' work performance within SIS?

Question 2

What are the qualities and characteristics SIS employees expect from their SIS team managers?

Chapter One: Literature Review

Since management began emerging, several subjects and topics of the management science were researched in order to understand and solve the expected and unexpected issues in the human organizations. Michael Armstrong (2008, 19) define management as “... a process which exists to get results by making the best use of the human, financial and material resources available to the organization and to individual managers.” The management role consists of taking decisions and realizing them through people, stating that people are the most important asset to managers (Michael Amstrong, 2008, 39).

Peter Drucker (1986, 6) who studied management talked about the significance and the importance of a good manager in the company. He stated that “*every achievement of management is the achievement of a manager; every failure is the failure of manager.*” He also considers that “*the vision, dedication and integrity of managers determines whether there is a management or mismanagement.*” Peter Drucker (2011, 8) explained the importance of the characteristics of the manager; he specified that “*there is equal stress on the manager’s tasks and on his character.*”

Michael Armstrong, an author and researcher in the Human Resource Management talked about the managerial effectiveness and how it can be improved and developed by experience. He perceived that experience is not enough to the managerial effectiveness because experience is unnecessary way of learning to improve, but is also an imperfect instrument (2008, 17). As mentioned by the historian Froude (2008, 29) “*experience teaches slowly and at the cost of mistakes.*”

Managers have a personal responsibility to ensure that they acquire and develop the skills needed. *Nonetheless* managers need to be guided by other good managers in order to learn and develop inner qualities (MichealAmstrong, 2008, 17).

Michael Armstrong (2008, 29) enumerated fundamental ways of becoming a *better manager*.

1. Managers need to be aware of the company goals, create strategies to achieve those goals, and evaluate if these goals were reached.
2. Managers must achieve the short-term goals, but must also be able to project long-term opportunities or risks for the company.
3. Managers must be able to communicate effectively and must be transparent about what is happening within the company to its staff.
4. Managers must create a trustful atmosphere within the department or organization.
5. Managers have to inform the company goals to its staff and must ensure that the staff achieves these goals. In order to achieve these goals, employees must be provided with guidance and constant feedback and ensure that employees learn from possible mistakes.

Dr. Eugene E. Jennings (1952), the author of the bestselling book anatomy of leadership, researched the characteristics of an effective manager. The research was conducted on 2,700 supervisors selected as most effective in their organizations. The outcome provided a range of qualities, characteristics and behavior that are common to the more successful and effective managers.

1. *Effective managers give clear work instructions through good communication skills and keeping employees constantly updated.*
2. *Effective managers give recognition to their employees for their work and also it encourages them.*
3. *Effective managers take the time to listen to its employees and value their concern or opinions.*
4. *Effective managers behave appropriately are calm and does not lose temper for most of the time.*
5. *Effective managers are confident and self-assured.*

6. *Effective managers have appropriate technical work knowledge in order to be able to coach its employees.*
7. *Effective managers have an understanding towards the difficulties employees might face. Attentive listening and having emotional intelligence demonstrates this characteristic.*
8. *Effective managers have the ability to gain and earn trust from its employees through personal honesty.*
9. *Effective managers are fair and unbiased by avoiding preference.*
10. *Effective managers demand effective work performance from its employees by maintaining consistent standards of performance.*

As necessary as these precedent characteristics, the manager also needs to take a leadership role and needs to work for the best and fair interests of the work group. Michael Armstrong (2008, 217) stated, *“poor performance can result from poor leadership. It is the manager’s responsibility to specify the results expected and the levels of skill and competence required.”* Similarly, managers need to be humble by means of not thinking as better than other workers and overcoming the barriers of authority.

Marcus Buckingham (2005), a British author and business consultant published an article about managing people. His research was conducted by survey questions to over 80,000 managers and in-depth studies of a few top performers. The outcome of the research is that there are many styles of management as there are managers, but there’s one quality that makes the difference between great managers and average managers. Marcus (2005) stated that *“Great managers discover what is unique about each person and then they capitalize it. He also mentioned that “great managers know and value the unique abilities and even the eccentricities of their employees, and they learn how best to integrate them into a coordinated plan of attack”,* meaning that the job of an effective manager is to turn the particular talent of a person into performance.

Rasmus Hougaard, Jacqueline Carter and Vince Brewerton also published an article (2018) about their assessments, surveys, and interviews with thousand leaders. They stated that

employees presently are not satisfied with only a paycheck, bonus, and benefits, they need good human interactions with their managers in order to be motivated, they also need to be recognized for their good work and need to know that they are important assets to their managers and company (JANUARY 29, 2018). From Rob Davies's article (Feb 01, 2018) he mentioned that data from McKinsey & Company shows that when employees are intrinsically motivated, they are 32% more committed and 46% more satisfied with their job and perform 16% better. The 2016 Gallup engagement survey found that 82% of employees see their leaders as fundamentally uninspiring. A few tips were provided in order to become more human managers.

1. Managers need to be personal in their managerial decisions. Bob Chapman, CEO of Barry Wehmiller, a global manufacturing company, stated that every managerial decision has impacted on the employees. Consequently, any managerial decision is taken as a personal matter.
2. Managers need to be self-aware. *"you cannot manage other people unless you manage yourself first."* (Drucker & Wartzman, 2010) When managers understand themselves, he or she will be able to understand his employees.
3. Managers need to be selfless. When a manager possesses the quality of selflessness, he has the tendency of putting his employees' interests before his and considers the long-term benefits of others.
4. Managers need to be compassionate. Compassionate is simply the intention of bringing happiness to others. As a result, employees will feel safe, trusted, loyal and committed.

John P. Kotter, a professor of Leadership at Harvard Business School in Boston, in an article that was adapted from his book *The General Managers* (Free Press, 1982), presented a collection of data about three visits to General Motors. He observed daily routines and documents such as business plans, appointment diaries, and annual reports and conducted interviews with 15 managers. Kotter researched if the personal characteristics of effective general managers vary

in different situations. The outcomes of his research listed remarks and characteristics that the GM’s managers possess (December 1982).

The GM’s managers spend most of their time with many people in addition to their direct subordinates and their bosses. The topics in their discussions are extremely wide. More importantly they are curious and ask a lot of questions. In addition, GMs rarely seem to make “big” decisions and rarely give orders in a traditional sense. However, GM’s executives often attempt to influence others. GMs spend most of their time working long hours.

Adrian Furnham (2012), management expert, consultant and Professor of Psychology at University College London raised the question about the qualities of the talented manager. Adrian defines talent as such *“talent is quite simply, not a psychological concept. Talent implies the possibility of people becoming more than they are.”* He researched (2012, 20) the Silzer and Church (2009) argument that the potential talent is all about something existing only in the realm of possibility. An analysis of talent/high potential managers was conducted at 11 companies. Evidence of six categories of qualities was found.

Table 1: the six categories that came out from analyzing 11 company definitions of talent

<p>Cognitive</p> <ul style="list-style-type: none"> ▪ Breadth of perspective ▪ Judgement ▪ Insightful ▪ Strategic reasoning ▪ Tactical problem solving 	<p>Leadership</p> <ul style="list-style-type: none"> ▪ Competent ▪ Inspiring ▪ Coaches others ▪ Bring out the best in people ▪ influential
<p>Personality</p> <ul style="list-style-type: none"> ▪ Stability ▪ Interpersonal ▪ Emotionally intelligent ▪ Authentic 	<p>Motivation</p> <ul style="list-style-type: none"> ▪ Drive ▪ Aspiration ▪ Engagement ▪ Initiative

<ul style="list-style-type: none"> ▪ Optimistic ▪ Personal maturity ▪ Respect for people ▪ Integrity 	<ul style="list-style-type: none"> ▪ Energetic ▪ Risk-taker ▪ Passion for results ▪ Committed
<p>Learning</p> <ul style="list-style-type: none"> ▪ Adaptability ▪ Versatility ▪ Learning agility ▪ Accepts feedback ▪ Eager to learn ▪ Flexible ▪ Seeks feedback ▪ Learns from mistakes 	<p>Performance</p> <ul style="list-style-type: none"> ▪ Leadership experience ▪ Technical skills ▪ Culture fit ▪ Business knowledge

Adrian Furnham (2012, 31) also defined the psychology of high flyers. He stated that “*a talented individual capable of taking on increasingly senior and more responsible jobs. High flyers’ talent is shown in their ability to adapt, learn fast and cope with complex tasks, whether in the public or private sector.*” He discussed the Coxand Cooper (1988) research about key personal characteristics that were related to success. These key personal characteristics are:

- | | |
|---------------------------------------|-----------------------------------|
| ✓ <i>Determination</i> | ✓ <i>Dedication to the job</i> |
| ✓ <i>Adversity</i> | ✓ <i>Intrinsic motivation</i> |
| ✓ <i>Seizing chances</i> | ✓ <i>Well-organized lifestyle</i> |
| ✓ <i>Achievement oriented</i> | ✓ <i>Problem-solving</i> |
| ✓ <i>Self-confident</i> | ✓ <i>Analytic</i> |
| ✓ <i>Well-integrated value system</i> | ✓ <i>People skills</i> |
| ✓ <i>Effective risk management</i> | ✓ <i>Innovative</i> |

✓ *Clear objectives*

✓ *Competitive*

Adrian Furnham (2012, 32) also mentioned the McCall research about five qualities of importance for executive success also known as end state skills. These qualities were general intelligence, business knowledge, interpersonal skills, commitment and courage.

Juliet Hancock (Sep 28, 2016), a doctor at the University of Edinburgh in Scotland published an article about the manager's values and how they can impact the employees and organization. Juliet stated that values are the concrete structure of everything we do, they orientated our choices and decisions and helped to explain our feelings and emotions. She discussed (2016,1) that *"having an understanding of values and their impact will give you an essential tool for getting the best from yourself and those you work with."* Managers should consider values as an important asset because values furnish motivation, drive, the energy to get things done and empower passion and emotion (Juliet Hancock, 2016, 3). Simultaneously, effective managers should be aware of other people's values, because it helps understand their motivation and actions.

When managers are aware of their values and of the people around them, it reflects on the way they behave and interact with their staff. Juliet Hancock (2016, 8) considered that *"if all managers fundamentally believe their people are the most important part of getting a job done well, then their people will reflect that importance through the delivery of their work. This will directly impact the customer/stakeholder experience."*

Robert Katz (1955,1) stated that a manager must possess three different skill sets, which are technical skills, human skills and conceptual skills. The technical skills are related to the manager's specific field of expertise and knowledge developed by experience. The human skills are related with the manager's personality behavior and interactions with others. Managers who have the strategic vision retain the conceptual skills. Katz (1955,1) stated that *"these skills are related to an individual's ability to think beyond the task at hand. These skills are the ability to picture how a new product will impact a company's position in the market."*

Manmohan Joshi (2015,21) stated that employees should be informed about the expected qualities of managers, in order to understand the managerial work. Manmohan classified these qualities in ten points.

- Managers must provide clear directions by establishing clear goals and communicating them, involving people in setting targets and being clear when delegating tasks.
- Managers should be open and honest when dealing with employees.
- Managers should be willing to coach and support employees by being supportive and correcting poor performance.
- Managers need to provide objective recognition and criticize less.
- Managers need to establish on-going controls by giving staff feedback on their performances.
- Managers need to have the ability to select the right people to staff the organization.
- Managers should understand the financial implication of decision.
- Managers should encourage new ideas.
- Managers should give out clear-cut decisions when necessary.
- Managers should constantly demonstrate a high level of integrity.

Dean Gualco (2010) brought up the subject of the qualities of effective managers using a model called *A Model for the Twenty-First Century*, consisting of six qualities.

1. Managers need to be a good human being. This increases the chances to excel as a manager with the addition of learning the necessary skills. If managers are smart and experienced, but is not a good person, the chances will be small for him to succeed as a good manager.
2. The manager needs to like what he is doing; otherwise he'll be unmotivated and unambitious. Management is a field full of challenges and disappointments, but if the person likes managing employees and an organization then it can be one of the most exhilarating experiences.

3. Managers with a rich knowledge will be better prepared to make the right decision, at the right time, and for the right reason. This knowledge is gained through a broad education and diverse experiences.
4. Managers with the art of planning, delegating, and managing time will be able to handle the competitive environment.
5. Managers should be able to utilize, maximize and market their talents.
6. Managers should have fun with their job.

Dean (2010) stated that *“I am convinced that people yearn for fun, for a time and place where they feel comfortable and are welcomed regardless of their challenges and difficulties. If that place can be where they work, where their manager instils a sense of adventure and excitement in what they do and who they do it for, I believe the repercussions for such a work environment will lead to a level of loyalty, commitment, and productivity rarely seen in an organization.”*

Chapter 2: Methodological Model

First Section: The Aims and The Epistemology of The Research

1) The Research Aims:

This theme has been chosen to discover the type of qualities and characteristics of the effective manager within an organization and more importantly what are the qualities that the employees seek in their managers. In order to realize this objective, we refer to different theories and concepts that has been gained during the academic course.

This particular subject will shed light on the daily difficulties and challenges and also the high pressure that employees of a multinational company are facing and constantly dealing with. And similarly, about the vital qualities and characteristics that the managers must have to coordinate between the hardness and objections that the workers are facing, and the objectives that they have to accomplish.

In a hopeful manner this research will captive the Algerian's company attention, so the leaders will be more aware of the crucial role of the managers and their impact on the employees' performance and productivity because the managers have the most direct influence on employees they manage.

2) The Research Epistemology:

This research is based on a constructive paradigm and the main purpose of it is to clear the ambiguity about a subject in the management field. The enrolment in this specific paradigm is led by the genre of our problematic which attempts to reach a better explanation and comprehension of the extreme importance of the qualities and characteristics of the manager inside a company.

The ultimate of this research is to provide answers from a real experience.

Besides this when it comes to the study of the human interactions and behavior the most accurate way is to choose the constructive epistemology. Like it was mentioned in the review article by FEKEDI TULI (2010) "*The basis of distinction between qualitative and quantitative research in social science: reflection on ontological, epistemological and methodological perspectives*" he also stated that "*an interpretivist constructivist perspective, the theoretical framework for most qualitative research, sees the world as constructed, interpreted, and experienced by people in their interactions with each other and with wider social systems*".

Second Section: The Interests and The Boundaries of The Research

1) Interests:

The fruitful results of this research is to shed more light on the huge impact of the good and the bad manager on employees' performance and effectiveness and what are genuinely the qualities that the manager is urged to possess for the benefits of the employees and precisely the company. Like the old saying (anonymous) "*people learn to manage by managing under the guidance of a good manager*". Thus, our research is based upon three interests, the first one is an academic interest in this work we hope to attract more attention to this matter and with all its necessity for the improvement of enterprises because the substantial importance of an effective manager with the necessary qualities for the sake of a company, it is vastly overstated.

The second interest is managerial, and its fact is to clarify for the employees the particular types of qualities that their managers should own and how much these qualities can boost and enhance their working efficiency, other than their careers.

The third is the sensitization which means to bring to the leaders or to the individuals who take the big decisions the crucial part of this matter. So as a result, in the future they could be more mindful when it comes to selecting or promoting a person for the position of a manager that guides and mentor a whole team as well to head up the operations which are as a matter of fact a consequential decision because the repercussions of investing in the wrong person can be downright disastrous.

2) The Limits and Obstacles:

One of the biggest obstacles that we faced during our research is the insufficient period of time which was not on our side and it did not permit us to go further in the readings and interpretations about our theme also the restrict of time that wasn't in our favor in order to spend more time in the enterprise for more appealing observations.

In Addition, the scarcity of documentation about our thematic which made it a bit difficult for us to see the subject more understandably and also to gain more knowledge about it.

Furthermore, the unavailability of multiple employees and managers in the segment because of their busy schedule was also a non-pleasant situation that we dealt with during the research so as a consequence it was a bit challenging to plan the appointments with them and besides the data collection was not as large as we planned.

Third Section: The Research Methodology

1) The Adopted Methodology:

In order to carry out our research in the most efficient way, we have chosen to proceed via the inductive methodology and focusing on a unique case study in an enterprise which is in our case the SCHLUMBERGER company.

The basic meaning of the inductive reasoning is to start from the particular to the general. When a researcher begins with a topic by following an inductive approach, he has a tendency to develop experiential generalizations and identify preliminary relationships as he progresses through his research and he is not yet certain about the outcomes of his research until the study is concluded. Also, the inductive reasoning is often referred to as a “bottom-up” approach, meaning you start from the particular all the way to the global and the researcher basically uses observations and individual interviews also focus-group interviews so he can draw a clear picture of the phenomena that is being studied. For further comprehension here is the illustration of the figure below. (John Dudovskiy)

In a short, the inductive reasoning is to build up or to gain new knowledge based on the empirical cases. Thus, our approach goes in a direction that will allow us to bring in explanations and more clear thoughts about the significant positive impact that the good manager can induce, or how much a bad manager by poor management and lack of qualities can affect the employees’ productivity and more worst the company business performance.



Source: Lodico, M.G., Spaulding, D.T & Voegtle, K.H. (2010) “Methods in Educational Research: From Theory to Practice” John Wiley & Sons, p.10

2) The Chosen Approach:

In our research we have figured for a qualitative study, followed by explanatory analytics approach. This method of research examines people's attitudes, interactions, and behavior with other people also it is based on developing explanations of social phenomena. *"Qualitative data is particularly useful when examining behavior, motivations, attitudes and perceptions"* (Doole, et al.,2005). As this report is examining the qualities of the effective manager and how the relations between him and his staff can be affected.

As well it must be mentioned that we first have tried to answer to our problematic via the theory researches in order to compare it with our study case.

3) The Collection of The Data:

A/ The Data Collection Method:

The aim of research is *"to obtain as representative a range of responses as possible to enable us to fulfill the objectives of your study and to provide answers to key questions"* (Bell, 2010). To do this, the qualitative aspect of our research guided us to one methods of data collection which is face to face interviews that contains the open-ended questions, with the employees and the managers in order to collect the maximum of information.

The interviews have been conducted face to face and all the people interviewed were well explained that they will be stated as anonymous.

There are many advantages to using interviews; the main advantage being that if a question is not answered in enough details, another following question can be asked, to ensure the question is answered in more details, and allows the overall question to be evaluated more efficiently. An addition advantage of using interviews is that it allows the researcher to ask additional questions and for more conversation to take place. This means extra information can be collected and the researcher can dig deeper. It also allows the interviewed to say everything that he has to say which will lead us to the main disadvantages of using face to face interviews for collecting data, is that, it is extremely time consuming and it opens the door for long conversations.

Judith Bell in a book called “*Doing your Research Project*” states that (2011, 137) “*Your aim is to obtain as representative a range of responses as possible to enable you to fulfil the objectives of your study and to provide answers to key questions.*” in order to realize this, the sample of the interviewed that we have focused on is set up of **5** managers and **21** employees (engineers). Who all work in the SIS segment (Software Integrated Solutions) of the worldwide company SLB. Collecting information from the managers and their employees has allowed for a wider range of opinions.

Here is a table down below that summarize the main information about all the persons being interviewed.

Table 2: the main information about the individuals who has been interviewed

code for the interviewed	Work position	Years of experience	Age	the duration of the interview
RGI	RESERVOIR GEOLOGIST	6	30	10 MINUTES
SI	SALES ENGINEER	7	33	10 MINUTES
PI	PRODUCTION ENGINEER	5	31	15 MINUTES
G	GEOLOGIST	8	37	10 MINUTES
PT	PETROTECHNICAL	12	43	20 MINUTES
SA	SALES ANALYST	9	34	15 MINUTES
OI	OPERATION INTEGRITY	18	X	25 MINUTES
PP	PETROPHYSICIST	8	33	20 MINUTES
RE	RESERVOIR ENGINEER	3	25	15 MINUTES

GS	GEOSCIENTIST	22	53	15 MINUTES
RE	RESERVOIR ENGINEER	8	33	20 MINUTES
WTS	WELL TESTING SERVICES	10	38	10 MINUTES
RI	RESERVOIR ENGINEER	5	28	15 MINUTES
PP	PETROPHYSICS ENGINEER	8	35	15 MINUTES
NE	NEXT BUSINESS EMPLOYEE	2	25	15 MINUTES
PP	PETROPHYSICS	9	37	20 MINUTES
NE	NEXT BUSINESS EMPLOYEE	8	33	15 MINUTES
PM	PROJECT MANAGER	10	44	15 MINUTES
AM	ACCOUNT MANAGER	4	28	10 MINUTES
SA	XYZ	23	43	25 MINUTES
SA	SALES ANALYST	12	40	15 MINUTES
PPTL	PETROPHYSICS TEAM LEADER	11	40	20 MINUTES
PM	PROJECT MANAGER	12	38	20 MINUTES
NBM	NEXT BUSINESS MANAGER	14	43	20 MINUTES
TL	TEAM LEADER	15	47	15 MINUTES
POM	PROGRAM OFFICE MANAGER	16	44	15 MINUTES

B/ Ethics:

The Research has been conducted via face to face interviews. Therefore, there has been human contacts so in purpose of the well-proceeding of our interviews, ethics has been taken into consideration. Before the start of an interview it was explained to everybody involved in the interviews the purpose of the research and they were assured that any information given is anonymous. Assurances were also given to make sure that everybody was comfortable with the questions being asked; if they don't feel comfortable answering any kind of question they can pass to the next questions. So, here's the steps that we followed during the interviews.

First Step: [Before the Interview](#)

- Beginning with the introductions.
- Thanking and showing gratefulness to the person for setting some time apart.
- Giving explanations about what the research is about.
- Assuring the interviewed that every statement is confidential, and it is only for the use of research.

Second Step: [During the Interview](#)

- The interviews were by open-ended questions.
- Asking the persons by using simple words in-order for the better comprehension.
- Giving the freedom for the interview to express himself without any interventions.
- Rephrasing the questions in case the person finds some difficulties to answer.

Third Step: [The Closure of The Interview](#)

- Allowing the interviewed to add the forgotten points that he/she didn't mention during the interview.
- Thanking the interviewed again for his/her contribution to the research.

Our interviews were led by the help of an interview guide that was prepared in advanced. In order to get in depth information and to collect the best useful data for our research, we were mindful about the type of questions to use in the guide. Thus, we made in sort that the questions are in the simplest form and not stressful or complicated also we focused on putting the interviewed in a comfortable atmosphere.

4) The Structure Of The Interview Guide

Table 3: the structure of the employees' interview guide

<i>RELATED QUESTIONS</i>	<i>OBJECTIVES</i>
<i>Q1: what managing style gets the best outcome of work from yourself?</i>	Our aim here is to find out what is the style of management that the employees most respond to.
<i>Q2: what motivates you?</i>	The objective of this question is to recognize the kind of factors that boost the employees to perform better.
<i>Q3: do you feel you need communication from your manager to complete your job? and what it is your preferred style of communication (email, face to face, phone)?</i>	To discover if communication skills is one of their demanding qualities. and how they like to communicate with their managers.
<i>Q4: do you think managers must have a certain type of qualities and characteristics to do their job?</i>	The main objective of this question is preparing the employees to start forming the answer of the following question.

<p><i>Q5: would you please suggest few qualities and characteristics that you judge the managers must possess?</i></p>	<p>The ambition of this question, is to seek the qualities that are mostly important to the employees.</p>
<p><i>Q6: would you please classify these qualities and characteristics according to the degree of importance and necessity for the managers?</i></p> <ol style="list-style-type: none"> 1. Leadership 2. Experience 3. High emotional intelligence 4. Positively contagious 5. Reliability 6. Humble 7. Adaptability 8. Knowledge 9. A motivator person 10. Team player 11. Good communication skills 	<p>This question is to complete the information of the previous one by showing to the interviewed other qualities in case they skipped one or did not know how to put it in words.</p>
<p><i>Q7: have you ever had a bad experience with your manager, if yes can you share it?</i></p>	<p>Here, if the interviewed had an unpleasant experience he would explain it by telling what the problem with his manager was which would give further information.</p>
<p><i>Q8: how would you describe your relationship with your manager? and does he have a lack of qualities?</i></p>	<p>This question is to see the impact of the lack of qualities in the relationship between the employee and his manager.</p>
<p><i>Q9: Do you like working here? when you wake up do you feel enthusiastic that you're going to work? And why?</i></p>	<p>This specific question allows us to see the huge influence of the relation between a manager and his employee, on the employee enthusiasm for work.</p>
<p><i>Q10: do you face some difficulties working with employees from different countries, with different languages,</i></p>	<p>The main purpose of this question is to find out if the employees are involved in the enterprise's culture.</p>

<i>cultures?</i>	
<i>Q11: does your manager give you a constructive feedback?</i>	This question is to see more about the way the manager gives the feedback to his employees.

Table 4: the structure of the managers interview guide

<i>RELATED QUESTIONS</i>	<i>OBJECTIVES</i>
<i>Q1: what is you preferred managing style?</i>	This question is to see what is the management style that the managers favor and if it does correspond with what the employees prefer.
<i>Q2: how do you motivate your staff?</i>	The purpose here is to learn what kind of ways the managers uses to motivate their staff.
<i>Q3: do you regularly communicate with you staff, or only when it's necessary? and why?</i>	Our intention here is to see if there's a regular communication between the manager and his team.
<i>Q4: do you think your staff are comfortable with you as a manager? please state why</i>	This question gives reflect more clarity about the relation between the manager and his staff.
<i>Q5: would you please choose 5 qualities and 3 weaknesses, that you as a manager you judge you have?</i>	The target of this question is to see if the manager knows about his qualities and most important if he is aware of the lacks he has.

5) Qualitative Data Analysis

The analysis of the qualitative data is a technique used to study written material by breaking it into meaningful units, using carefully applied rules. And it is quite difficult because the information given is in form of words, sentences and expressions which will increase more or less the chances for the searcher to commit mistakes. also, according to (Spencer et al., 2003, 199) *“It requires a mix of creativity and systematic searching, a blend of inspiration and diligent detection.”*

So, in order to reduce the chances to commit those mistakes we followed these steps:

- Reading carefully the contents of the notes written during the interviews.
- The organization of the notes by putting aside all the most useful information.
- Ensuring again by verifying if any data was not treated or wasn't taken in consideration.

There are multiple different analytical techniques to analyze the qualitative data and we have opted for the thematic analysis, Braun and Clarke (2006, 78) refer to Thematic Analysis as *“foundational method for qualitative analysis”*. In addition, as Mark Saunders, Philip Lewis and Adrian Thornhill (2016, 579) stated *“The essential purpose of this approach is to search for themes, or patterns, that occur across a data set (such as a series of interviews, observations, documents or websites being analyzed)”*.

A thematic analysis envelops the coding of the researcher's qualitative data in order to identify key themes or patterns from a data set for further analysis which is in the first place related to the research question. Braun and Clarke (2006) declared that *“Thematic Analysis offers a systematic yet flexible and accessible approach to analyze qualitative data”*.

For the analyzing of the qualitative data we focused on the thematic approach which consists of the horizontal analysis. So, we followed these certain procedures.

- Becoming familiar with the data: The familiarization with our collected data by involving a process of immersion that continues throughout our research project. We needed to

read and re-read our data during the analysis. So, it permitted us to be interested to look for meanings, recurring themes and patterns in our data.

- Coding the data: *“The coding explores line by line, step by step, the texts interview or observations”* (Berg, 2003). A qualitative data set may include references to actions, behaviors, beliefs, ideas, interactions, outcomes, relationships, strategies, etc. Without coding these data, we may struggle to comprehend all of the meanings in our data in which we are interested so we operated by the open coding technique which basically involves going through our data several times and then we start creating uncertain labels for loads of data that summarize what we see happening, meaning not based on existing theories, just based on the meaning that emerges from the data. so, for instance we go among all the information given by all the interviewed, about one specific question and then we deduct all the common repeated facts and details and we create categories with respecting the rules indicated by Berelson (1952) *“homogeneity, completeness, exclusivity, objectivity and relevance.”*
- Processing of qualitative data: this consist of preparing the interpretation by attempting to put aside some general thematic through the categories we created during the coding phase. as it was stated by Mark Saunders Philip Lewis, Adrian Thornhill (2016, 612) *“This stage of analysis involves you searching for patterns and relationships in your long list of codes to create a short list of themes that relate to your research question.”*

In this chapter we explained the methodological model of our research that involves an inductive qualitative approach followed by an explanatory conclusion of the research outcomes and which was advantageous for the better understanding of our thematic.

As well we mentioned the interests of our research and the limits that we’ve dealt with during this course.

We further explained the technique we used for the qualitative data we obtained during the interviews which is the thematic analysis and the procedures we followed.

CHAPTER 3:
CASE STUDY OF THE
SCHLUMBERGER COMPANY

In any company the managers are only workers like the other employees but only with a higher authority or a different level in the hierarchy which puts on their hands much more responsibilities. But in the other hand managers are also of human nature so they're allowed to commit errors or to take bad decisions in their daily work. Though there are some mistakes subsequently they can be massively destructive over the employee's effectiveness and worst on the company performance. Most of these consequential mistakes they are related directly to the managers lack of qualities.

whatever kind of company in the business world its true valuable asset is the people, it's the employees that make it function. Yet if these employees will be managed under an effective manager with some considerable qualities he could push the company to the next level in the business market and he can contribute for its growth but in order to be able to achieve such results the manager needs two weapons, the first one is the effectiveness that emerges from his qualities and characteristics which will lead us to the second weapon of course it is the

employees and as a matter of fact they are the true advantage of the company but their performance highly depends on the managers effectiveness.

Undoubtedly if the employees will be managed under a manager with substantial absence of qualities he will lead the company business results to a significant disaster by effecting the employees efficacy also we must mention that one of the direct impacts of bad management among others is causing stress to workers, like James Foster (2017) stated *“stress at work can carry over to misery or dread at home, resulting in an emotionally drained employee who is most unlikely in their work.”*

All the same from this point of view it is very important for the managers to possess the qualities required, also it is crucial for the persons in charge like the leaders, chiefs or CEO to be mindful about selecting a person to manage the employees. Thereby the qualities and characteristics that the managers are urged to have and as well expected from their staff members will be exposed as results of our research that were realized via the interviews with the SIS team, for further details these results will be discussed in the next following sections, but before that we will start by presenting the enterprise which was the field of our research and we'll shed the light about its activity, its structure and the reasons why it is the world's leading company in the oil and gas industry. In a similar way we will mention the reasons why we've opted this company.

Section One: The Reasons of The Choice Of The Company And Its Presentation

1) Reasons Why We Chose This Company:

The choice of this company was based on multiple facts:

- First of all is to answer to a certain scientific curiosity that started from a principal question which is, how a multinational company like Schlumberger with all the pressure, difficulties, and all the competitions that the workers are facing and dealing with every day, but yet this company manage to be the leader in the business market.
- The second thing is attempting to answer to our question by developing another one, which is about the qualities and the characteristics of the managers in this company and

how these qualities can influence on the employee's productivity also in the relation between them, so via these questions it will help us to narrow the interval of our research. For making things easier for our research thematic we focused on the SIS segment of the SLB company which is the core business of the company because it involves the most skilled and efficacious engineers and managers. So, we figured it's the best place to proceed with our research.

- Last and not the least, the decision to answer to our thematic in this company was approved and upheld from the managers and the employees of the SIS segment, by showing a lot of support and encouragement and who theme selves confirmed that this research can be an added value for the company.

2) The Presentation of The Company:

Who They Are:

With a history and culture of science and innovation, Schlumberger is the world's leading provider of reservoir characterization, drilling, production, and processing technologies to the oil and gas industry. Working globally, they invent, design, engineer, apply, and maintain technologies that help their customers find and produce oil and gas more efficiently and safely—often in remote and challenging locations. From pore to pipeline, their technical solutions in reservoir characterization, well construction and reservoir production reduce subsurface uncertainty and increase production and recovery.

Founded in 1926, the company takes its name from Conrad and Marcel Schlumberger, brothers who transformed the energy industry with the revolutionary idea of using electrical measurements to map subsurface rock formations. they employ around 100,000 people and work in more than 85 countries. Also, they leverage strong local experience and the diversity in thought, background, and knowledge that more than 140 nationalities bring. They work hard to attract, retain and develop diverse talent. their people will always be encouraged to grow and never stop learning.

What They Do:

Each day, in more than 80 countries, they help their customers to find and produce oil and gas. Through their wellsite operations, research and engineering facilities, they are working to develop products, services and solutions that optimize customer performance in a safe and environmentally sound manner. They aim to do business in a consistent and transparent way with all the clients and do not hold equity stakes in their customers' assets. Customers place a great deal of trust in them, particularly when it comes to handling sensitive and confidential information. Their reputation for integrity and fair dealing is vitally important in winning and retaining this trust.

Today Schlumberger is the world's leading supplier of technology, integrated project management and information solutions to customers working in the oil and gas industry worldwide providing the most complete range of oilfield services from surface seismic to drilling, formation evaluation, well completion and stimulation services, production optimization, reservoir studies, well construction and integrated project management.

As the demand for energy continues to increase, new ideas, techniques, and solutions are necessary. Schlumberger have a multitude of career opportunities that will enable people to prove their abilities from the first day of work.

How They Work:

At the heart of everything they do is a focus on excellence and they are committed to providing services that enable our customers to improve their performance in oil and gas exploration, development and production, safely, and responsibly.

What They Value:

At Schlumberger, they pride themselves on upholding their commitment to their people, that they thrive on the challenge to excel in any environment and are dedicated to safety and customer service worldwide their technology and the quality of their products and services achieving outstanding financial results that form the cornerstone for their future growth.

Their Team:

Being able to meet the world's growing demand for energy in more complex operating environments requires unprecedented levels of team performance. They expect unwavering commitment, drive, integrity and teamwork from everyone at Schlumberger. Together they are one team and by combining their established strengths, actions and efforts they can produce team performance that no one can match.

As it was shown in the presentation Schlumberger is one of the greatest companies in hydrocarbons field.

The SIS Segment:

The core business of Schlumberger is the Software Integrated Solutions (SIS). SIS is an operating unit that provides software, information management, IT infrastructure, and services. SIS enables oil and gas companies to solve tough reservoir challenges with innovative workflows enabled by open collaboration and comprehensive global services, step-changing the effectiveness. With these technologies and services, oil and gas companies can improve business performance, reduce exploration and development risk, and realize the potential of the digital oil field. The SIS is divided into five services and each one has its manager and subordinates.

Next:

The Next service is responsible for organizing training sessions for all employees and also third-party workers from other companies in order to provide a learning experience from the best instructors about the new technologies and discoveries in the business.

Sales software:

The sales software segment is responsible for the presenting and selling of new developed software to other companies within the same industry.

Data services:

The data services segment is responsible to analyze data in order to provide projections about possible reservoirs and the potential of it.

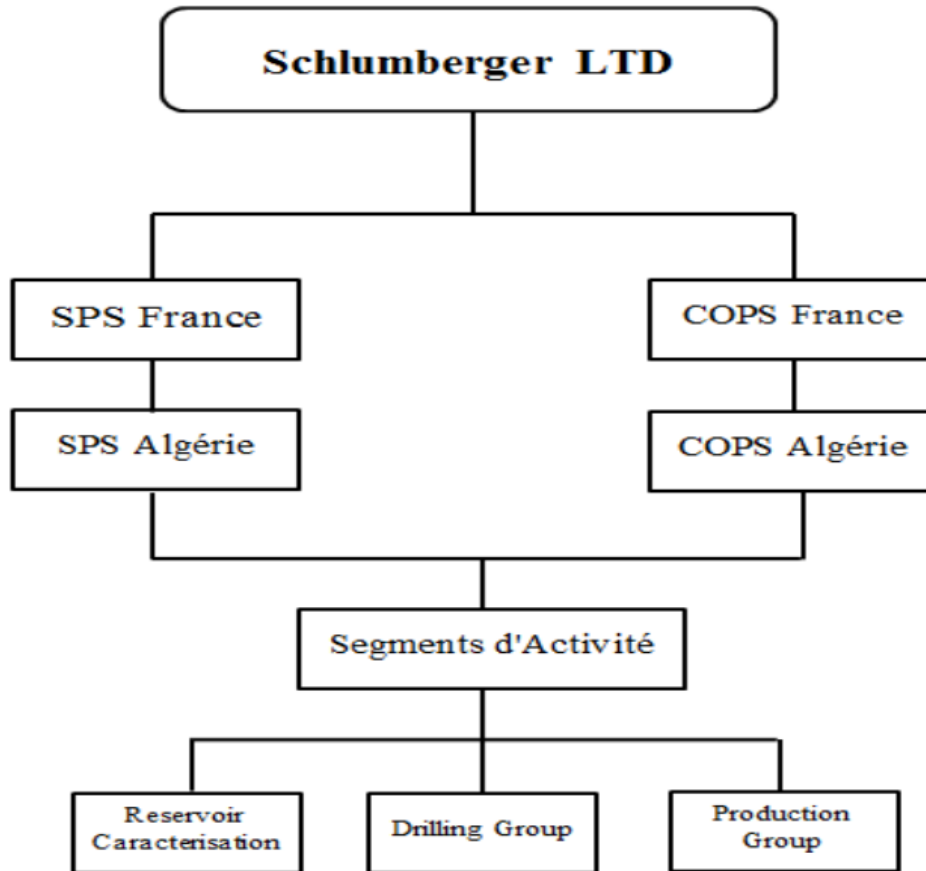
G&G:

The Geophysics & Geology segment is divided into, production team, reservoir engineering and information management.

FDP:

The field and development plan consists of a team in charge of the projects within the field and they study them in detail with the help of the above-mentioned segments.

Diagram 1: the organigram of Schlumberger NAF.



Source: Adapted from the internal web site www.hub.slb.com.

Cops: this group gathers these segments; drilling and Measurement, Well services.

SPS: this group gathers; Artificial lifts, Completions, Drilling Tools and Remedials, Integrated Projects Management Schlumberger Information Solutions, Slickline, Testing Services, Water Service, Well intervention, WersternGeco and Wireline.

Section Two: The Discussion of Results and The Categories Emerged From It

After conducting the interviews with the SIS employees and managers, we received a lot of feedback that vary from each other and at the same time frequently with common answers,

also all the answers were content analyzed, as a result three different themes that are connected were generated, which they reflect the qualities and characteristics of the good manager. These themes are the managerial skills that the SIS employees and managers that conceive that they are needed to maintain efficiency of the department and help employees to complete their everyday working tasks.

The First Theme: Technical Managerial Skills:

Technical skills are the capabilities to perform specific tasks, management often needs to have technical skills in order to communicate effectively with the workers and also coordinate with them about the tasks that are related to a particular field. Orin Davis (2016). because the lack of these technical qualities frequently creates conflicts between the manager and his/her employees. One essential quality that emerges from the technical skills is the **technical knowledge**. *“in our type of work the manager needs to have the technical knowledge because it helps to accelerate things and avoid misunderstanding about the small details.”* (RGI, SIS).

Also, according to an employee, he claimed that *“a manager with a strong technical knowledge background, things goes smoothly and most importantly he can provide me with new challenges not just order”* (PI, SIS). To strengthen our information, we asked employees in question five of the interview guide, to choose the six most important qualities to them among eleven and knowledge was one of the chosen qualities. As well we asked managers in question two about the technics they use to motivate their staff, well the sentence ‘mostly I use challenges’ was used by most of them. A manager stated *“ the best way to motivate your subordinates is by putting them in front of challenges so it allows them to ask for my help and which it allows me to share my knowledge with them, after all in this business we’re all gaining knowledge every day”* (PPTL, SIS).

Multiple employees talked about how much new **learning opportunities** can help to escalate the degree of their motivation, because learning new things every day by confronting challenges within their job role it allows them to be involved and to avoid the routine tasks. As well, the quality of technical knowledge can help to increase the **communication** between the

manager and his staff, likewise it was mentioned by an employee *“my manager has an enormous knowledge in the technical side so I always find myself asking for his opinions and advices, which makes the communication between us really good, for instance me as a geologist if my manager only studied management I highly doubt that we would have this kind of communication”* (G, SIS). Likewise, there is another quality which is included in this theme and it is **experience**. This last one is gained with time, as the old proverb says *“ experience is the best teacher”*. Question six of the interview guide we pointed a sharp question to the employees if they ever face a bad situation with their managers. The ones who shared their bad experiences, actually they told some interesting stories. Each one revealed that the main reason for every single problem between the manager and his employees is because of the lack of qualities from the managers’ side. An interviewed stated *“my manager never showed recognition of my decent work and worst he used to steal all the good jobs that I accomplish and take credit for it. Because the lack of experience made him scared to confront my colleagues and me when we work as a team”* (PP, SIS). In addition, an employee affirmed *“when you have a manager with no significant experience you’ll find yourself always lost and in a sort of way it makes you unmotivated to work because he’s not helping you to achieve things and in our business when I’m blocked at a problem and I don’t solve it, only me who will face the consequences so, and most of the time I work in the field so I can really use my manager experience”* (WTS, SIS). The lack of experience led us indirectly to the **lack of confidence** while the interviews were going on. An employee mentioned when we asked him in question seven if his manager has a lack of qualities, he claimed *“my manager has a lack of confidence which makes him always hesitate about decisions and most of the time we are dealing with clients and I need to make presentations to them so I always find myself in a critical situation because of his lack of confidence and usually we don’t convince the clients which is bad for business and I think this missing of confident is because he doesn’t have experiences with the clients”* (SI, SIS).

The Second Theme: Conceptual Managerial Skills:

According to Dragan Sutevski (2009), conceptual skills is *“ability of a manager for more abstract thinking. That means he can easily see the whole through analysis and diagnosis of different states. In such a way they can predict the future of the business or department as a whole.”*

This type of skill allows the manager to think outside of the box and can make him think with creativity. Gaurav akran (2011) stated *“conceptual skill is the ability to visualize the organization as a whole. It includes analytical, creative and initiative skills. It helps him to solve the problem for the entire department or organization”*. by Farook (2009) *“these skills are important to take an effective decision”*. One of the qualities that emerges from this theme is to be a **decision maker**. Multiple employees insisted when they answered question five of the interview guide that the manager must be a decision maker. A manager stated *“ in this business industry there’s so much competition and one of the reasons we’re at the top of the game is because we have managers who take the initiative and make smart decisions in a small period of time, for instance the big company of gas and oil SONATRACH sends offers in the market so when you read the offer, you need to evaluate everything approximately before going into details so the decisions that the managers’ takes are extremely important”* (TL, SIS). In a similar way an employee (NE, SIS) he answered the question if he ever went through a bad experience with his manager he mentioned *“ once I was working on the development of a new technique called the hydraulic fracking, well it’s not me who created it, of course, but I was trying something new that can allowed the company to gain a lot of money so I was showing to my manager and discussing it with him but he was always trying to avoid the subject because he wasn’t ready to take the decision so I can present it to the top management because he was afraid for his personal interests or I don’t know, anyway after a while another company presented the same technology and they put it in the market before us, so it was really awful for me that experience”*.

Conceptual skills bring us to one of the most important qualities which are **the leadership**. According to Alison doyle (January 08, 2018) *“People with conceptual skills are creative and can work through abstract concepts and ideas. Conceptual skills are extremely important for leadership positions, particularly upper- and middle-management jobs.”*

If the manager wants to be effective and inspires his staff, well the leadership quality is the key. The employees when they answered question five, the quality that was mostly rated is leadership. And they stated that they need more leadership from their managers. One of the main characteristics that we must mention, **recognition and appreciation**. Many employees insisted on this quality while we were conducting interviews and they were expressing the huge role that this one plays in their motivation. Besides a common leadership trait among others is **the vision** and when the manager shows the needed recognition of the good work doing by his/her staff, this will bring a significant positive impact on the workplace *“Managers need to make sure everyone working for them is helping to achieve the company’s larger goal managers also need to keep the company’s “big pictures” aims in mind.”* Alison doyle (January 08, 2018). The vision of the manager helps him to see his department from a higher place meaning more clearly. A manager when she was talking about her staff she mentioned *“I have to squeeze them to get the best out of them and when you focus on your vision, sometimes you can see through things, so for instance I’m a team leader and I have many subordinates so I always make sure to put each employee in the work position where he fits the best and this is very important for the company.”* (TL, SIS).

The Third Theme: The Managerial Interpersonal Skills:

As some others call it the human skills, and these skills has a meaningful influence on the employees because managers deal directly with their staff and it involves many qualities. A 2007 report commissioned by the Australian government titled 2020 Vision. They presented a definition for the interpersonal skills *“human skills are associated with the manager’s ability to understand oneself and to motivate others, it includes developing self-awareness, managing personal stress, coaching, counselling, managing conflicts effectively and empowering others.”* Along with the interviews we were able to extract the most important interpersonal skills to the employees, after hearing the answers from the interviewed majority stated they would like their manager to adopt the ‘team’ managerial style as this would get the best out of them, as an employee stated *“team is my favorite because the manager will be aware of what’s going on in his team which shows us that he cares about us as his subordinates”*. (SA, SIS, 2018). So, we

understand that a **team player manager** is an essential quality to the employees. Another quality that is important to the workers which is a manager who provides challenges and like we've mentioned above it is one of the technics that the managers uses to motivate their employees. An employee mentioned "I like working here and I feel enthusiastic, well as long as I have something new to do or learn." (PP, SIS, 2018). *"I absolutely like working here because I like the challenges here and you know you feel some kind of satisfaction when you get the best out of you"* (OI, SIS, 2018). Another added *"I'm not that enthusiastic because I'm doing a routine work so there's no development in my career"* (RE, SIS, 2018). So, we conclude from these outcomes that the manager in order to make sure that his staff is continuously motivated he must be a **challenge provider**, which shows us a related quality that the manager is urged to possess, a **motivator person**, multiple employees argued about the motivation and mostly it depends on the contribution of their managers an employee expressed himself *"it's been 5 years that I'm working with my manager and I have to say he always keeps motivating me and pushing me forward by all kinds of technics and believe me it increased my enthusiasm for this work even though it's really stressful"*. (PP, SIS, 2018). The results of question three with the employees demonstrated that, they do need communication from managers to help them complete their work. An employee stated (WTS, SIS, 2018) *"of course I need communication without it the job would not be completed"*. An employee claimed " without communication with my manager I feel lost and It's like I don't have a manager who is frustrating." (RI, SIS, 2018). One manager said, to motivate his staff he ensures that all employees are involved in work as a team. *"I use good communication with the team I share tasks with them so I mean I delegate by using the tasks and I ask for their advices and more essentially, I push them for promotions"* (TL, SIS, 2018). Hereby we figure that a manager must have **good communication skills**. A different quality that was generated from question four with the managers, which is approachability and flexibility. Most of the managers felt that their staff members do feel comfortable with them as their manager. and they gave a variety of arguments. *"yes, I think they are comfortable with me because they talk to me about their issues"* (POM, SIS, 2018). Another manager shared *"I think so yes, because they communicate with me whenever they have problems or they face difficulties"* (NBM, SIS, 2018). *" I highly doubt that my employees*

are not comfortable with because they like to talk to me and there's openness between us and we even talk about other things rather than just professional discussions'' so we can see the impact of a good relation between the manager and his staff. and we can determine that the manager needs to be **approachable and flexible**. Question eight with the employees effectuated an interesting quality which is positivity. The feedback we received was quite interesting, so the ultimate employees confirmed that they like working here and they are happy about what they are doing and the main repeated reason is that they like the positive atmosphere and the fact that everyone is important in this segment. " I always feel enthusiastic about coming to work here because most of our managers set a positive climate here so me when I first arrived here after a few days I made connections with almost everyone, believe me we're like a big family here" (RI, SIS, 2018). The answer of this employee summarized most of the other responses. Thus, we understand that in order for a good working environment the employees find that the managers must be **positively contagious**.

We have presented in this third chapter our case study in the Schlumberger company. We've also exposed and discussed the major results that emerged from our research that boils down to the qualities and characteristics of the effective manager.

CONCLUSION

Our main attention of this research was to discover what are the qualities and characteristics that make a good and effective manager and to establish how bad or effective manager can impact the employees' ability to perform in the best way they can. In order to achieve our aim, we have adopted a problematic that we have judged quite interesting for our research advantage.

What are the qualities and characteristics SIS team managers must possess to create an improved employee work performance within SIS in SCHLUMNERGER?

With two sub-questions that were generated from the problematic:

Question 1

How does the qualities and characteristics of the SIS team managers impact the employees' work performance within SIS?

Question 2

What are the qualities and characteristics SIS employees expect from their SIS team managers?

In order to be able to answer to this problematic we have performed a qualitative study based on case study in the Schlumberger company supplier of technology, integrated project management and information solutions to customers working in the oil and gas industry worldwide.

We've followed an inductive reasoning, based upon collected data via interviews conducted with employees and managers and we have arrived to results that answers the curiosity and the interests of our problematic, this research carried out for this report shows that in this case, the qualities and characteristics of the effective manager revolves around three dimensions:

1) technical managerial skills: this dimension contains a variety of qualities such as technical knowledge, experience and confidence too.

2) conceptual managerial skills: these skills include multiple characteristics of the good manager likewise decision maker, leadership also visionary and recognition.

3) the managerial interpersonal skills: these genres of skills are crucial for the manager to have as well to the employees. However, it involves multifold qualities corresponding to team player, challenges provider, motivator, effective communication skills, approachability and flexibility, last but not the least positivity.

Our results showed us that the well productivity of Schlumberger employees and the fact this company is the leader in the business market, well it is not based on a magic formula but on the hard work of the employees, their integrity, their engagement also motivation and enthusiasm and many other outcomes that are generated from the positive impact with their effective managers who contribute in all this with a significant role. Because a manager with a lack of qualities we cannot hope for a positive results and substantial performance from the employees' side.

Our research unfortunately was limited with two constraints, the first one was the time and the insufficient number of the interviewed in the field. However, there are many different management theories and it has not been possible to explore these in the scope of this report. in the methodology to find out more detailed information and to get a larger spectrum of results, more research methods would be used such as focus group interviews. This would allow more people to voice their opinions due to time and resource constraints but unfortunately due to time and resource constraints it wasn't possible. The literature review used many various sources, however, with more time and resources, additional secondary research may have been obtained. This would have allowed greater conclusions to be drawn from a wider academic course.

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