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## A MANAGEMENT DEVELOPMENT PROGRAM

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### ABSTRACT:

*The aim of management development should be to increase workgroup and organisational effectiveness which, in turn, is a function of the interaction between characteristics of the organisation, its environment and people. Management Development Programmes (MDP) provide participants with the opportunity to refocus, to immerse themselves in the latest thinking about best practice in management, and provide them with personal and professional tools to strengthen their effectiveness as a manager and leader. This paper helps us to understand MDP in better prospective and also focuses view. Managers are provided with different trainings in order to enhance their skills. A developmental program will focus more on developing the skill set of managers to get better results and achieve the organizational goals. Different types of training modules are implemented in the organization depending on the current need and the future analysis.*

*In the rapidly changing working environment, Management Development program is very important from organizations point of view. In order to implement this, organization are using different techniques and tools to manage their employees and improve the organizational behaviour. To enhance the skills and improve the knowledge, managers use Management development which is a structured program. This MDP results in benefiting the managers directly or indirectly and thus eventually which is beneficial for the development of whole organization the work for. This program helps the employees in reducing the stress and thus gives work satisfaction to the employees. Which in turn increases the productivity of employees and of the organization. The important need of MDP is it helps employee to identify their skills and techniques which they might not know. It builds confidence of the employee and it helps in retention of the employees. MDP encourages the less active employees to take up the higher projects and tasks. Employee who are performing well are further motivated to boost up their skill set. This increases the efficiency of the employees. An important objective of management development program is to hold on the most valuable employees of the organization. Along with enhancing the skills and techniques, conceptual knowledge is an important objective of this program. This program aims at providing the best quality managers to the organizations who will meet the future need of these organization. The training provided at MDP helps them to be ready for any kind of change in the organizational behaviour. Thus having a Management development program is very crucial for an organization success.*

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## **INTRODUCTION**

### **MANAGEMENT DEVELOPMENT PROGRAM**

Managing people or tasks in the best optimum way possible that will also ensure self-development of managers. This developmental program is a systematic process which will help manager to prioritize tasks and get the desired outputs. This program will involve all the training, learning process that enables managers to improve their competence levels and way of performing managerial tasks.

1. Self- Development
2. Long term process
3. Recognize one's own differences and accordingly focus on individual needs of development program

To elaborate further the above said points, Self-Development aspect will focus on employee productivity not only in terms of organizational growth but will also help the employee enhance those inactive competencies which they are totally unaware and can perform well when trained. Such ignored competencies in an individual can be given proper training and learning process yielding to unexpected results. This also links to third point which means every individual has got different set of competencies and identifying the best ones will help better results and productivity. The only draw-back is that this is a long-term process because identification, training and mentoring managers about their own abilities is a very time-consuming program.

### **NEED OF MDP**

The goal of the executive's advancement process is to improve the viability of the association through adequacy of administrators and potential heads in future. Through this the association improves interior quality of labour.

The methodology is centring present just as future.

1. To continue better execution of heads all through their vocations.
2. To improve the current execution of heads at all levels.
3. To urge existing supervisors to build their ability to expect and deal with more prominent obligation.
4. To empower the association to have the accessibility of required number of supervisors with the necessary abilities to meet the present and foreseen (future) needs of the association.
5. To supplement older administrators who have ascended from the positions by profoundly equipped and scholastically qualified experts.
6. To give chances to the officials to satisfy their profession desires.

7. To guarantee that the administrative assets of the association are used ideally.

Objectives of Management Development Programme:

1. To give the association the necessary quantities of heads being able to meet the present and future authoritative needs
2. To instil a feeling of self-reliance and accomplishment among supervisors
3. To urge the administrators to stay up with the latest, and develop to address the difficulties, adapt up to the changes, and handle complex circumstances and more prominent issues
4. To release their obligations with improved execution
5. To continue great execution and gain distinctive competence.

### **TRAINING METHODS**

There are two main techniques which are used to train managers to acquire knowledge, skills and attitudes. The two main techniques are On-the-job & Off-the-job training.

#### **• On- the- Job Training**

In this type of training, employees are being trained particular skill set with the help of hand on experience using the tools available at the workplace. This learning process give an opportunity to an employee to manage the real time operations and helps them learns more with accuracy. Such type of training is carried out at normal working environment of the employee where he/she feels comfortable. The responsibility of train the employee is given to the co-worker if they have that ability to teach. In case of some special technology or skill set, there might require an external trainer. For example, if there is a newly installed machine in plant, then the vendor will train the employees how to operate that machine.

1. Coaching: This method includes superior or experienced person who gives instruction on how to perform particular task and explains it process. One to one job trainings are modified in such a way that the employees should understand and find answers to their problems using demonstration.
2. Mentoring: Training is given at managerial level persons in which a senior manager demonstrates his/her sub ordinates to help them carry their day to day activities efficiently. This also helps in improving the relation between the manager and sub ordinates.
3. Job Rotation: In order to train the employee understanding all the tasks and functions, job rotation technique is used. This process helps in improving the performance of employee and they get bored by working on same job daily.



4. **Job Instructional Training:** In this type of on job training, a special program is designed in which the employee is given the instruction to perform the job as per the requirement. The details of the job explained to the trainee and what skills are required for the same are demonstrated to them. After the instructional training, employee performs the job as per his learned skill sets and then he is asked to give feedback on it. He can also ask any query arising out of the training program.

5. **Understudy:** In order to have a replacement for any superior person in case of his retirement, transfer, promotion or death, that superior person trains the subordinate as an understudy or an assistant.

6. **Apprenticeship:** Broadly speaking, this form of training is given to people in crafts, trade and technical fields that require long-term learning before they actually gain the expertise in their respective disciplines. This preparation is a mix of classroom and hands on preparing and is directed under the nearby supervision. This can be reached out dependent upon 3 to 4 years as disciples need to experience the learning procedure till they become a specialist in their fields.

• **Off-the- Job Training:**

This type of training is carried outside of the job location. This might be very early stage of the training where many things need to be considered. Members participating in such type of training must need to get comfortable with the other participating members so the group must perform effectively. Various training methods are used to motivate the team members. Such type of training is essential where skills cannot be taught on the job location directly because some job cannot be taken directly even for training without prior knowledge.

1. **Case Study:** In this type of training, case studies based on actual business situations are given to trainee managers for discussion and they have to arrive to a proper decision. They are given freedom to find out various problems and they can also suggest alternatives to tackle them. This case study technique helps the decision-making ability and analytical judgment ability of the trainee. Case study training method was made popular by Harvard Business School.

2. **Simulation Exercises:** This technique includes a duplicate copy of work or a similar situation which arises on actual job is created and a role is given to trainee to find out solution to the problem and helps in taking decision. Getting feedback on his/her work sharpen the trainee in decision making. This method is quite costly as compared to other methods.

3. **Management Games:** Under these procedures the trainee officials are separated into equal bunches accepting the administration of simulated companies. Each rival group must talk about a given subject relating to generation, promoting, estimating etc. and arrive at a selection of one choice. The group respond to the choice of each other. They get prompt feedback on their execution. This method makes strong bond amongst team members and helps in building term spirit.



4. **Managerial Grid:** This is a long-term program which ranges from three to five years. This program helps in improving the managerial skills, intergroup relation and it also improves leadership style.

5. **Role Playing:** This exercise is the simulated one. The trainee has to take up the role of the person in simulated situation. These trainees have to react to each other in similar way as they would be doing the same tasks as a manager on the job. They are given some learning point list which they have to use during the interaction with subordinate. They have to maintain that decorum among the subordinates. They can use video for the improvement in their personal management skills.

6. **Incident Method:** In this incident method, incidents based on the real situation which can occurred are prepared. The group members then discuss and makes a decision. The incident method technique was developed by Paul Pigors which helps in developing the intellectual level, decision making ability of the trainee.

7. **In Basket Method:** In this method of off the job training, there is this basket which contains various categories such as reports, letters, replies, application each which involves certain problem statement and it is given to the trainee. Then trainees are allotted specific time limit to solve that problem by passing order, recommendation, delegating authority to the subordinate and distributing work. Thus, trainee learn the decision-making skills. This method is less expensive.

8. **Conference:** Under this procedure a bunch of officials meet as per arrange and talk about an issue of common intrigued. The individuals of the gather learn through others perspective and create their information by comparing their supposition with others. It is the foremost compelling strategy when an issue is to be analysed and tried through distinctive points or viewpoints. The conference features a pioneer who leads the discourse and takes due care that the partaking individuals are not remaining absent from the most issue beneath discussion. The administrators learn how to motivate people through discussion. Each member is given an opportunity to precise his conclusion unreservedly. This is often an awfully common strategy of creating administrators.

9. **Lectures:** It is exceptionally well known and straightforward strategy. The concepts, thoughts, hypotheses, standards are clarified through addresses. The speaker is a master who collects the fabric and conveys an address to the learner administrators. It may be a coordinate, time sparing, move in fetched strategy of clarifying and showing a perspective on any issue or subject to the trainees.

10. **Programmes by Academic Institution:** Many academic instruct and colleges run organization courses. They join degree as well as brief term affirmation courses. These educate additionally hold conferences, courses, workshops, address course of action and other related programs which offer help in organization advancement. The reasonability of these programs depends upon their quality, response from the companies and execution. Associations can back their chairmen to associate these courses. Other than these educational teach, All India Organization Alliance as



well conducts a couple of organization courses for company authorities, hold classes and conferences frequently.

11. Transactional Analysis: The transactional analysis (TA) is an attempt to get it and analyse the trainee's identity through the communicative interaction. The interaction between person human being is seen as exchanges, for occurrence, "I will do this for you and you are doing that for me." TA holds the see that the human identity is constituted by three self-image states i.e., parent, child and grown-up. All these three senses of self-states are reflected in his identity when he communicates with others. Parent state is reflected when he carries on and interatomic like a parent and offers "do's" and "don'ts" e.g. Do this, don't appoint specialist to him etc. The value-based investigation points at freeing the grown-up from the parent and child state. The grown-up state is sound and bargains with reality. It collects data and see reasons and takes choices. Grownup conduct and intuitive are anticipated from administrators and directors who are choice creators. Value-based investigation is a vital psychiatric strategy.

## **LITERATURE REVIEW**

Since 1950, Management or Executive Development has been the most prominent area of personnel or human resources management. It is also called management revolution. Management development is a systematic process of management training and growth by which individuals (aspiring to rise on the ladder of management) gain and apply knowledge, skills, insights, and attitudes to manage managers, workers and work organisations effectively.

Management development, therefore, means any planned, guided or directed activity undertaken by a manager to help himself become more competent in his present and/or to consciously prepare himself for assuming higher and more important managerial duties and responsibilities so that he can claim promotion by merit or competence.

Management development programmes are conducted by big corporates and management institutes in order to enable current and prospective managers to develop an understanding of management concepts, practices, approaches and perspectives. The participants gain an immersive learning experience and are encouraged to provide insights on situational problems and are exposed to the views of other participants of their group. Through this process, they gain problem solving skills and analytical thinking ability.

Nakkiran & Karthikeyan (2007) suggest that management improvement is intended to increase the overall performance of managers in their current roles and to prepare them for greater transparency when they are promoted. Training is characterized as an effort by the organization to increase the effectiveness of its members. Training helps to sustain and improve existing work efficiency. Khurana, Khurana & Sharma (2009) identify some of the common management growth strategies and methods used in organizations. Dale (1998) explains the action open to any manager who wishes to ensure his or her own growth and the people around them. Training programs have a role in development and can be useful opportunities to learn and enhance skills. He says that if learning is to take place in full, certain skills must be used, and his main concern

remains the development of skills at work. Fee (2001) suggests that management growth is a crucial factor of performance in business organizations. Management development is defined as a subset of employee development, which is itself a subset of human resource management. Mailick & Stumpf (1998) explores appropriate ways to incorporate theory with work experience and promote behavioural modification as a basic objective. We describe different ways of learning, such as passive (lecture, case study, discussion) and experiential (role play, sensitivity training). We also explain that no one method is sufficient and can be thorough in all cases. Samanta (2000) attempts to summarize the different problems, facets, dimensions and strategies of the training process in order to enable training managers and trainers to make training efficient, meaningful and purposeful. Abel et al. (1998) describe management growth and training principles, future management creation, marketing techniques, improvements in management and knowledge resources. We identify management training and development processes and on-going programs that support the creation of human resources in a professional manner connect management growth goals with current and future business challenges and strategies. Henry (2006) points out that development is increasingly necessary as awareness shifts with increasing rapidity and workers empowerment. He explores the relationship between growth, innovation and well-being.

## **FEATURES OF MDP**

1. Management development is planned and organised process of target achieving.
2. It is an ongoing process, through-out the tenure of a manager in the organisation as well as his own professional career.
3. It is a long-term process as administrative abilities can't be changed & advanced in short term
4. It is guided self-improvement. An organisation can give full chances to improvement of its present and potential managers.
5. Its aims at preparing the better performing managers to further improve their skills and achieve the business goals.

## **MANAGEMENT DEVELOPMENT PROGRAM PROCESS**

1. Finding of Organization's Needs – It is important to distinguish the associations needs in the line of association's targets for the advancement of its administrators.
2. Examination of Present Managers Abilities – To discover the hole between the genuine presentation of employment and the standard execution of occupation.
3. Set the Objectives of Development Program – Now the following stage is to set the targets of a specific administration improvement program.



4. Arrangement of Manager Inventory – For the motivation behind getting chief stock the accompanying data about every director is fundamental Name, age, capability, work understanding, residency of administration, spot of posting, nature of occupation and execution examination information, and so on. This aides in the choice of chief for improvement programs.

5. Arranging of Individual Development Program – based on supervisor stock, it is anything but difficult to discover the qualities and shortcomings of every one of the administrators. This aides in preparing surrounding and propelling customized programs.

6. Foundation of Development Program – After this the obligation of HR supervisor or Training and Development director is to set up improvement program for administrator like authority courses, dynamic, innovative reasoning, the board games and affectability preparing and so on.

7. Assessment of Development Program – The last advance is to assess the improvement program in the line of the targets of the program. As per Tracey (1971) the most significant methods for assessing improvement program are perception, evaluations, preparing overviews and preparing interviews.

### **PERQUISITES FOR SUCCESSFUL MDP**

(i) Management development starts with the selection of the right applicants for leadership ranks. It is important to ensure that good content is introduced into the system at the entry level.

(ii) Management development should be defined as an essential and continuous process within the organization;

(iii) There should be a reasonable timetable in line with the needs of the company. The timeline would take into account the need for management resources over a fairly long period of time. The resource that is available and those that need to be acquired should be estimated;

(iv) Management development must match the needs of the organization and the individual,

(v) Managers must take up the responsibility of developing their subordinates for greater responsibilities,

(vi) Managers must be motivated to invest time in the development of themselves and their subordinates using special reward systems.

(vii) The management development program should be based on a specific strategy, which should specify the type, coverage and objectives of the programme. A multi-tier supervisory and management development system will start with the first line supervisor and go all the way to the top management.



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## **IMPORTANT CONSIDERATIONS FOR MDP**

1. Management learning systems are described as logical and mechanistic in orientation. They use standardized blue prints and frameworks to direct the development of productive managers. There is a structured and logical method with clearly defined steps. Managers will be chosen for training.
2. Attitudes and knowledge-Different attitudes and knowledge of management growth will occur at various levels within the company and will affect the approach taken.
3. Different priorities and objectives-Different organizational groups and individuals can influence and form approaches to management growth. Each of them should have its own collection of goals and priorities.

## **CONCLUSION**

Management Development program is the need of hour in any given organisation. New methods and techniques have to adopt by the organisation for optimum utilization of resources which also includes human resource. Designing individual MDP by keeping all the available resources in mind and finding different training needs by analysing the skill gaps is essential. While this process is a long term and time consuming one can expect results to be of same level. Management learning helps workers improve their skills which ultimately leads to an improvement in the productivity which effectiveness of workers. This increases their level of productivity; it effectively increases the level of output of the company. Two of the key goals of management growth are to provide workers with stress-free working environments so that the highest performance can be achieved by supplying managers with strong leadership skills that are willing to fulfil the organization's needs in the future.

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