



Facilitating managerial personnel to improve their overall effectiveness through effective management development programmes

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Abstract

The professionalization of management and the growing responsibilities of managers call for dynamic management skills, capable of adapting to the ever-changing demand of tomorrow. The goal of management development is management effectiveness which can be achieved through widening of vision and understanding in organising, planning, public relations, analysis and reasoning, evaluating employees' relations, etc. Management development is a continuous process and it seeks to bring about behavioural change in trainee managers by cultivating their mental and inherent qualities. Programmes affording a systematic process through which managers/executives learn new techniques of management are called as Management Development Programmes.

Keywords: Guided self development, management education, management effectiveness, method for developing managers, simulation

Introduction

Training is a continuing process. It has to go in at all levels of employees, including managers. In case of managers it becomes even more important, because they have to bear the brunt of responsibility of running the organisation effectively and efficiently. Managers must keep themselves up-to-date with latest developments in their fields of activity to enable them succeed in a competitive society. The awareness has, therefore, gradually grown that training of managers is essential.

"You cannot train manager. They are born, not made" such would have been the proclamations a few year ago. It was though that young men with intelligence, character and proper family background entered business at the bottom of the ladder; those who became manager were the ones who had best survived the struggle up the rungs to the top. And yet today, training and development of managers is one of the most vital programmes, business has to implement on a continuing basis in its enlightened self-interest. Such programmes are thriving and multiplying; they have endured long enough and gained in strength sufficiently enough to discount the fear that may have been "just another fad".

The professionalization of a management and the growing responsibilities of managers' call for dynamic management skills, capable of adapting to the ever-changing demand of tomorrow. The goal of management development is management effectiveness which can be achieved through widening of vision and understanding in organising, planning, public relations, analysis and reasoning, evaluating employees' relations, etc.

Management Development Programme: Guided Self Development of Management Talent

Management Development is one of the most significant elements of personnel function of management. Management talent is most important asset of an organisation. According to Dale and Beach, management development involves self growth and training, by which

individuals gain and apply knowledge, skill, insights and attitudes to manage the work more effectively, it also involves in cultivating their mental and inherent qualities. Flippo adds that such programmes enable executives to acquire capacities for future managerial tasks which may be more difficult. According to Koontz and O'Donnel management development programmes afford cultivation of skills of managers in application for improving efficiency and effectiveness with which anticipated results are achieved. This is one of the important features which reflects the true nature of management development programmes. Further, as a continuing process, it is a never ending one, though an individual programme, may run for a short duration. There are no known limits to which a person could be developed. Such a programme is aimed at preparing the managers to achieve the organisational goals successfully it, however, all depends upon the individual manager, whose preparedness plays an important part in achieving the success of the programme. It is therefore, aptly called as 'guided self development. Management Development is a long range process and therefore, it cannot be contained in a single programme.

Management/Executive development is the preparation and education of managers to effectively manage their people while at the same time achieving the strategies and goals of their company. According to Dale and Beach, executive development may be defined as a systematic process of training and growth by which individual is gain and apply knowledge, skill, insights and attitudes to manage work organisations effectively. Management development is a continuous process and it seeks to bring about behavioural change in trainee managers by cultivating their mental and inherent qualities. Programmes affording a systematic process through which managers/executives learn new techniques of management are called as Management Development Programme. The major objectives of executive management development programme are:

1. the continuing improvement and development of present managers;

2. provision of an adequate number of well qualified managers for the future;
3. optimum utilisation of manpower of the organisation; and
4. prevention of managerial obsolescence.

In planning the programme three essential elements are involved:

- a. who will be responsible for administering the programme?
- b. what main stages are required?
- c. how will evaluation be effected?

Importance of Management Development Programme

The importance of Management Development Programme lies in the fact that any organisation depends heavily on competent and well adjusted managerial personnel. In practice, none is perfect and therefore managerial knowledge, skill and behaviour have to be developed systematically. In the words of Drucker - "an institution that cannot produce its own managers, will die. The ability of institution to produce managers is more important than its ability to produce goods efficiently." The ultimate goal of Management Development Programmes, thus, helps to:

1. prevent managerial obsolescence by exposing managers to latest concepts and techniques in their respective fields of specialisation;
2. ensure that the organisation is provided with sufficient number of managers having requisite knowledge and skills;
3. ensure long term survival and growth of the organisation;
4. develop a second line of managers for replacements;
5. improve overall organisational climate and effectiveness;
6. provide sufficient opportunities to executives to reach their maximum capabilities to develop and realise their full potentials and to fulfill their career expectations;
7. create group cohesiveness and team spirit;
8. ensure that managerial resources of the organisation are fully and properly used leading to greater job satisfaction.

Stages of Management Development Programme

A management/executive development programme basically includes the following major stages:

1. **Organisation planning:** It deals with determination of the company's present and future needs.
2. **Programme targeting:** It stresses on the company's efforts in most putinent areas.
3. **Ascertainment of key positions requirements:** It focuses on basic requirements of particular managerial positions in the company.
4. **Managerial appraisal:** It is concerned with periodical evaluation of individual managers to ascertain the improvement in their knowledge.
5. **Replacement skill inventories:** This step prepares skill inventories which indicate persons who are qualified for managerial replacement.
6. **Planning individual development programme:** It arranges specific development programme for promising managers.

7. **Appraisal of programme:** It takes into account merits demerit of programme and suggests points for improvement of future programme.

Methods for Developing Manager

Broadly speaking there are two methods for developing managers under executive development programmes:

On-the-Job Development

Development of managerial abilities can take place of-the-job. Some of the popular on-the-job techniques are being discussed hereunder:

Job Rotation: 'Move our managers round has often been preached by management-trainers and educationists. When the manager is moved from one department to another, it gives him a broad exposure to the strengths and weaknesses of the company and much better understanding than he could otherwise possess

Delegation: Delegation, at all levels, is a powerful training tool. When juniors are delegated authority they learn how to handle it along with responsibility and achieve results. This gives them good training in decision-making which is helpful in their development.

Appointment as "Assistant to": Taken as a training device, the position of "assistant to" works wonders. The "assistant to" the managing director, has to take several decisions of such diverse nature that he gets trained in various aspects of the company's working and gets exposed to the Managing Director's job. His viewpoint is broadened. In fact, in many old British and American companies, the assistant to the Managing Director would be a senior manager himself, ready to act as a major departmental head at any time. It gives the assistant great confidence to handle different kinds of situation.

Promotion and Transfers: A promotion brings higher level responsibilities and challenges which develop managers in stature. Transfers bring them in contact with new people and new situations, which provides a good training.

Membership of a Committee or Junior Board

Membership of a committee in which managers from different disciplines are represented provides them with exposure of different viewpoints on different subjects. Thus, it can constitute a training ground for developing better insight. Sometimes, middle level managers are made to work like a junior Board of Directors. In this way they get to know the kind of decisions required to be made.

In-company-Training Programmes: Recognising the great importance of training, Indian leaders or affiliates of multinationals or giant foreign companies started their own in company-training programmes. Some of them started regular training colleges on the pattern of the American and British Companies. Some of these corporations are, ITC Ltd., Hindustan UniLever, etc. The number of those who have systematised management training programmes is very large and mention must be made of the public sector which has gone after building up its own cadre of management through training.

External Programmes: External Programmes are the programmes which are run by At India Management association, Indian Institute of Managements, National Productivity Council and its local councils, Chambers of Commerce and numerous other bodies like Indo-American Society and so on-the list is endless. The Indian Institute of Public Administration runs such programmes exclusively for public sector corporations and Government Departments. In fact, there has been a mushroom growth of organisations running these programmes and they have come under heavy fire in recent times.

However, it cannot be denied that these programmes have made Indian managers aware of modern management practices in the advanced countries and they have learnt a great deal through the opportunity provided by this interaction with other managers at such seminars and conferences. The All India Management Association also started conducting the first advanced management programme in the country.

It is thought that considering the great need for management training in the country these programmes will continue to grow.

Off-the-Job Development

There are a number of techniques which have been evolved over time for management training. These techniques are designed for many purposes. Some of the techniques are enumerated below:

1. Lectures: Lecturing gives the trainer the maximum degree of control over the training situation. But it has obvious limitations. A lecture is unlikely to change fixed attitudes and is of little help in developing skills. It can be useful only for information sharing.

2. Guided Conferences: The 'guided discussion' type of conferences is an improvement over straight lecturing. The instructor knows in advance what information or procedure he wants to bring out, and guides the discussion accordingly. However, this method has also certain limitations. Unless the discussion is directed to the felt need of participants, they may feel that the whole session is useless.

3. Case Method: Case method introduces a note of realism in classroom discussion. The stress is on increasing the trainer's power of identifying problems, encouraging the group to look for various implications of possible solutions, helping the trainees to discard vague principles, and to test their solutions against reality. However, even a well chosen case, while promoting objective discussion may not ensure emotional involvement and thus fail to effect any basic change in the behaviour and attitude of the trainees.

4. Simulation: Simulation refers to a range of techniques in which trainees have to act and reflect business in contrived real situations so as to practice making decisions, or in working together as a group or both. The "Management Game" is one form of simulation which involves several teams each of which is given a hypothetical 'firm' to operate for a number of periods'. Since the teams compete with each other, each firm's decisions affect the results of all other firms. The decisions of all the firms are fed into a computer which is programmed to behave like a real market. At the end of each period finally, the computer reports back how

well each firm has done. Through this process the participants learn how to make better decisions, to select and analyse relevant data and to choose from among alternatives. The "In-basket technique" is another form of simulation, in which each trainee is given a short period of time to deal with several problems. He had to draft a reply at once or seek further information. Once each trainee has handled his in-basket, he meets with other trainees who have handles similar in-baskets to discuss the logic behind the problems.

"Role playing" is another form of simulation in which roles are assigned to trainees to act out as they would in real life. It is helpful in training managers to deal with human relations management. Participants learn to appreciate other's points of view. They experience a situation emotionally. It makes them more self-conscious and analytical in their behaviour. It also permits the participants to show imagination and care in finding solutions.

5. T-Group Training: This technique is also known as sensitivity training. Laboratory training and executive action. T-group training is concerned with the real, not simulated, problems existing within the T-group itself. It helps participants to learn more about themselves, their weaknesses and emotions, to develop insights into how they react to other and also how others react to them, to find out how to behave more effectively in inter-personal relations and to develop more open, authentic relations among people. T-groups are really small discussion groups with no set leader; they have no fixed and mutual impact of the participants. But T-Group training involves creation of stress situations which go out of control. Besides, any personality change induced by T-Group training may be for worse. It may also lead to enmity and bad feeling among the trainees.

Management Education at University: With the rapid growth of professionalization of management, the need for formal education in management has increased at a tremendous pace. Universities and colleges offering MBA degree have multiplied. Young executives (among them engineers), after 2/3 years of practical experience, start looking for an evening programme in management so great is the need. In family owned companies, young owners after a few years of experience, go away to Harvard and other foreign Universities for a degree in management. The Indian Institute of Management, Ahmedabad runs a three tier programme in which managers from three levels of management participate.

Today, even universities have begun to reduce the relative importance of the liberal arts through development of the practical curriculum. Online education is penetrating and has made sea level changes. A plethora of higher learning institution are offering MBA degree. Thus, there is an all-round emphasis on management education and training in India and it is bound to grow.

Evaluation of Executive Development Programme

Evaluation literally means the assessment of value and work. It would simply mean the act of judging whether or not the activity to be evaluated is worthwhile in terms of some of value in the light of information available. To be more precise, evaluation can be defined as an attempt to obtain information (feedback) on the effects of a training

programme, and to assess the value of training in the light of that information.

The basic objectives of evaluation of executive development programmes are:

1. to stimulate a intensive involvement interest;
2. to ascertain knowledge, skills and attitudes required;
3. to bring about changes in job behaviour;
4. to achieve overall results.

The evaluation of executive development programmes reveals its real worth to the trainees and the organisation. It also helps to bring about improvement in future programmes on the basis of current experience.

Basis for Evaluation of Development Programme

John Newstern lists four basis for evaluating training or development programmes:

1. Trainees reaction,
2. Learning that occurs,
3. Behavioural changes; and
4. Result of behavioural changes such as increased sales etc.

John Newstorm has demonstrated that different conclusion may be reached evaluating the same programmes using only one of the four techniques. Therefore, a complete evaluation must use multiple criteria.

According to Tracy, the most important means of evaluation development programmes are observation, rating, trainee survey and trainee interviews

Summing-up

No organisation can be successful in the long run without a planned approach to the growth and development of its managerial personnel. An organisation must provide opportunities for development of its managers and also potential managers. So, Management Development Programme facilitates managerial personnel to improve their overall effectiveness and prepare them for greater managerial role and responsibilities. An effective Management Development Programme is a systematic and continuous plan of action, through which managers learn advanced knowledge and skills in managing. It helps to improve managerial behaviour and performance

An effective management development programme to achieve the above mentioned objectives should include the following:

- A carefully considered plan and organisation for carrying out the programme;
- Periodic appraisal or evaluation of each manager regarding his performance in the various, stages of development under the programme:
- A continuous application and support from top management.

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