

Understanding Management Development Techniques for Organization and Employee Growth: A Conceptual Study

Nusrat Khan¹, Sandhya Tayal² and Fehmina Khalique³

¹G D Goenka University

²Student G D Goenka University

³Galgotias University

E-mail: ¹nusrat.khan@gdgoenka.ac.in, ²sandhyatayal25@gmail.com,

³fehminas@hotmail.com

Abstract—In the rapidly changing times, the need for management development is quite large. To fulfill these needs the organizations of current time are using various tools and techniques to enhance their organizational behavior and managing their employees. Management development is a structured way used by managers and other employees to enhance their skills and to improve their knowledge. The need for this management development program is that it directly or indirectly benefits the managers and the employees of the organization which in turn is beneficial for the organizations they work for. Management development provides the employees with a stress free environment at their working place and gives employees a satisfied environment. This helps in increasing the productivity of the employee and eventually it leads to increase in productivity of the organization. One of the most important needs of management development is that it helps them to explore their skills and techniques which would have remained unidentified. This would help the employees to build up confidence. This development program helps the employees who always remain less active to come forward and take up higher projects and assignments. Various training methods and techniques are used for improving the skills of those employees who show better performance than other employees comparatively. The efficiency level and effectiveness of the employee also increases. Various techniques of management development are used to help managers cope up with stressful situations in the organization and create such an environment which would lead to their own development and growth along with the growth of their surrounding employees. Management development helps in boosting up the efficiency level of the existing employees and in improving their skills for better performance in the future. One of the objectives of management development is holding on to the pricey employees of the organization. Apart from enhancing skills, deriving practical knowledge along with conceptual knowledge is also an important objective of management development. It also aims at providing the organization with promising managers who would be able to meet the needs of the organization in the future. The training provided during the management development program helps the employees to gear up for any change in their organizational environment-be it technical or behavioral. Hence, this management development leads to the overall development of an employee by increasing their skills and

techniques and preparing them to cope up with the various situations which may not be in their favor in the organization.

Keywords: Management, Development, Growth, Employee

1. INTRODUCTION

1.1 Management

It is the art of getting work done through people, the way you would do it yourself and with the available resources. Optimum utilization of resources is the first rule of management. Making the best out of whatever is available with you is a management art. It involves four major functions viz planning, organizing, staffing and controlling/coordinating.

1.2 Development

The word development itself suggests the meaning i.e. growth over a certain period of time. In term of an organization it can also be described as a way of expanding and diversifying and on an individual basis, development can be described as promotion or increase in salary.

2. MANAGEMENT DEVELOPMENT

According to Management Development Institute of India—"Management development is the development of management done over and above its science and theory, of its practice and application in organizations, corporations and institutions, alike in relation to the organization and manager, so as to re-equip both to fulfill their purposes more effectively and in harmony with each other and both with the environment in which they function and have their being and hope to thrive upon and grow.

Management development is a systematic process through which managers develop their abilities to manage. Through

this process, managers get to learn more and increase their knowledge as well as they get to improve their skills which benefit them as well as their organization. The role played by the organization in management development is the establishment of programs and opportunities which will help in development of their existing potential managers.

Management development embraces the entire process by which managers learn, progress and improve their competence to perform managerial tasks. (A Guide to Management Development Techniques: What to use when; pg 9)

3. NEED FOR MANAGEMENT DEVELOPMENT

What's worse than training your workers and losing them? Not training them and keeping them- Zing Ziegler

- Management development is one of the determinants for the success of an organization and has a direct impact on the benefits of the organization.
- The management development programs help the employees to come out with the skills which remain unidentified or who are inactive.
- The overall working environment of the organization turns to be quite challenging because the managers turn to be better leaders and even are ready to take risks at a better level.
- Employee productivity increases leading to increase in organizational productivity.
- Adapting to such developmental techniques help the organization to hold on to the worthy employees.
- Organization is able to serve its customers in a far better manner.

4. OBJECTIVES OF MANAGEMENT DEVELOPMENT

- Developing the performance of managers/executives on their projects and assignments.
- To meet the organizational needs in the future, management development aims at providing a source of competent people at various levels of the organization.
- Enabling the managers to cope with the problems in the organization.
- Creating such environment in the organization which contributes to the growth process
- Increasing the morale of managers and employees
- Increasing the efficiency of existing employees for better performance.
- Indicating the application of the knowledge of social as well as physical aspects of management.

- Providing adequate leaders
- Preparing the managers and other employees for adapting to changes-technical, environmental or ideological.
- Training employees who show good potential as compared to others for higher assignments.
- Replacing elderly executives by highly competent and academically qualified professionals.
- Developing unity of purpose.

Some of the common techniques used in various organizations for management development include the following:-

- **On-Job methods** where the development of the skills takes place on the job. Various techniques included in this method are-
 1. **Coaching-** The trainee is placed under a senior manager who helps in correcting errors and working in an efficient manner. The senior manager helps the trainee to acquire knowledge about the job and helps in improving skills and techniques required. The managers act like coaches or guides who observe, analyse and improve the performance of their trainees.
 2. **Job-rotation-** It is the transfer of one employee from one job or plan to another for some learning purposes. Before promotion as managers, the trainees are rotated in the organization in various jobs in a department or unit. It helps them in acquiring a broader outlook and diversification of the skills which is very important at higher levels of organization. The most important advantage is that it permits a good understanding of the various activities in an organization. It helps people to be prepared for to accept greater responsibilities. Even their abilities are also known so their best utilization can be made out of them.
 3. **Understudy-** An understudy is the person who is given all the responsibilities of his senior so that he can be trained for the future. This method allows ensuring that a completely trained person is available to replace a manager in his absence under any circumstances, be it illness or retirement or transfer. An understudy is selected by the head or superior of the concerned department. The understudy knows the problems and the complexity associated with them and tries solving them out. Leadership skills can also be developed in him by giving him the supervision tasks as well. The biggest advantage of this technique is that it is a practical method and keeps the learner's interest and motivation level high. This method helps the senior to be relieved of some of the tasks which he has to perform and also the trainee derives benefits as well as he derives continuous guidance and knowledge from the superior manager.

- Off job development- The various techniques in this method include
 1. **Case study method-** in this method an actual business situation taken from actual experiences of an organization is described comprehensively to the trainees. The trainees are then required to discuss upon the case, analyse significant facts and find out the best solutions for the case. This method improves the decision making skills of the trainees and improves the analytical skills as well. This method is a strong approach towards learning.
 2. **Incident method-** This is a method similar to the case study method. It involves the practical incidents on the basis of experiences of the organization. Every trainee in a group is given role from the incident and asked for suggestions to solve the problem in the given incident. The main objective of this method is the development of intellectual skills and practical judgment of the trainee.
 3. **Role playing method-**the trainees are given more practical situations and are asked to perform their roles. This method makes it visible that good human skills are also required.
 4. **Conferences-** it is the most common method for management development. In this method meeting of many people is conducted to discuss the issues like latest management issues, modern technologies and all participants even exchange notes and come to interact with each other. The success of a conference depends on how freely participants present their views in front of everyone
 5. **Sensitive training-** it is a method of giving an individual maximum opportunities to expose themselves and receive feedback. It also includes experimenting with new behavioural and developmental awareness. The primary aim of this training method is to reduce interpersonal friction by establishing better relationship with others. This method basically focuses more on human skills rather than conceptual or technical skills.

Management development techniques can also be categorized in two ways-

1. Traditional passive techniques which include techniques like lectures, case study method, conferences
2. Experiential techniques which include role playing method, sensitive training and management games.

5. OBJECTIVES OF THE PAPER

The main objective of this paper is to study the development techniques adopted by different companies. This will help in understanding the strategies that companies need to adopt to improve their management techniques to remain competitive in the dynamic business environment. The paper will also

explore the knowledge of decision making techniques among the managers.

6. LITERATURE REVIEW

Nakkiran & Karthikeyan (2007) say that management development is designed to improve the overall effectiveness of managers in their present positions and to prepare them for greater responsibility when they are promoted. They describe training as an attempt by an organization to increase the effectiveness of its members. Training helps in maintaining and improving current job performance. Khurana, Khurana & Sharma (2009) describe some of the common techniques and methods of management development used in organizations.

Dale (1998) describes the action available to any manager who wants to ensure their own development and the people around them. Training activities have their place in development, and can be valuable ways of acquiring and improving skills. He says that if learning is to happen fully, those skills have to be put to use and his main concern remains the development of skills on the job. Fee (2001) says that management development is a fundamental driver of success in business organizations. He describes management development as a subset of employee development which itself is a subset of human resource management.

Mailick & Stumpf (1998) seek effective ways to merge theory with workplace practice and advocate behavior change as basic aim. They describe various ways of learning like passive (lecture, case study, discussions) and experiential (role playing, sensitivity training). They also describe that no single way is adequate and can be comprehensive for all situations. Samanta (2000) attempts to compile the various issues, aspects, dimensions and methods of training process so as to help the training managers and trainers to make the training effective, meaningful and purposeful

Abel et al. (1998) explain the management development and training concepts, future of management development, its marketing approaches, changes in managerial and informational resources and its impact on training. They describe the management training and development processes and the ongoing systems that help human resource development professional link management development objectives with present and future enterprise problems and strategies. Henry (2006) says that development is increasingly important as knowledge changes with increasing rapidity and staff becomes more empowered. He discusses the relationship between development, creativity and wellbeing.

7. CASES

7.1 A Large Us Agency Rallies Employees around A New Strategic Plan-

Challenge

To transform the agency in a broader manner and cope with the organizational challenges, the new head of an US agency

used a mandatory strategic planning. The new 5 year plan was needed to be implemented and supported at all levels of organization-individual levels as well. This was clear that the frontline staff and the senior managers were not engaged in a sufficient manner.

Discovery

Firstly, they understood the agency's context better by analysing the internal and external forces that shape the agency. To identify the strengths and the blind spots of the agency, interviews with stakeholders were conducted. The agency started setting its strategic directions and aligning the organization according to the plan through top team workshops. The workshops were in such a way that the teams which never interacted in the organization got a chance to hear each other which ensured the expertise and knowledge of the staff drove the content for strategy and all personnel was engaged in collaborative development process.

After the workshops, the agency leadership rolled out a new plan which included frequent communication between the head and the frontline staff of the agency. This interaction targeted the employee groups who were most crucial to the success of the strategic plan. They also ensured that everyone is informed about the agency's change in working conditions and strategic directions. For this a detailed roll out plan was used which ensured that the staff of the agency was clear with their roles and responsibilities and remained accountable and quite energized.

Impact

80 percent of the managers of the agency after the project said that they understood the plan and also they understood what it meant to them personally. Even the number of managers with the statement, 'A LOT OF CONFIDENCE' also increased in the organization. The head of the agency stated that now he has a stronger team that helps him in measuring the path to progress and addressing the problems.

Pearson

Pearson is the world's leading learning company, with 40,000 employees across more than 80 countries, working to help people of all ages to make measurable progress in their lives through learning. *Karen Gettman, Vice President and Director, Learning and Collaboration, Pearson*, when asked about her approach to learning and development within Pearson described the conscientious journey of transforming internal global learning at Pearson since 2011. Prior to that employees did not have easy access to the training, education, and learning and development that they needed to improve their skills and prepare for new job opportunities, develop as leaders and managers and maintain their professional certifications. She says that self-assessment of the state of learning at Pearson showed them that they were doing some things really well and others not so good. Equipped with this information, they convened a group of learning leaders from

across the company to define a refreshed approach to global learning at Pearson. The intent was to develop a way to ensure that all the employees at Pearson had access to learning and development that they needed to succeed in the organization. From this group work emerged a business plan launched in 2013, called as the Pearson Academy which is an alignment of various learning resources throughout the company. It is a community of learning professionals focused on making consistent learning available globally.

She said about a project where learning and development impacted on meeting the needs of wider business. A part of Pearson's strategy is to move from an organization based on separate operating units to a single, globally connected operating company.

8. THROUGH A TRANSFORMATION PROGRAM, A HOUSING AGENCY IMPROVES BOTH PERFORMANCE AND MORALE-

Challenge

A national housing agency experienced a steep increase in demand for its services following the global financial crisis. This led to the increase in the in-process applications and the cycle times increased. This made the employees of the agency feel overworked and demoralized.

The leaders of the agency undertook a transformational program whose main objective was to improve the agency's performance and to pull up the morale of the employees.

Discovery

The agency launched a "five frame" approach which included the following-

- **Aspire-** It means developing a vision that reinforces the agency's mission. It also includes creating and executing a communication plan which includes a "change" story that could be disseminated and used at all the levels of the organization.
- **Assess-** it includes conducting a comprehensive diagnosis of agency's service operations like analysis of hand-offs and cycle times, identifying opportunities using data analysis for improvement, interviews between employee and customer.
- **Architect-** it includes partnership with frontline employees for designing, testing and refining solutions to increase the effectiveness and efficiency.
- **Act-** It means establishing a plan for rollout of solutions which includes sequencing, resource requirements and timings.
- **Advance-** It includes designing and implementation of a performance management system which includes a dashboard. It also includes development of the skills of frontline employees and managers through formal training sessions and daily coaching.

Throughout the project the agency's main focus was on frontline employees. They also ensured to solicit the input on the designing of programs and incorporating the suggestions of the longest tenured employees. This led the team to gain the trust and support of the employees for the efforts. The leaders made sure that the employees felt they owned the vision program and were firmly committed to it for its success.

Impact

This transformation program brought a quick productivity increase of about 55 percent and even one of the directors of the agency made the remark that the biggest impact of this transformational program is that this place now feels less stressful and as managers they are engaged with the staff in a different way.

This created a stress free environment boosting up the morale of the employees which is an important objective of management development.

9. CONCLUSION

From the above studies it can be concluded that management development is the need of the hour. The current scenario of the organizations demands the techniques of management development. Various organizations use various methods to enhance the skills of their employees, improve their conceptual knowledge, applying that knowledge practically. Management development helps employees to develop their skills and eventually leads to increase in the efficiency and effectiveness of the employees. This enhances their productivity level; basically increase in the level of production of the organization. Some of the main aims of management development are providing the employees with stress free working conditions so that the best output can be incurred out of them, providing the organizations with managers with good leadership abilities who are able to fulfil the demands of the organization in the future. It focuses on providing the employees with skills to understand what the project is about

and how the success of the project going to affect them. It enables them to come ahead and take up higher projects and assignments so that their level in the organization can be identified.

In a nutshell, the main objective of management development is development of skills and techniques of employee and to provide the organization with promising leaders in the future.

REFERENCES

- [1] *All case studies.* (n.d.) *A large US agency rallies employees around a new strategic plan* Retrieved April 12th, 2015, from http://www.mckinsey.com/client_service/public_sector/case_studies/a_large_us_agency_rallies_employees_around_a_new_strategic_plan
- [2] *All case studies.* (n.d.) *Through a transformation program, a housing agency improves both performance and morale* Retrieved April 13th, 2015, from http://www.mckinsey.com/client_service/public_sector/case_studies/a_housing_agency_improves_both_performance_and_morale
- [3] Dale, M. (1998). *Developing management skills: Techniques for improving learning & performance.* London: Kogan Page.
- [4] Fee, K. (2001). *A guide to management development techniques: What to use when.* London: Kogan Page
- [5] Henry, J. (2006). *Creative management and development.* London: Sage Publications
- [6] *Learning and development at Pearson.* (September 2014). Retrieved April 12th, 2015, from <http://www.towerswatson.com/en/Insights/Newsletters/Europe/HR-matters/2014/09/Learning-and-development-at-Pearson>
- [7] Mailick, S., & Stumpf, S. A. (1998). *Learning theory in the practice of management development: Evolution and applications.* Westport, Conn: Quorum
- [8] Nakkiran, S., & Karthikeyan, M. (2007). *Training techniques for management development.* New Delhi: Deep & Deep Publications.
- [9] Samanta, R. K. (1993). *Training methods for management and development.* New Delhi, India: M D Publications PVT Ltd.