



MANAGEMENT DEVELOPMENT

CHAPTER 7

CONCEPT AND NATURE OF MANAGEMENT DEVELOPMENT

- Management or executive development is an educational process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose.
- Self development is an important concept in the whole program of management development.
- The characteristic of management development are:
 - ❑ Organised Learning
 - ❑ Long term Process
 - ❑ Continuous Process
 - ❑ Self Development
 - ❑ Purpose

IMPORTANCE OF MANAGEMENT DEVELOPMENT

- There is a rapid pace of technological development. Many automatic machines and equipment have been introduced. The managers must have working knowledge of new technology.
- The managers must have upto date knowledge of the changes in the socio-cultural environment and understand the behavior of people in a proper perspective.
- There is a tough competition in the market and the consumers have become conscious of their rights. To understand the needs of the consumers properly, executive development can be of great help.
- Recognition of social responsibility of business managers has increased the need of executive development.
- The workforce today is educated and socially aware. They ask for participation in management, better pay and better working conditions. In order to satisfy and motivate them executive development is necessary.
- Frequent labour management conflicts need trained managers.
- It can also impart knowledge in the latest management concepts, principles, techniques and practices to the managers.

STAGES OF MANAGEMENT DEVELOPMENT PROGRAM

Identification of development needs

Inventory of managerial talent

Appraisal of present managerial talent

Planning of individual development program

Establishment of development program

Evaluation of the program

METHODS OF MANAGEMENT DEVELOPMENT

ON THE JOB DEVELOPMENT

- Coaching and mentoring
- Understudy
- Position rotation
- Project assignment
- Multiple management
- Committee assignment

OFF THE JOB DEVELOPMENT

- Role Playing
- Sensitivity training
- Conference training
- Seminar
- Programmed instructions
- Simulation techniques which includes:
 - ❑ Management Games
 - ❑ In-basket training
 - ❑ Case Study

COACHING

- Under this method, the immediate superior guides the subordinate about various ways and methods and skills to do the job.
- The superior only guides and does not teach, although he extends his assistance whenever needed..
- Periodic feedback and evaluation are also part of this method
- It provides real and practical job experience to the trainee.
- It should be distinguished from counselling which involves discussion between a superior and subordinate in the areas concerned with latter's fears, emotions and aspirations.
- In many cases superior has to play the role of a coach and counsellor.

MENTORING

- Mentoring is considered as a process whereby a senior executive acts a friend, philosopher and guide to a junior executive and provides him the support that the latter needs.
- The support may take the form of emotional support, coaching, counselling and guidance.
- The senior manager who provides the support is known as 'mentor' and the person who is provided support is called 'mentee' or the 'protégé'.
- While organisational training takes care of the knowledge base and the skills set of the young manager, mentoring complements it with personal instructions in the intricacies of working in the organisation.
- It reduces training time, ensures individual attention to the junior's problems and makes the learning flexible rather than structured.
- Modern organisations use mentoring to develop their promising employees since their induction in the organisation.

UNDERSTUDY

- In case of understudy, an executive is developed to perform the work or fill the position of his superior.
- The understudy is a trainee who at a future time will assume the duties and responsibilities of the position currently held by his immediate superior when the latter separates from the job because of transfer, promotion, resignation, retirement etc.
- When the superior is handling his daily operating problems, he may discuss these with his understudy to get his ideas and give him experience of decision making.
- The understudy may even be asked to directly supervise a number of people at work. This will give him an opportunity to try out his leadership skills.
- To the organization, it ensures that it will not be placed at a serious disadvantage if the executive suddenly leaves his job. The understudy will be in a position to hold that position.

JOB OR POSITION ROTATION

- Job rotation consists of systematic and coordinated effort too transfer an executive from job to job and plant to plant.
- The executive is given all the normal duties and responsibilities which go along with the job to which he is transferred.
- Job rotation serves to bring the feeling of superiority of one department over the others. When a number of executives have served in each other's department, they can also understand the reasons why a certain function must be done in a particular way.
- Job rotation injects new ideas into the different departments of the organization.
- The training takes place in a practical situation.
- Productive work may suffer due to disruption caused by changes and limitations of individuals to adjust to new job.

PROJECT ASSIGNMENT

- Under this method, a trainee may be assigned a project that is closely related to the objectives of the department.
- A trainee may be assigned to develop a system of cost control in the execution of orders. The trainee will study the problem, collect and analyse data and make recommendations upon it. This project would help in educating the trainee the importance of cost and to understand the organizational relationships between accounting and other department.

MULTIPLE MANAGEMENT OR JUNIOR BOARD

- This method involves the establishment of a junior board of Directors in the company for the training of selected executives.
- The junior board is given the power to discuss any problem which the senior board should discuss.
- The greatest value of the junior board is training of middle level executives, who are in the que for promotion.
- This method has the advantage of being relatively inexpensive, developing teamwork and group decision making among managers, enabling the managers to see the problems from the organizational rather than departmental point of view.
- The top management gets productive ideas from the junior board.
- It develops teamwork among the members of the junior board.
- It widens the area of thinking of the members of the junior board.

COMMITTEE ASSIGNMENT

- A committee is a group of executives appointed to investigate, take action, make recommendations regarding some matter relating to the organization. The committee studies the problem or issue in accordance with the terms of reference.
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- For example, a committee may be set up to analyse the feasibility of introducing a new product.
- This committee may have persons from finance department, engineering department, research and development department etc.
- The committee will study the questions of feasibility of new product from all the angles and make recommendations.
- A committee is an excellent means of training. Through discussions and deliberations in committee meetings, the trainee becomes acquainted with the different view-points and acquires a wider perspective.

OFF-THE-JOB DEVELOPMENT TECHNIQUES: ROLE PLAYING

- Role playing may be described as a technique of creating a life situation, usually one involving conflict between people, and then having persons in a group play the parts or roles of specific personalities.
- In industry, it is used primarily as a technique for modifying attitudes and interpersonal skills.
- The individuals are then designated to play the roles of persons in the situations described.
- The purpose of role playing is to aid trainees to understand certain problems and to enable observers to evaluate trainee's role performance.
- This techniques makes the trainees self conscious and imaginative and analytical of their own behavior.

ADVANTAGES OF ROLE PLAYING

- When one is asked to put oneself in someone else's place and play the role of that person, it generally increases awareness of the other's problem.
- The trainees learn to accept criticism from others and work harder to overcome the shortcomings.
- Role playing exercise could be videotaped to help the trainees to have introspection of their performance.
- The free-wheeling nature of role playing is conducive to generating new ideas and approaches
- The trainee can broaden his experience by trying different approaches, while in a real situation he has only one chance.

SENSITIVITY TRAINING

- Sensitivity or T group training is important technique of laboratory training. The main objective of sensitivity training is the development of awareness and sensitivity to one's own behavioural pattern through interactions with others.
- The sensitivity training program is absolutely unstructured.
- The trainer initially explains the technique to the participants and informs them that the purpose is to increase their awareness about themselves and others and to know each other's feelings and reactions in a group setting.
- The trainer neither act as a leader nor brings any agenda
- Sensitivity training is different from role playing. In role playing trainer act as a coach, but in sensitivity training the trainer is only a moderator.
- The working of sensitivity training consists mainly of sitting around a a table discussing for hours.
- The trainer, usually a psychologist, neither leads the discussion nor suggest what should be discussed but only guides the discussion.
- Members in the discussion criticise freely the behaviour of each other thereby giving feedback which may be positive or negative.
- The trainer act as a moderator who provides feedback so that each trainee may know what others think about him/her.

BENEFITS OF SENSITIVITY TRAINING

- Increased self awareness or insight about one's own behaviour and learning how others perceive it.
- Increased sensitivity to the behaviours of others, to communication stimuli emitted by others through their voice variations, face expressions, body gestures and signals etc. and enhanced ability to interpret accurately the emotional or non-cognitive bases of interpersonal communication.
- Increased insight into the process that facilitates or inhibits group functioning and intergroup interactions.
- Higher level of skill to diagnose group interpersonal and intergroup situations.

LIMITATIONS OF SENSITIVITY TRAINING

- It forces many individuals to undergo a humiliating and anxiety provoking experiences from which they may not recover.
- It strips people of defences which they badly need and provides them with nothing to replace these defences.
- It encourages behavioural modes that are acceptable in the laboratory but unacceptable in the organisational set up.
- It encourages and coerces individuals to reveal aspects about themselves that constitute an invasion of privacy, thus harbouring later resentment in participants.

CONFERENCE TRAINING

- A conference is a group meeting conducted according to an organised plan in which the participants seek to develop knowledge and understanding by obtaining a considerable amount of oral participation.
- As a member one can learn from others by comparing his opinions with those of the others,
- One can also learn to respect the viewpoints of others and realise that there is more than one approach to a problem.
- As a conference leader, a person can develop his skill to motivate people through his direction of discussion.
- A conference may be divided into small groups for intensive discussions. Such small groups report back their conclusions and suggestions to the conference.

BENEFITS OF CONFERENCE

- There is active participation by the members as compared to a lecture method
- Learning is facilitated through building upon ideas contributed by the conference members.
- Interest of the participants is high
- The conference method is suited to learning about problems and issues and examining them from different angles.

SEMINAR

- A seminar is a group meeting organised like a conference.
- It is generally centred around a single theme such as 'Emerging Issues in Human Resource Development'.
- The theme is examined in detail by different experts in the concerned field.
- The experts make their presentations and answer the questions raised by the participants.
- In practice, many times seminar and conference is used interchangeably.

PROGRAMMED INSTRUCTIONS

- Cook and Mechner have defined programmed instruction as a application of the science of learning to the task of education and training.
- The key features of programmed learning are
- The trainees learn at their own pace.
- The instructors are not a key part of the learning
- The material to be learnt is broken down into very small units or stages.
- Each step logically builds upon those that have preceded it.
- The student is given immediate knowledge of results for each answer he gives
- There is active participation by a learner at each step in the program.

PROGRAMMED INSTRUCTIONS

- The core feature of programmed instruction is participation by the trainee and immediate feedback to him.
- The programmed instruction includes elaborate teaching machines, films, sound tapes, programmed books, illustrations, printed material, diagrams.
- Computer-Assistant instructions: It is based on some of the learning principles employed in programmed instructions.
- It is often used to provide practice to help students learn material that is well structured such as grammar and basic maths. It is mainly used in schools and its adaptation to teaching skills in industry has been slow

SIMULATION DEVELOPMENT TECHNIQUES

CASE STUDY

IN-BASKET

MANAGEMENT
GAMES

MANAGEMENT GAMES

- A business or management game may be described as a dynamic training exercise utilizing a model of business situation. It is essentially a group exercise in sequential decision-making under simulated organisational conditions.
- A management game is a class room exercise in which a number of teams of trainees compete against each other to achieve certain objectives.
- The game is designed to be a close representation of real life conditions.
- The trainees are asked to make decisions about production, cost, research and development, inventories, sales etc. for a simulated environment.
- The participants are often divided into teams as competing companies, experience is also obtained in a team-work.

MERITS OF MANAGEMENT GAMES

- This method provides active participation in life like situation.
- The trainees learn the key factors to be observed in actual jobs
- The attention of the game players is focussed on established policies and strategies and on long range planning rather than on putting out fire.
- Participants learn to make better use of decision making tools such as financial statements, statistical methods, inventory control.
- A game illustrates the value of analytical techniques such as the use of mathematical models to arrive at 'optimum' solutions.
- A game can show how leadership evolves, what kind of communications are effective, the disastrous market results of internal group conflict, human factors influencing decision and effect of success upon group cohesion.
- Business games show the effect of stress on participants as they undergo the pressure of time and competition.

LIMITATIONS OF MANAGEMENT GAMES

- It is time consuming and expensive to develop and implement good games.
- Management games are artificial because in real life executives are rewarded for creating new alternatives rather than for choosing from a given list of alternatives.
- The trainees who are successful in management games may not be successful in the actual job situation.

IN-BASKET TRAINING

- This technique emphasises the necessity for skills in decision making and ability to differentiate the significant from the important.
- The trainee is presented with a situation where he must take over manager who is absent. He is provided with an in-basket full of materials with which he must deal.
- These material may be phone calls, meetings, complaints to handle, orders to make and other demands which supposedly duplicate the tasks he would face, if he were holding such a position.
- After the session is completed, the trainer and the trainee meet to discuss and evaluate the trainee's performance.

ADVANTAGES OF IN BASKET TRAINING

- This method is simple and inexpensive
- The trainees get a better appreciation of different functional areas.
- The participants learn problem solving skills due to their active interest and involvement.
- The inter-departmental conflicts can be reduced.

LIMITATIONS

- The solution arrived at by the executive tends to be abstract and devoid of real life experience
- An executive may find it difficult to adapt himself to the rigid situation, created for in basket exercise.

CASE STUDY

- The typical case study used for training is a thorough description of some events that actually occurred in an organisation.
- Usually it involves some problem that has to be solved.
- The trainees read the case and present alternative solutions or lines of action.
- The case study method is one of reasoning and analysis of facts to find an answer.
- The trainee learns to face facts and appreciate other's viewpoint.
- This method increases the learner's power of observation and allows him to look from a broader angle.
- Case study method is widely used in teaching law, human resource management, human relations, marketing management and business policy.
- The trainee learns that there is no single solution to a particular problem.
- The answer of each trainee may differ for the case study