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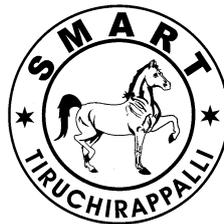
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MDP NEEDS OF PUBLIC SECTOR MANAGERS – AN EMPIRICAL STUDY

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Abstract

Management Development Programme (MDP) is a systematic process of learning and growth by which managerial personnel gain and apply knowledge, skills, attitudes and insights to manage the work in their organisations effectively and efficiently. All MDP must be related to the specific needs of the individual managers, the job and the organization. Management Development Programme should be launched only after the MDP needs are assessed clearly and specifically. The effectiveness of a management development programme can be judged only with the help of MDP needs identified in advance. Management Development Programmes, which are ill directed and inadequately focused, do not serve the purpose of the trainers, the trainees, or the organization. Hence identifying MDP needs become the top priority of every progressive organization. The present article is an outcome of a research study conducted by the authors in order to find out the MDP needs of Public Sector Managers. The study was conducted in Neyveli Lignite Corporation (NLC) Limited, one of the leading profit making public sector organisations. The result of the research has been discussed in this article.

Introduction

Every organization should have experienced and well trained managers to perform the activities assigned to them. Most organizations of today are forced to operate in a turbulent environment due to globalization. Such organizations need to have a new brand of managers to perform the activities in such a way to meet the global competition. Rapid changes in the environment have not only made the jobs more complex but also have created increased pressures for the organizations to readapt the products and services offered to compete in this fast changing globalized scenario. Therefore, in a highly competitive environment, organising Management Development Programme is an inevitable and most vital activity, which is a must for maintaining a pool of viable and knowledgeable managerial workforce.

Concept of Management Development

Management development is a systematic process of learning and growth by which

managerial personnel gain and apply knowledge, skills, attitudes and insights to manage the work in their organizations effectively and efficiently. It is an educational process through which executives learn conceptual and theoretical knowledge and managerial skills in an organised manner. Management development involves the intellectual exercise of relating experience to learning. The main aim of formal education for manager is to increase his / her ability to learn from experience and in turn, to refine theory with the help of experience.

Management development consists of all the means by which managers learn to improve their behaviour and performance. It is designed to improve the effectiveness of managers in their present jobs and to prepare them for higher jobs in future. According to Flippo, “management development includes the process by which managers and executives acquire not only skills and competency in their present jobs but also capabilities for future managerial tasks

of increasing difficulty and scope.”¹ Thus, management development is any planned effort to improve current and future managerial performance. It is an attempt at improving an individual’s managerial effectiveness through a planned and deliberate process of learning.

MDP Needs for Managers

Managers are the lighthouses of any organisation. Their acts, attitude, vision and directing styles not only make the subordinates perform well but also shape the future of organisation. The development needs of managers in the organisation are as under :

- Managers must be sound in interpersonal behaviour to encourage the human relations approach in the organisation and hence these qualities should be developed.
- Conflict management style must be taught to the managers.
- Positive leadership and institution building should be another area worth knowing for managers under this programme of training.
- Practical decision-making and objective setting should also be imparted to the managers.
- Managers should be developed in business planning.
- Communication, feedback and listening skills are some other areas for developing managers.
- Managers must also be developed in motivating and directing skills.

The current study is an exploratory one designed to identify the MDP needs of Public Sector Managers. Though the findings of the study can be generalized to be applicable to a majority of Public Sector Organizations, yet for the sake of convenience and accuracy, the findings of the study are limited to Neyveli Lignite

Corporation (NLC) Limited. The result and the implications of the research have been discussed in this article.

Organization Profile

Neyveli Lignite Corporation (NLC) Limited was registered as a Company on 14th November, 1956. The mining operations in Mine-I were formally inaugurated on 20th May, 1957 by the then Prime Minister, Pandit Jawaharlal Nehru. Neyveli Lignite Corporation has been conferred with “MINIRATNA” Status in 2004.

HRD Scenario at NLC can be best described by taking into consideration the diverse production processes involved and the efforts of the employees in learning by themselves many skills in trade and professionalism, which is its strength today and reflected in its high earnings growth.

NLC firmly believes in the adage “Learning occurs at all times”. All employees are provided opportunity on a wholesome approach to develop their potential and use it in achieving corporate goals. The training is imparted to employees through different schemes on a 3-Tier system ;

- i. In house training
- ii. Deputation training within India
- iii. Foreign training

Objective

The objective of this study is to determine the Management Development Programme needs of a public sector, namely, Neyveli Lignite Corporation (NLC) Limited. It was decided to carry out a Management Development Programme needs assessment at individual level. MDP needs for self development, for improving knowledge and skills, for attitudinal change, for interpersonal skills development, for

improving quality of work life and for organizational effectiveness, were finalised on the basis of the pilot study and these five dimensions of MDP needs were deemed relevant to managers of NLC.

Design

It is an exploratory research, carried out at the company level covering only managers.

Sample

The questionnaires were distributed to 50 respondents. All 50 questionnaires were returned with responses. A sample of managers was drawn from various units like Mine-I, Mine-II, Thermal Power Station-I, Thermal Power Station-II and Corporate Office, on the basis of their proportionate strength.

Tool

The data were systematically organised with the help of a structured questionnaire, namely, '**MDP Needs Assessment Questionnaire**', developed by Chinnadurai & Udayasurian (2005). The questionnaire, comprising 70 items, was designed to elicit detailed information with respect to the assessment of Management Development Programme needs pertaining to the five different broad dimensions.

Methodology

The questionnaires were distributed to the respondents personally when they reported for attending the Management Development Programmes. The questionnaires were filled by them and collected before the programs began.

The MDP needs assessment variables were evaluated on the pre-decided scale as shown here :

Strongly agree	-	5 points,
Agree	-	4 points,
Neutral	-	3 points,

Disagree	-	2 points,
Strongly Disagree	-	1 point.

Analysis

On the basis of data collected under the structured questionnaire, the analysis was drawn on the statistical packages and the various graphs and charts were obtained to draw the implication and conclusions.

Results and Discussion

Statements for the MDP needs were classified into five categories.

- Self-development
- Improving knowledge, skills and attitudinal change :
- Interpersonal skills development :
- Quality of work life :
- Organizational effectiveness :

Based on the survey conducted, the results were analysed and the conclusions were posited for the benefit of managers of NLC.

MDP NEEDS OF PUBLIC SECTOR MANAGERS

1. MDP needs for Self development (Refer fig. 1) : The questions which received the maximum weightage pertain to :

- Enrich personality
- Improve creative potential
- Manage work stress
- Directing skills

The statements which received the minimum weightage are evaluation skills, ability to analyse problems in job, supervising skills and job satisfaction.

2. MDP Needs for Improving knowledge, skills and attitudinal change (Ref Fig. 2) :

The managers have given maximum weightage to the statements like :

- Learning new techniques in the job
- Acquiring new skills in the profession
- Computer related applications to work.
- Enrich knowledge on office management

However lesser MDP needs are identified in the areas such as : learn various strategies for adopting changes, have a positive attitude with others and enforce discipline.

3. MDP needs for improving the Interpersonal skills (Ref Fig. 3). In this segment, MDP needs are maximum for :

- Build smooth rapport
- Team building skills.
- Grievance redressal

The statements which have scored minimum are non-verbal communication skills, interpersonal cordiality with colleagues and interpersonal skills with superiors.

4. MDP needs for Improving quality of work life (Refer Fig. 4) : Maximum MDP needs were identified in the areas such as :

- Improve quality of work life.
- Work in a better way
- Improve the organizational environment

Relatively low response was received for MDP needs on expecting quality work from subordinates and gain superiors' recognition for best performance.

5. MDP needs for Organizational effectiveness (Ref. Fig. 5) : Maximum MDP needs are felt for

- Developing organizational commitment
- Organisation policy, plans and procedures
- Employee-management relationship

Minimum weightage was assigned to statements such as know the future objectives and goals of the organisation, improve organi-

zational climate and understanding the organization policies, plans and procedures.

Cumulative results of the supervisors (Refer Fig. 6) surveyed show that they had the same level of concern for MDP needs in the areas of Self development (20%), Improving the quality of work life (20%) and Organizational effectiveness (20%). They have laid slightly more and less stress on Improving knowledge, skills and attitudinal change (21%) and on Improving the interpersonal skills (19%) respectively.

Summary and Conclusion

Considering the Management Development Programme needs of a public sector managers through five different dimensions, we find that the need for Improving knowledge, skills and attitudinal change are felt more compared to the MDP needs for Self development, Improving the quality of work life, Organizational effectiveness and Improving interpersonal skills.

The responses given by the Managers reveal that they need some sort of MDP in almost all areas which fall under the five broad categories. There are certain areas in which the managerial employees very much wanted some sort of Management Developing Programme as their scores were above 80% for those areas. They are :

- Personality
- Improve creative potential
- Understand related positions
- Stimulate the creative thinking
- Managing work stress
- Acquiring new skills in the profession
- New techniques pertaining the Job
- Computer Related Application to Work
- Learn various techniques of counselling
- Build smooth rapport

- Team building skills
- Grievance redressal
- Work in a better way
- Gain superiors' recognition for best performance
- TQM practices
- Organisation policy, plans and procedures
- Enrich knowledge on office management.
- Understand the structure and functions of organisation

There are few areas in which the supervisors needed very minimum training programmes. Those areas are :

- Work motivation
- Ability to analyse problems in job
- Learn various strategies for adopting changes
- Have a positive attitude with others

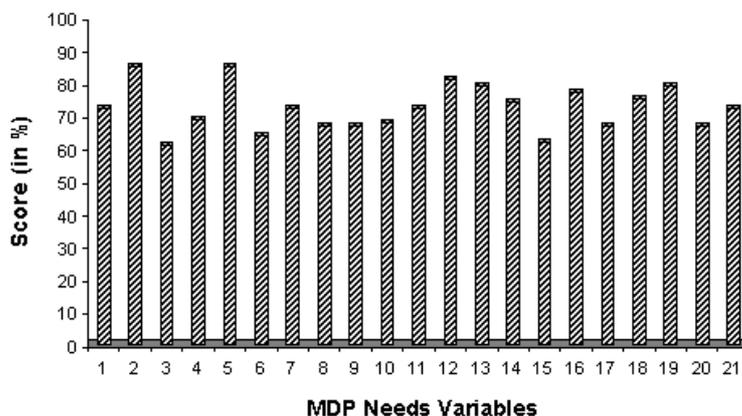
- Interpersonal skills with subordinates
- Non-verbal communication skills
- Improve the organisational environment
- Derive quality work from subordinates
- Make organisation more flexible
- Know the future objectives and goals of the organisation

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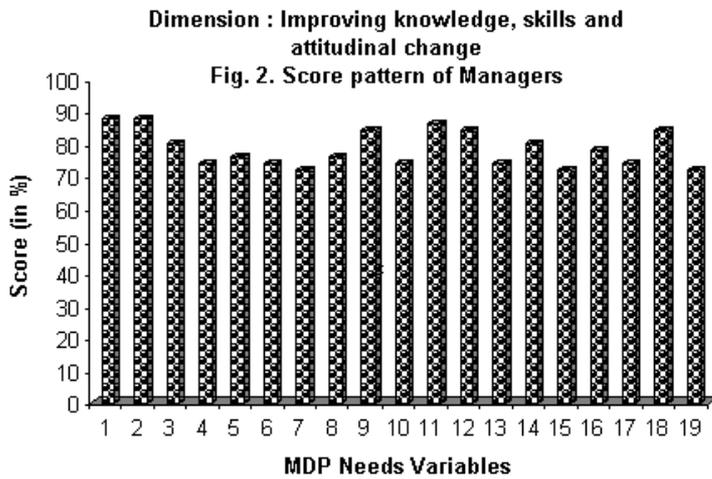
MDP Needs of Public Sector managers

Dimension : Self Development
Fig.1. Score pattern of Managers

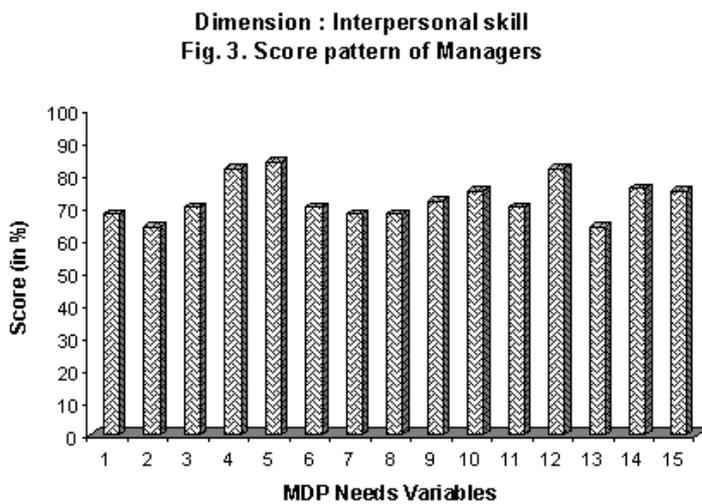


MDP Needs Variables

1. Flexibility & adaptiveness
2. Personality
3. Work motivation
4. Challenges of the organization
5. Improve creative potential
6. Job satisfaction
7. Decision making skills
8. Job involvement
9. Understand related positions
10. Supervision-skill
11. Excel others
12. Assertive at work
13. Manage work stress
14. Stimulate the creative thinking
15. Ability to analyse problems in job
16. Planning skills
17. Organizing skills
18. Directing skills
19. Co-ordinating skills
20. Evaluating skills
21. Controlling skills

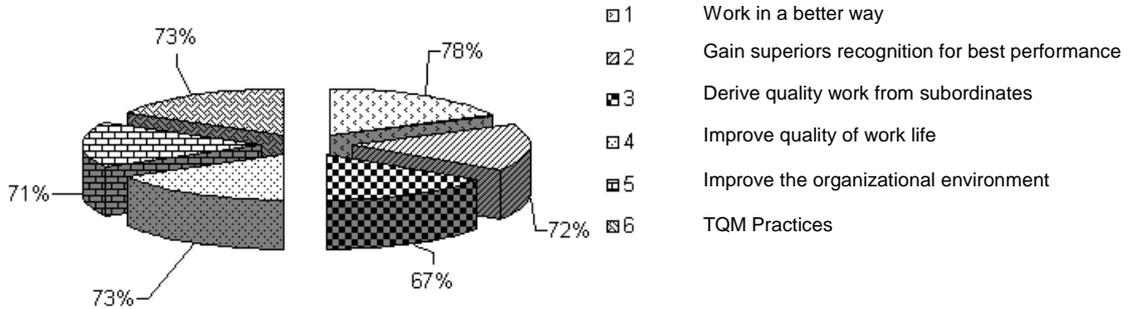


- MDP Needs Variables**
1. Acquire new skills in the profession
 2. New techniques to the job
 3. Learn & practice ethical values
 4. Get awareness of common evils & problems
 5. Enrich job oriented knowledge
 6. Update the technical & professional skills
 7. Learn various strategies for adopting changes
 8. Increase the awareness of safety measures
 9. Enrich knowledge on office management
 10. Cultivate ability to analyse problems
 11. Computer related application to work.
 12. By learning through experience
 13. To have increased awareness of organizational activities
 14. Crisis management
 15. Have a positive attitude with others
 16. Change the attitude of subordinate
 17. Mend undesirable behaviour
 18. Learn various techniques of counselling
 19. Enforce discipline



- MDP Needs Variables**
1. Interpersonal skills with superior
 2. Interpersonal cordiality with colleagues
 3. Interpersonal skills with subordinates
 4. Team building skills
 5. Build smooth rapport
 6. Understand others problem in a better way
 7. Improve good verbal communication
 8. Managing conflicts
 9. Performance appraisal
 10. Interdepartmental co-operation
 11. Problems of HR
 12. Grievance redressal
 13. Non-verbal communication skills
 14. Effective communication with others
 15. Leadership qualities

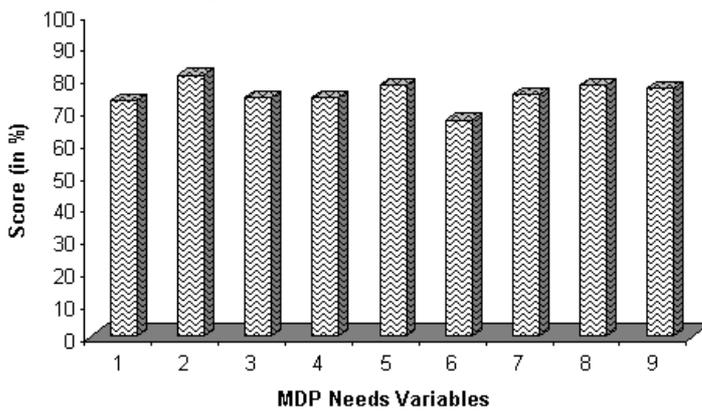
Dimension : Quality of work life
Fig. 4. Score pattern of Managers



MDP Needs Variables

- 1 Work in a better way
- 2 Gain superiors recognition for best performance
- 3 Derive quality work from subordinates
- 4 Improve quality of work life
- 5 Improve the organizational environment
- 6 TQM Practices

Dimension : Organizational effectiveness
Fig.5. Score pattern of Managers



MDP Needs Variables

1. Know the future objectives & goals of the orgn.
2. Organisation policy, plans & procedures
3. Improve orgn. climate
4. Developing orgnl. commitment
5. Enrich orgn. culture
6. Make orgn. more flexible
7. Motivate the jr. emp. for better work.
8. Understand the structure & functions of orgn.
9. Employee-Mgt. relationship

Fig.6. Relative distribution of MDP needs of Public Sector Managers

