

Recruitment, Training and Development

Block

4

Development Aspects of Employees and Management

UNIT 13

Career Planning, Development and Management	1-29
--	-------------

UNIT 14

Employee Development	30-52
-----------------------------	--------------

UNIT 15

Management Development	53-68
-------------------------------	--------------

Editorial Team

Dr. PVL Ramana IFHE (Deemed-to-be-University), Hyderabad	Dr. Asha Binu Raj IFHE (Deemed-to-be-University), Hyderabad
Dr. Mohd Abdul Nayeem IFHE (Deemed-to-be-University), Hyderabad	Dr. Radha Mohan Chebolu IFHE (Deemed-to-be-University), Hyderabad
Prof. A Kranthi Kumar IFHE (Deemed-to-be-University), Hyderabad	

Content Development Team

Dr. Anuradha Chavali IFHE (Deemed-to-be-University), Hyderabad	Prof. R. Muthukumar IFHE (Deemed-to-be-University), Hyderabad
Dr. Sheela Rosalyn IFHE (Deemed-to-be-University), Hyderabad	Dr. K. Veena IFHE (Deemed-to-be-University), Hyderabad
Dr. P K Mulay IFHE (Deemed-to-be-University), Hyderabad	

Proofreading, Language Editing and Layout Team

Ms. M. Manorama IFHE (Deemed-to-be-University), Hyderabad	Mr. K. Venkateswarlu IFHE (Deemed-to-be-University), Hyderabad
Ms. C. Sridevi IFHE (Deemed-to-be-University), Hyderabad	

© *The ICFAI Foundation for Higher Education (IFHE), Hyderabad. All rights reserved.*

No part of this publication may be reproduced, stored in a retrieval system, used in a spreadsheet, or transmitted in any form or by any means – electronic, mechanical, photocopying or otherwise – without prior permission in writing from The ICFAI Foundation for Higher Education (IFHE), Hyderabad.

Ref. No. RTD-SLM-IFHE – 042022 B4

For any clarification regarding this book, the students may please write to The ICFAI Foundation for Higher Education (IFHE), Hyderabad specifying the unit and page number.

While every possible care has been taken in type-setting and printing this book, The ICFAI Foundation for Higher Education (IFHE), Hyderabad welcomes suggestions from students for improvement in future editions.

Our E-mail id: cwfeedback@icfaiuniversity.in

<p style="text-align: center;">Centre for Distance and Online Education (CDOE) The ICFAI Foundation for Higher Education (Deemed-to-be-University Under Section 3 of UGC Act, 1956) Donthanapally, Shankarapalli Road, Hyderabad- 501203</p>
--

Block 4

Development Aspects of Employees and Management

The fourth block to the course on Recruitment, Training, and Development gives an overview of career planning, development, and management; employee development; and management development. The block contains three units. The first unit gives an overview of career planning, development, and management. The second unit deals with employee development. The third unit talks about management development.

Unit 13, *Career Planning, Development, and Management*, defines the concepts of career and career planning and discusses the need for career planning. It also deals with the concept of succession planning. It then goes on to explain the models of career development and different career stages. It states the advantages and limitations of career planning and development and discusses the importance of career management, the steps involved in the career management process, and the role of different stakeholders in career management. The unit finally discusses how career management systems are evaluated.

Unit 14, *Employee Development*, discusses the concept of development. The unit then looks at the approaches to employee development. It explains the development planning process and also discusses the strategies followed by companies to develop their employees.

Unit 15, *Management Development*, defines management development and discusses its objectives. The unit then discusses the process of management development. It takes a look at the techniques used in management development programs. The unit finally discusses how these programs can be evaluated.

Unit 13

Career Planning, Development and Management

Structure

- 13.1 Introduction
- 13.2 Objectives
- 13.3 Concepts of Career and Career Planning
- 13.4 Need for Career Planning
- 13.5 Succession Planning
- 13.6 Career Development
- 13.7 Advantages of Career Planning and Development
- 13.8 Limitations of Career Planning and Development
- 13.9 Career Management and its Importance
- 13.10 Career Management Systems
- 13.11 Roles of the Various Stakeholders in Career Management
- 13.12 Evaluating Career Management Systems
- 13.13 Career Management Strategies
- 13.14 Summary
- 13.15 Glossary
- 13.16 Self-Assessment Test
- 13.17 Suggested Readings/Reference Material
- 13.18 Answers to Check Your Progress Questions

“Without the right succession planning put to play in human resources, we build for the future without a future.”

- Mmanti Umoh

13.1 Introduction

As has been popularized by Mmanti Umoh, failure to have a succession planning in the organization can put it at a risk of lack of business continuity in events such

Block 4: Development Aspects of Employees and Management

as top talent exits, skill gaps or any other internal or external changes.

In the previous unit, we have understood Bloom's taxonomy as trainer's aid along with Kolb's and Kirkpatrick's learning and evaluation models.

Career planning and development is crucial for companies to create and maintain a sustaining learning environment. Organizations not only face the challenge of acquiring the right talent but also of managing the careers of their employees in line with their needs for affiliation, achievement, growth and power. This unit focuses on understanding career planning, management and development.

13.2 Objectives

By studying this unit, you should be able to:

- Frame career planning for developing career goals and understand the issues to achieve career success
- Understand the efforts put in by organizations to plan the career path of their employees for career development
- Appraise the importance of succession planning
- Evaluate career management systems to assess career development needs of employees
- Analyze the career development strategies adopted by organizations for retaining the pool of talent and improving the efficiency of organizations

13.3 Concepts of Career and Career Planning

According to Edwin B Flippo, a career is "a sequence of separate but related work activities that provides continuity, order, and meaning to a person's life."

Douglas T Hall defined career as "an individually perceived sequence of attitudes and behaviors associated with work related experiences and activities over the span of the person's life."

13.3.1 Protean Career

Today's careers are referred to as protean careers. "A protean career is based on self-direction with the goal of psychological success in one's work." Protean employees take on the key responsibility for their career management.

13.3.2 Traditional versus Protean Career

The career concept is influenced by changes in psychological contract between

Unit 13: Career Planning, Development and Management

the employees and the company. A psychological contract refers to “the expectations that employers and employees have about each other.”

Traditionally, the psychological contract emphasized that the company would offer continued opportunities for employment and advancement if the employees remained with the company and maintained a high job performance level. Increases in salary and status were linked directly to promotions in the company.

However, the psychological contract between employees and employers has changed over the years. The reasons for the same can be enumerated as:

- The organizational structures now tend to be ‘flat’ with more impetus on decentralization of authority and employees’ responsibility is organized on the basis of projects or customers rather than on a functional basis.
- The employees in the modern organization are expected to develop a wide range of diverse skills which in turn leads to change in the psychological contract of employment.
- Another reason for the change in the psychological contract is the rapidly growing domestic and global competition as well as mergers and acquisitions. These factors force companies to downsize and hence there is no job security for employees.

Psychological success

The goal of the protean career is psychological success which can be defined as the feeling of accomplishment and pride that comes after achieving life goals which are not just confined to work-related achievement.

Compared to traditional career goals which are influenced by availability of positions in the company, psychological success is self-determined and is more under an employee’s control.

Generational differences

A generation gap refers to the chasm that separates the beliefs and behaviors belonging to members of two different generations. Employees belonging to different generations (or employee cohorts) are likely to have varying career interests and needs.

Block 4: Development Aspects of Employees and Management

¹Let us understand the four generations that we commonly find at the workplace:

Baby boomers (People born between 1946-1964): Baby boomers seek meaningful work rather than flexibility in their working schedule.

Generation X (People born between 1965-1980): People of this generation place high importance on work-life balance, good work relationships, and growth opportunities.

Generation Y or Millennial (People born between 1980 and 1995): Millennials look for meaningful work that allows them to grow and use their creative skills. They prefer to be evaluated on the result of their work and not on effort. Millennials aren't afraid to challenge authority or the status quo to come up with innovative solutions to workplace challenges.

Generation Z (People born after 1997): Generation Z individuals seek flexible work environments, lay emphasis on innovation, personal growth and experiential projects. They are tech-savvy individuals and are competitive and excellent in multitasking.

²Let us understand how Gen-Z is bringing about a new perspective to work:

- Gen-Z's expectations in the workplace are values-driven and aligned with their personal morals
- Diversity, equity and inclusion are highly valued by Gen-Z workers
- Gen-Z values economic security, communication and transparency

Difference between traditional and protean careers

A vital difference between traditional and protean careers is that in a protean career, success is subjective and is on the person's "own terms" in contrast to "objective" success that might be measured or defined externally (e.g., by salary or promotions) as is the case with traditional careers.

Direction and frequency of movement in careers

The following trends are observed:

- Development and learning in the protean career may involve job experiences and relationships as opposed to learning through formal courses.
- The emphasis on continuous learning results in changes in direction and frequency of movement in careers (career pattern).

¹ <https://www.indeed.com/career-advice/career-development/generations-in-the-workplace> (accessed on 2/3/2022)

² <https://www.forbes.com/sites/ashleystahl/2021/05/04/how-gen-z-is-bringing-a-fresh-perspective-to-the-world-of-work/?sh=855489f10c22> (accessed on 2/3/2022)

Unit 13: Career Planning, Development and Management

- Traditional career patterns involved steps in a linear hierarchy with higher steps being related to more responsibility, authority, and compensation.
- Career patterns involving movement across disciplines or specializations will become more prevalent. Also transitory career patterns wherein the employees switch jobs every three to five years will become common.

Boundary-less view of a career

In recent times, there exists a 'boundary-less' view of career as there are movements across employers as well as to different occupations. Success in careers is no longer tied to promotion but is more aligned towards achievement of individual goals of fulfilment and actualization.

Example

HSBC University provides employees with a host of formal and informal development opportunities including on-the-job coaching and mentoring in addition to instructor-led workshops and e-learning.

For more details, check out <https://www.hsbc.com> (accessed on 2/3/2022)

13.3.3 Career Planning

Writher and Davis defined the following terms of career planning. These are described here:

- A career path is "the sequential pattern of jobs that form a career."
- Career goals are "the future positions one strives for as part of a career."
- Career planning is defined as "a process by which one selects career goals and the path to these goals."

13.4 Need for Career Planning

Career planning helps employees to grow in the organization and at the same time helps organizations to retain its talent pool. Career planning is essential due to the following reasons:

- To attract competent individuals to the job and also retain them in the company.
- To offer suitable opportunities for promotion.
- To develop employees for meeting future challenges.

Block 4: Development Aspects of Employees and Management

- To enhance the use of managerial reserves in the company. For the correct placement of employees.
- To reduce dissatisfaction among employees and employee turnover.
- To enhance employee motivation and boost their morale.

Example

The Employee Career Success Centre of SAP Inc. provides virtual and in-person career guidance, coffee corner sessions, speaker events, and recruiter speed dates for its employees.

For more details, check out <https://www.sap.com> (accessed on 2/3/2022)

13.5 Succession Planning

For the growth, survival, and organization perpetuity, it is necessary to have a succession planning to identify, develop, and prepare individuals to occupy positions at the higher levels as and when they fall vacant due to resignation, retirement, new assignments and creation of new positions

Succession from internal employees benefits the employees as well as the company. Let us understand about succession planning in detail:

- As part of their succession planning initiatives, the organization appraises employees, identifies training gaps, and develops employees for occupying higher-level and varied positions.
- The scope of a succession plan will be more when an organization grows at a steady rate and employees have the potential to take up higher-level responsibilities.
- Many professional organizations make their managers identify employees with potential and develop them for filling up vacant positions at the higher levels.

However, it is also essential for the company to bring in external people so that the new talent brings in new ideas to the company or when the organization does not find suitable people within.

Exhibit 13.1 illustrates the Success Factors Succession and Development Program by SAP Inc.

Exhibit 13.1: Success Factors Succession and Development Program by SAP Inc.

SAP Success Factors Succession & Development program provided by SAP Inc, a German multinational software corporation specializing in developing enterprise software, helps in developing the talent needed to achieve business goals, while providing visibility and planning capabilities to support future growth.

The same can be achieved by:

- 1) Objective assessment of employee potential which includes uncovering hidden talent through company-wide talent search that leverages comprehensive employee talent profiles. The Succession Org Chart gives quick visibility into the talent gaps, including key indicators such as risk of loss, impact of loss, and bench strength.
- 2) Enabling strategic succession management to drive better business outcomes which includes assessment of the risk and impact of key talent loss and gaining visibility into their bench strength and measuring the effectiveness of succession plans and the impact they have on business outcomes through SAP Success Factors Workforce Analytics. Talent pools help develop high potential talent and build bench strength.
- 3) Engaging and motivating employees by creating meaningful career development plans and opportunities. The same is achieved by empowering employees to proactively explore career paths, assess readiness, and address gaps through targeted development plans to prepare for future roles by using the Career Worksheet. Intelligent mentoring automatically matches mentors and mentees providing a simple yet powerful way to accelerate employee development.
- 4) Uncovering Workforce Insights and Providing Talent Visibility for HR, Managers, and Executives which includes assessing talent depth across the organization with an interactive Succession Org Chart, using talent cards to find best succession candidates and enabling strategic talent review conversations with executives. SAP Success Factors Presentations allow to present and share live talent information to enable easy engagement in strategic talent conversations.

Source: <https://www.sap.com/india/products/succession-development.html> (accessed on 2/3/2022)

Check Your Progress - 1

1. Which among the following is defined as the sequential pattern of jobs that form a career?
 - a. Career goal
 - b. Career
 - c. Career planning
 - d. Career path
 - e. Career objective
 2. Which among the following helps to identify, develop, and prepare individuals to occupy jobs at the higher-level as and when they fall vacant?
 - a. Career planning
 - b. Succession planning
 - c. Human resource planning
 - d. Human resource development
 - e. Protean planning
-

13.6 Career Development

Career development is defined as a process by which employees' progress through a series of stages, each characterized by a different set of developmental tasks, activities, and relationships.

There are several models of career development. Some of them are:

- The life-cycle model which states that the employees pass through different stages in their lives or careers and they learn to perform certain activities at each stage.
- The organization-based model states that the employees' careers proceed through distinct stages and each stage entails changes in activities and relationships with their managers and peers.
- The directional pattern model explains the shape or form of careers.

Unit 13: Career Planning, Development and Management

13.6.1 Career Stages

The career stages are characterized by developmental tasks, activities, and relationships. The motivation, performance, and retention of employees are influenced by how well the company handles the developmental tasks at each stage of the career.

³Research indicates that the current career stage of an employee influences his/her attitudes, needs, and behaviors on the job. Let us understand the career stages in detail.

Exploration stage

Following are the features of exploration stage:

- In the exploration stage, individuals make efforts to recognize the type of work that would interest them in line with their values, interests, and work preferences added to the information collected from friends, family members, and co-workers.
- Once they have identified the occupation or type of work that interests them, they begin to pursue the needed education or training.
- Exploration stage starts from the mid-teens to the early-to-late 20s. Exploration continues even after the individual starts working on a new job.
- The new employees are not completely equipped in carrying out tasks independently. They perform them under the guidance of experienced employees.
- From the perspective of the company, employees should be oriented to the organization to get comfortable with their job and co-workers so that they begin to make contributions to the goals of the company.

Establishment stage

Following are the features of establishment stage:

In the establishment stage, employees find a place for themselves in the company, achieve more responsibility and financial success, make individual contributions and build up a desirable lifestyle.

³ <https://www.indeed.com/career-advice/career-development/career-stages> (accessed on 02/03/2022)

Block 4: Development Aspects of Employees and Management

- Those reaching this stage are considered to be colleagues. Colleagues are employees who can work independently and generate results. They are not as dependent on the more experienced employees as employees in the exploration stage.
- They can get to know their contribution to the company through informal interactions with peers and managers and also through formal feedback received through the system of performance appraisal.
- For these employees, companies need to develop policies that help in balancing work and non-work roles.

Maintenance stage

Following are the features of maintenance stage:

- In the maintenance stage, employees make efforts to keep their skills up to date and to be perceived as someone who is still making a contribution to the company.
- Individuals in this stage have several years of work experience, immense knowledge about the job, and a profound understanding of how the organization expects the business to be conducted.
- Employees in this stage can be trainers or mentors to new employees. A mentor is “an experienced employee who teaches or helps less experienced employees.”
- Maintenance-stage employees may be asked by companies to review or develop organizational policies or goals. Their opinions are also solicited on work processes, problems, and other issues faced by the work unit.
- Companies are faced with the challenge of keeping the maintenance-stage employees from plateauing. They also have to ensure that the skills of these employees do not become outdated.

Disengagement stage

Following are the features of disengagement stage:

- In the disengagement stage, employees prepare for a change to achieve a balance between work and non-work activities.
- The employees may take on the role of a sponsor. A sponsor provides direction to other employees in the company, initiates actions, represents the company to customers, and takes decisions.
- Disengagement mainly involves older employees who are on the verge of retirement and opting to concentrate on non-work activities such as hobbies, sports, volunteer work or traveling.

Unit 13: Career Planning, Development and Management

- The disengagement phase in the career of many employees refers to reduction in work hours on a gradual basis. Phased retirement programs are beneficial for both the company as well as the employees.
- Organizations can capitalize on the knowledge and specialized skills of the experienced employees, which might be difficult to replace. Moreover, these employees also reduce the costs incurred by organizations related to hiring and training a new employee.
- Regardless of age, some employees may choose to retire from a company in order to change their occupation or switch to another job.
- Downsizing and mergers may force some employees to leave the company. Some others may leave because of their values, interests, or abilities.

Employees leaving the company usually go back to the exploration stage. They require information pertaining to new career areas and they also have to reconsider their skill strengths and career interests.

Let us understand the essentials for finding effective career path:

- *Endless opportunities:* With the advent of rapid technological and cultural changes, individuals need to be proactive and should identify their priorities before choosing different career paths.
- *Finding passion:* It is important that the individual picks up a career path that is enriching and fulfilling for him which would subsequently improve his work motivation and contribute to organizational productivity as well.
- *Blend of education and personal development:* There should be a judicious investment of time and money on education, training and skill management for acquiring and developing marketable skills.
- *Overcoming limitations:* The stereotypes concerning the jobs should be kept aside and one should work on overcoming their fear and apprehensions in using their full potential.
- *Adaptability:* The employees should be adaptive to changes in the external environment.

Example

Google runs “Google AI Residency Program” for university graduates with a BS or equivalent experience in a STEM field, such as Computer Science, Mathematics, or Statistics. The Google AI Residency is a year-long program similar to a master's or PhD program in deep learning. Residents work with scientists from the Google Research Team and gain research experience in the field.

For more details check out <https://google.com/edu-resources-programs> (accessed on 3/3/2022)

Block 4: Development Aspects of Employees and Management

Activity 13.1

ABC Bank Ltd., a leading banking company in India, offered training to its new employees in various segments of banking. Due to rapid advancements in technology and growing competition, the board of directors at the bank felt the need to train experienced employees as well. At a board meeting, the directors discussed the issue with the experienced managers. These managers agreed with

develop their skills and make contributions to the bank's success.

In which stage of their career are these experienced employees? Also discuss other career stages.

Answer:

Check Your Progress - 2

3. In which career stage do individuals make efforts to recognize the type of work that would interest them?
 - a. Maintenance
 - b. Disengagement
 - c. Exploration
 - d. Establishment
 - e. Engagement
 4. In which career stage do employees find a place for themselves in the company, achieve more responsibility and financial success, make individual contributions, and set a desirable lifestyle?
 - a. Establishment
 - b. Maintenance
 - c. Disengagement
 - d. Exploration
 - e. Exploitation
-

13.7 Advantages of Career Planning and Development

A well-designed career planning not only assists employees to reach higher goals but also promotes organizational development.

Advantages of career planning and development to individuals

Career planning assists employees to align their personal goals with that of the organizational goals. Employees benefit in several ways through career planning:

- It helps an individual get to know about various career opportunities, their priorities, etc.
- The knowledge helps the individual select a career suitable to his/her preferences, lifestyle, family environment, scope for self-development, etc.
- Internal promotions, transfers, and upgrades motivate employees and boost their morale. This results in increased job satisfaction in employees.
- Increased job satisfaction improves employee commitment and thus creates a sense of belongingness and loyalty to the organization.
- Employees will wait for their promotion rather than switch to another organization.
- It improves employee performance by tapping their potential/ abilities.
- It satisfies the esteem needs of employees.

Advantages of career planning and development to organizations:

Organizations should help employees to build their careers within the company by assisting them to set career goals, identify career paths and know career development activities. All these help organizations to retain their talented pool. Below are listed the advantages of career planning to organizations:

- Efficient career planning and development offers human resources with required skills, knowledge, and talent.
- Efficient practices and policies enhance the ability of the organization to attract and retain highly skilled employees.
- Proper career planning provides opportunities for growth and development to women, minorities, and other diverse groups of people.
- Career planning helps an organization recognize internal employees who deserve promotion
- Career planning makes efforts to satisfy the expectations of employees and thus minimizes their job dissatisfaction.

Block 4: Development Aspects of Employees and Management

- By attracting and retaining people from diverse cultures, career planning enhances cultural diversity.
- By protecting the interests of employees, career planning promotes organizational goodwill.

Example

To pursue its mission of diversity management, SAP Inc. provides tailored talent support initiative for facilitating early talent, experts, fast-trackers, leaders, women, and differently abled colleagues.

For more details, check out <https://www.sap.com> (accessed on 2/3/2022)

13.8 Limitations of Career Planning and Development

Employees face certain career problems despite several advantages of career planning and development. These are:

Dual career families: Female employees are increasing with more number of career-oriented women. This has resulted in an increase in dual career families. Consequently, one of the members might have to face the problem of transfer. This has become a complex problem for organizations.

Low ceiling careers: Some careers do not offer any scope for advancement to employees. In such jobs, employees cannot get promotions despite career planning.

Declining career opportunities: For some categories of jobs, career opportunities reach the disengagement stage due to the influence of economic or technological factors.

Downsizing/delaying: Technological changes and other environmental factors force firms to restructure the organization by delaying or downsizing. These activities retain some employees while laying off some others.

Example

The Canadian food processing giant McCain run by brothers Wallace and Harrison saw a split rolled out in 2001, which can be attributed to lack of effective career planning and succession.

For more details, check out <https://citeseerx.ist.psu.edu> (accessed on 3/3/2022)

13.9 Career Management and its Importance

Career management is defined as the process of designing and implementing goals, plans and strategies to enable the organization to satisfy employee needs while allowing individuals to achieve their career goals.

From the perspective of the employee, lack of career management may result in their feeling that they are not being valued, they may get frustrated, and be unable to find suitable employment i.e., when a job change is necessary due to restructuring, mergers, acquisitions, or downsizing.

13.9.1 Influence of Career Management on Career Motivation

Career motivation refers to the employee's energy to invest in their careers, their awareness of the direction they want their careers to take, and their ability to maintain energy and direction despite barriers they may encounter.

There are three aspects of career motivation:

Career resilience which is the extent to which employees are able to cope with problems that affect their work.

Career insight which involves (i) how aware employees are of their skills, strengths, and weaknesses and their interests and (ii) an understanding of how these perceptions relate to their career goals.

Career identity which refers to the degree to which employees define their personal values according to their work.

Career motivation creates value for both employers and employees

Career motivation is likely to have a significant relationship to the extent to which an employee is adaptable and innovative. Employees with high career resilience have the ability to respond and adopt to organizational and environmental changes through continuous learning.

Career motivation develops and attainment of career goals

Employees with high career insight develop career goals and participate in developmental activities that help them in the attainment of their goals. They take pride in individual and organizational goal achievement.

Career motivation provides career opportunities

Career motivation is influenced positively by the degree to which companies provide opportunities for achievement, information about career opportunities, and encouragement for development. Career management systems help in identifying these opportunities and provide career information.

Block 4: Development Aspects of Employees and Management

Example

TCS runs multiple initiatives to help employees grow in their careers, such as CareerHub, a platform that provides them with mentoring services. They also run Inspire, a specialized program that provides fast-track career progression to high-potential employees.

For more details, check out <https://www.tcs.com> (accessed on 2/3/2022)

Check Your Progress - 3

5. Which of the following are advantages of career planning and development for individuals?
 - a. Career planning helps to achieve a balance between work and non-work activities.
 - b. Proper career planning develops a feeling that employees are not being valued
 - c. Proper career planning provides opportunities for growth and development to women, minorities, and other diverse groups of people.
 - d. Internal promotions, transfers, and upgrades motivate employees and boost their morale. This results in increased job satisfaction in employees.
 - e. By attracting and retaining people from diverse cultures, career planning enhances cultural diversity.
6. Which of the following is not a limitation of career planning and development?
 - a. Dual career families
 - b. Low ceiling careers
 - c. Declining career opportunities
 - d. Cultural diversity
 - e. Downsizing/delaying
7. Which among the following is defined as the process of designing and implementing goals, plans, and strategies to enable the organization to satisfy employee needs while allowing individuals to achieve their career goals?
 - a. Career management
 - b. Career development
 - c. Career planning

Unit 13: Career Planning, Development and Management

- d. Career goal
 - e. Career path
8. Which among the following refers to the employees' energy to invest in their careers, their awareness of the direction they want their careers to take, and their ability to maintain energy and direction despite barriers they may encounter?
- a. Protean career
 - b. Career planning
 - c. Career management
 - d. Career motivation
 - e. Career development
-

13.10 Career Management Systems

A career management system helps managers, employees, and companies to recognize career development needs. Let us discuss the components of the career management system in detail.

13.10.1 Self-Assessment

Self-assessment refers to employees using information in order to determine their career interests, aptitudes, values, and behavioral tendencies. The following points help us to understand it better:

- It makes use of psychological tests such as the Strong-Campbell Interests Inventory which helps employees in identifying their occupational interests and Self-Directed Search for recognizing the preferences of employees across diverse working environments.
- Tests can also be used to help employees identify the relative value placed by them on work and leisure activities.
- Career counselors usually assist employees in the process of self-assessment. They also help in interpreting the results of the psychological tests.

13.10.2 Reality Check

Reality checks involve evaluation of the person's job fit as has been laid down in the organization policy. The reality check is done against the feedback provided by the performance appraisal machinery in the organization.

Block 4: Development Aspects of Employees and Management

13.10.3 Goal Setting

In goal setting, employees set short-term and long-term objectives related to the positions desired, work setting, level of skills application, or skill acquisition.

The employees discuss these goals with the manager and incorporate them in development plans which include a description of strengths, career goals and development activities for reaching those goals.

13.10.4 Action Planning

Action plans involve enrollment in training courses and seminars, applying for job openings in the company or conducting informational interviews. Fresh assignments enable employees to take advantage of their existing experiences, skills, and contacts while developing new ones.

13.10.5 Career Management Websites

Companies are developing career management websites that offer employees with self-assessment tools, career management advice, and salary information for jobs within the company and training resources.

Job agencies offer similar resources to employers and job seekers. The various elements included in the career management websites are depicted in table 13.1.

Table 13.1: Elements of Career Management Websites

User Access	Website Features
Self-assessment tools	Jobs database
Training resources	Employee profile database
Job data	Matching engine
Salary information	Tools and services such as assessment, online
Career management advice	Training programs, development resources

Source: "Employee Training and Development," Raymond A Noe, Tata McGraw-Hill, 2020.

Let us understand about the career management websites in detail:

Unit 13: Career Planning, Development and Management

- Users of the career management websites include managers, employees, recruiters, or human resource managers.
- The company and the users gain access to valuable information from these websites. They get to know whether the skills, abilities, and interests of the employees match their job requirements.
- In case of a mismatch between person-job fit, these websites provide a link to assessment tools so that employees can determine the type of work that best suits them as well as training and development resources to develop their skills.

The benefits of using career management websites are enumerated below:

- They facilitate posting of a job opening and quickly reaching a large number of job seekers.
- Secondly, the career management websites provide detailed information about jobs and careers within the company thus facilitating employee development.
- Employees also become aware of what knowledge and skills are needed for jobs and careers in the company.

Example

The career management system of Infosys includes career newsroom that hosts information about opportunities available at Wipro, its sustainability initiatives and learning platform at Wipro.

For more details, check out <https://wipro.com> (accessed on 2/3/2022)

Activity 13.2

XYZ Co. Ltd, a diversified conglomerate, gave lot of emphasis to the employees' career aspirations and interests. After training its employees, the company made use of psychological tests that helped the employees in determining their career interests and values. The company encouraged employees to take up jobs that suited their interests and preferences. On which component of the career management system is the company focusing? Also discuss other components of the career management system.

Contd.

Block 4: Development Aspects of Employees and Management

Answer:

13.11 Roles of Various Stakeholders in Career Management

In the process of career planning, many stakeholders in the organization are involved. Employees and their managers, human resource managers, and the company have different roles to play in career management.

13.11.1 Employee's Role

Regardless of the effectiveness of the career planning system in a company, employees should engage in several career management actions. The same are discussed here:

Employees should:

- Ask feedback from peers and managers regarding their strengths and weaknesses.
- Identify their stage of career development and development needs.
- Gain exposure to several learning opportunities and seek challenges in them.
- Interact with different workgroups inside and outside the company.
- Create visibility by performing well.

13.11.2 Managers' Role

Since managers are the primary source of information related to position openings, training courses, and other opportunities related to development, managers need to be effective in four roles which they play for all employees across all career stages.

Those roles comprise of coach, appraiser, advisor, and referral agent. Employees in the early stages of their career require information about the alignment of their performance with the job expectation. In the later stages of establishment and maintenance, the employees look for support and facilitation for job shifts and pursuing career paths.

Unit 13: Career Planning, Development and Management

13.11.3 Human Resource Managers' Role

Human resource managers are responsible for providing advice or information about training and development opportunities as well as assessing the values, interests, aspirations and skills of the employees while offering career counseling.

13.11.4 Company's Role

Companies provide employees with the resources essential to be successful in career planning. These resources include specific programs and processes for career management:

- *Career workshops* (seminars on topics such as self-assessment, how the system of career management works, goal setting, helping managers understand their roles in career management).
- *Information on career and job opportunities* (places such as career center or newsletters, electronic databases, or websites where employees get access to information related to job openings and training programs).
- *Career planning workbooks* (printed guides for directing employees through discussions and guidelines related to career planning).
- *Career counseling* (professionally trained counselors' advice employees on career issues).
- *Career paths* (identifying skills needed for advancement within and across job families and planning job sequences).

The company also needs to monitor the career planning system to (i) ensure that the employees and managers are using the system as intended and (ii) assess whether the system is helping the company meet its objectives.

Example

One of the career management tools provided by SAP Inc is "Opportunity Finder" which is an internal recruiting platform, career navigator and pathfinder for finding new opportunities at SAP.

For more details, check out <https://www.sap.com> (accessed on 2/3/2022)

13.12 Evaluating Career Management Systems

Career management systems are evaluated to ensure that there is a judicious mix of satisfaction of individual and organizational needs.

Block 4: Development Aspects of Employees and Management

The tools for evaluation of career management systems are:

- Surveys for understanding the reactions of the participants (managers and employees) using the career management system.
- Monitoring and tracking for obtaining objective information related to the results accomplished by the career management programs.

Example

TCS Covid-19 Business Impact Survey 2020 was taken up to assess the digital readiness of the firms in line with the demands of Covid-19 and the impact of such preparedness on their business performance.

For more details, check out <https://www.tcs.com/perspectives/edition/covid-19> (accessed on 2/3/2022)

13.13 Career Management Strategies

Career planning provides a solution to find meaning in the way one makes use of his capabilities, knowledge and skills. Career planning is a function of education, training and selection of the job that finds an individual-role fit.

Career management strategy focuses on the answers of following four aspects:

- a. Why do you need a career plan?
- b. What things should you plan?
- c. What goals are to be set?
- d. How to meet your laid down objectives and plan of action?

13.13.1: Lifelong Learning

In the era of quick digitalization and rapid technological changes, companies need to re-examine their learning & development processes and adapt them to the new realities. The solution to this is to develop lifelong learning skills which are universal across all environments.

Life-long learning promotes the view that education is not always the formal learning that happens in educational institutes but is rather an integral part of a person's whole lifetime and covers aspects that cover professional development.

13.13.2 Skill Obsolescence

There is a massive shift in the business environment with a paradigm shift from product and profit to continuous learning and innovation with impetus on information, communication, knowledge and skill.

Unit 13: Career Planning, Development and Management

13.13.3 Coping with Career Breaks

According to Scot Cook “Failure is a failure if we fail to learn”. Career break should be considered as an opportunity to learn. Effective career planning must incorporate a contingent plan for possible job change through career break.

The reasons for career break can be:

Internal: Internal factors can be some unavoidable factors like health issues or any other personal contingencies. But there may be some avoidable factors as well like lack of interest, improper work attitude, inability to get along with people and failure to upskill.

External: External factors are beyond the control of individual like industrial sickness, break of business lines or obsolescence of products and processes. These may attribute to career breaks.

In order to ensure that the career break does not give a mental shock to individuals, the following steps would help the individual to cope with the career changes:

- Proper preparation of career plans
- Incorporating contingent plan to meet any unforeseen events
- Earn while learning to ensure financial stability
- Developing marketing skills and constant up skilling and reskilling for being market ready at all times.

13.13.4 Work Life Balance

No two individuals are alike. Added to it, the individual behavior pattern also changes from time to time. All this makes it very difficult to predict the behavior of the individual.

It is true in case of organizational behavior as well where there is a relationship between the individual, team and the organization at large, each having their own objectives.

Factors like motivation, perception, personality and attitudes also play a prominent role in determining the behavior of the individual in an organization.

The following aspects are highlighted for a balanced work life:

Block 4: Development Aspects of Employees and Management

1. **Boundaries:** The employees should know how to be accessible and at the same time put boundaries for their personal space.
2. **Attitude:** The employee should develop an attitude of dealing with issues on ‘issue-based’ rather than on personal basis.
3. **Communication:** The focus of the employee should be on what needs to be done at the moment. There needs to be clarity in thoughts and processes which would improve employee engagement.
4. **Organization:** Proper time management and scheduling is very important so that the individual does not get distracted and is able to prioritize his work engagements.
5. **Take out time:** The individuals need to pursue hobbies and switch off from the “to-do-list” judiciously. Similarly, time spent with family and friends is always a value addition for the individual.
6. **Personal health and energy:** Adequate rest and relaxation is essential for the physical and mental health of the individual. Similarly, balance diet and exercise should not be undermined.

Example

After Microsoft employees went virtual during the Covid-19 pandemic, company research claimed that employee work-life balance dropped by 13 percentage points and the reason attributed to the same was unsustainable work practices that kept them tethered to technology. To improve employee well-being, Microsoft implemented support for work prioritizing and re-evaluated its meetings by providing short breaks, avoiding bookending the week to name a few.

For more details, check out <https://hbr.org/2021/12/hybrid-tanked-work-life-balance-heres-how-microsoft-is-trying-to-fix-it> (accessed on 3/3/2022)

Check Your Progress – 4

9. Which of the following refers to the process of employees using information in order to determine their career interests, aptitudes, values, and behavioral tendencies?
 - a. Goal-setting
 - b. Action planning
 - c. Reality check
 - d. Self-assessment
 - e. Self-determination

Unit 13: Career Planning, Development and Management

10. In which of the following steps, employees determine ways in which they can attain their short-term and long-term goals?
- Action planning
 - Goal-setting
 - Reality check
 - Self-assessment
 - Self-determination
-

13.14 Summary

- Career is defined as an individually perceived sequence of attitudes and behaviours associated with work related experiences and activities over the span of the person's life.
- Career planning is defined as a process by which one selects career goals and the path to these goals.
- Career planning is essential to attract competent individuals and also retain them in the company.
- It is also necessary to offer suitable opportunities for promotion, and to develop employees to meet future challenges.
- Career planning helps to enhance the use of managerial reserves in the company, and to correct placement of employees
- Career planning reduces dissatisfaction among employees and employee turnover, and enhances employee motivation and their morale.
- The purpose of succession planning is to identify, develop, and prepare individuals to occupy jobs at the higher level as and when they fall vacant.
- Career development is defined as a process by which employees' progress through a series of stages, each characterized by a different set of developmental tasks, activities, and relationships.
- The four career stages are exploration, establishment, maintenance, and disengagement.
- The limitations of career planning include: dual career families, low ceiling careers, declining career opportunities, and downsizing/delaying.
- Career management is defined as the process of designing and implementing goals, plans, and strategies to enable the organization to satisfy employee needs while allowing individuals to achieve their career goals.

Block 4: Development Aspects of Employees and Management

- Career motivation refers to the employees' energy to invest in their careers, their awareness of the direction they want their careers to take, and their ability to maintain the energy and direction despite the barriers they may encounter.
- The three aspects of career motivation are: career resilience, career insight, and career identity.
- A career management system helps managers, employees, and the companies recognize career development needs. The components of a career management system include self-assessment, reality check, goal setting, and action planning.
- In the process of career planning, many stakeholders in the organization are involved. Employees and their managers, human resource managers, and the company have different roles in career management.
- Career management systems are evaluated to ensure that they are meeting the business as well as employee needs.

13.15 Glossary

Career: A career is defined as an individually perceived sequence of attitudes and behaviors associated with work related experiences and activities over the span of the person 's life.

Career development: Career development is defined as a process by which employees progress through a series of stages, each characterized by a different set of developmental tasks, activities, and relationships.

Career goals: Career goals are the future positions one strives for as part of a career

Career identity: Career identity is "the degree to which employees define their personal values according to their work".

Career management: Career management is defined as the process of designing and implementing goals, plans, and strategies to enable the organization to satisfy employee needs while allowing individuals to achieve their career goals.

Career motivation: Career motivation refers to the employees' energy to invest in their careers, their awareness of the direction they want their careers to take, and their ability to maintain energy and direction despite the barriers they may encounter.

Career path: A career path is defined as the sequential pattern of jobs that form a career.

Unit 13: Career Planning, Development and Management

Career planning: Career planning is defined as a process by which one selects career goals and the path to these goals.

Career resilience: Career resilience is the extent to which employees are able to cope with problems that affect their work.

Mentor: A mentor is an experienced employee who teaches or helps less experienced employees.

Protean career: A protean career is based on self-direction with the goal of psychological success in one's work.

Psychological contract: A psychological contract is the expectations that employers and employees have about each other.

13.16 Self-Assessment Test

1. Define the concepts of career and career planning. Also explain the need for career planning.
2. Describe the concept of succession planning.
3. Explain the three models of career development.
4. Explain the stages in a career of an employee.
5. State the advantages and limitations of career planning and development.
6. Define career management and explain its importance.
7. Describe the steps involved in the career management process.
8. State the roles of the various stakeholders in career management.
9. Explain how career management systems are evaluated.

13.17 Suggested Readings / Reference Material

1. K. Aswathappa, Sadhna Dash, Human Resource Management: Text and Cases, Ninth Edition, McGraw Hill, 2021
2. Carrie A. Picardi, Recruitment and Selection: Strategies for Workforce Planning and Assessment, Adopted Edition 1, SAGE Publications, 2020
3. Ira S Wolfe, Recruiting in the age of Googlization, Second edition, Authors Place Press, 2020

Block 4: Development Aspects of Employees and Management

4. Gary Dessler, Human Resource Management, Sixteenth edition, Pearson, 2020
5. Gerardus B, Recruitment Agency: A Complete Guide, Second Edition, 5 Starcooks, 2020

13.18 Answers to Check Your Progress Questions

1. (d) Career path

A career path is defined as the sequential pattern of jobs that form a career.

2. (b) Succession planning

The purpose of succession planning is to identify, develop, and prepare individuals to occupy jobs at the higher-level as and when they fall vacant.

3. (c) Exploration

In the exploration stage, individuals make efforts to recognize the type of work that would interest them.

4. (a) Establishment

In the establishment stage, employees find a place for themselves in the company, achieve more responsibility and financial success, make individual contribution, and set a desirable lifestyle.

5. (d) Internal Promotions, transfers and upgrades:

Internal promotions, transfers, and upgrades motivate employees and boost their morale. This results in increased job satisfaction in employees.

6. (d) Cultural diversity

Cultural diversity is not a limitation of career planning and development.

7. (a) Career management

Career management is defined as the process of designing and implementing goals, plans, and strategies to enable the organization to satisfy employee needs while allowing individuals to achieve their career goals.

8. (d) Career motivation

Career motivation refers to employees' energy to invest in their careers, their awareness of the direction they want their careers to take, and their ability to maintain energy and direction despite barriers they may encounter.

Unit 13: Career Planning, Development and Management

9. (d) Self-assessment

Self-assessment refers to employees using information in order to determine their career interests, aptitudes, values, and behavioral tendencies.

10. (a) Action planning

In action planning, employees determine ways in which they can attain their short-term and long-term goals.

Unit 14

Employee Development

Structure

- 14.1 Introduction
- 14.2 Objectives
- 14.3 Concept of Development
- 14.4 Approaches to Employee Development
- 14.5 Development Planning Process
- 14.6 Strategies to Provide Development
- 14.7 Summary
- 14.8 Glossary
- 14.9 Self-Assessment Test
- 14.10 Suggested Readings/Reference Material
- 14.11 Answers to Check Your Progress Questions

“Things turn out best for the people who make the best out of the way things turn out.”

- Art Linkletter

14.1 Introduction

As has been advocated by Art Linkletter, management development is a vital part of the company's mission and determines the success of the business. In the previous unit, we have discussed the need for career planning along with highlighting the importance of career management and the evaluation of career management systems.

Management development is a key component of an organization's effort to prepare its employees to successfully handle new challenges. Management development helps managers to understand new cultures and customs that have become an integral part of the global market. This unit would focus on the organizational initiatives for management development in the organization.

14.2 Objectives

By studying this unit, you should be able to:

- Analyze the initiatives adopted by organizations for the growth and development of employees
- Identify various employee development activities conducted in organizations for acquiring new skills and new learning to improve employee performance
- Explain the strategies followed by organizations to motivate employees for developing loyalty to the organization for organizational success

14.3 Concept of Development

Development refers to “formal education, job experiences, relationships, and assessment of personality and abilities that help employees perform effectively in their current or future jobs and in the company.”

Since development is future-oriented, it involves learning. While training and development are often used interchangeably, there are some important differences between them (Refer Table 14.1 for differences between training and development).

Table 14.1: Differences between Training and Development

	Training	Development
Focus	Current	Future
Use of work experience	Low	High
Goal	Preparation for current job	Preparation for changes
Participation	Required	Voluntary

Source: “Employee Training and Development,” Raymond A Noe, Tata McGraw-Hill, 2020.

Importance of employee development:

Employee development is one of the important functions of an organization. The following points would help us to understand the importance of employee development:

- Employee development helps in improving productivity in the organization.

Block 4: Development Aspects of Employees and Management

- It provides the necessary support and facilitation for embracing social changes along with the challenges posed due to global competition.
- Employee development aids the organization to bring about necessary structural and work design changes so as to adapt to technological changes.
- Employee development is significant for talent management especially for senior managers and employees with leadership potential.
- Companies often report that they face challenges related to talent management such as developing existing talent and attracting and retaining talent with leadership abilities. Employee development programs provide a solution to this problem.
- The increasing diversity in the workforce and the advent of globalization necessitates the understanding of cross-cultural practices and adaptation to the same. Employee development initiatives help in developing the required skills.
- Employee turnover can be reduced to a great extent by employee development programs as such programs elevate the motivation and morale of the employees and help in creating a positive perception about the workplace, which would ultimately increase the organizational commitment.

Not to forget, it is a legal mandate in many of the countries to offer the employees with opportunities of growth and development and diversity, inclusion and equity are considered to be a social commitment for most of the modern organization.

Example

Amazon has allocated \$700 million to upskill 100,000 of their US employees by 2025. One of the initiatives run by Amazon is peer-to-peer sessions by Amazon Technical Academy which was created by Amazon's software engineers and uses project-based learning to ensure trainees understand how they'll apply these skills in practice via tuition-free learning.

For more details, check out <https://amazontechnicalacademy> (accessed on 2/3/2022)

14.4 Approaches to Employee Development

The approaches used in employee development include: formal education, assessment, job experiences, and interpersonal relationships. A combination of these approaches is used by most companies.

Now let us understand the process of designing the development program:

- The development program design starts with assessing needs for employee development. The development needs of an individual, department, or the

Unit 14: Employee Development

company are determined by analyzing their strengths and weaknesses in order to choose an appropriate development activity.

- It is then followed by creating a conducive positive environment where the employees are ready for development.
- The objectives of development program need to be carefully defined
- Selecting a combination of development activities that help in the achievement of the objectives, the use of skills and experiences acquired is the next step that is followed in the development program.
- The development program after implementation needs to be evaluated so as to assess its effectiveness.

Many organizations identify key competencies such as skills, abilities, knowledge, and personal characteristics for becoming successful managers. The identified competencies enable employees to perform their job successfully.

14.4.1 Formal Education

Now let us understand the formal education programs in detail. The same are enumerated below:

- Formal education programs include, on-site and off-site programs designed specifically for the employees, executive MBA programs, short courses offered by universities or consultants, and university programs in which participants live at the university while taking classes.
- These programs involve lectures by professors or business experts, adventure games, business games and simulations, and meetings with customers.
- Most of the formal programs involve the employees in learning. Separate programs are offered to executives, supervisors, and middle managers. Companies may also include personal development courses as part of their education programs.
- Entrepreneurship, leadership, and e-business are vital topics in executive education programs. Another trend in executive education is for companies and the education provider to work together to create short, customized courses with content designed to meet business needs.
- The final important trend in executive education is to supplement formal courses with other types of training and development activities.
- Companies and employees are looking to reduce the time it takes to complete an advanced business degree. Thus universities are offering miniature MBA programs that allow employees to earn the MBA degree in less than two years.

Block 4: Development Aspects of Employees and Management

- Enrolment in MBA programs or executive development programs may be limited only to managers or employees who have management potential. Many companies also provide tuition fee reimbursement as a benefit for employees to encourage them to develop themselves. These courses include online learning, blended learning, and classroom instruction.

14.4.2 Assessment

Assessment involves gathering information and giving feedback to employees regarding their communication style, behavior, values, or skills. The employees as well as their managers, peers, and customers will be asked to provide information.

The features of assessment are enumerated below:

- Assessment is used to identify employees with managerial potential and for measuring the strengths and weaknesses of current managers.
- It can be used with work teams to identify the strengths and weaknesses of individual team members in addition to the communication styles or decision processes that inhibit the productivity of the team.
- It can also be used to identify managers with the potential to move into higher-level executive positions.
- Most companies provide employees with appraisal information.
- Companies having sophisticated development systems use psychological tests to measure the communication styles, skills, and personality types of employees.
- Companies may also collect the individual's self-assessment, manager's and peer's ratings on interpersonal styles and behaviors.

The approaches used, their benefits, limitations and trends are briefed upon in the discussion below:

Myers-Briggs Type Indicator

To understand role of individual in assessment let us first understand about the Myers-Briggs Type Indicator (MBTI) which is a tool to assess one's own personality through type tables.

Introduced by Carl Jung and designed by Isabel Briggs Myers, this tool helps in self-retrospection on how one interacts and perceives about others. The tool is tested for its validity and reliability and thus has become popular on assessment of self.

The MBTI identifies the preferences of individuals for energy, information gathering, decision-making, and lifestyle. The same is discussed below:

- The energy dimension determines where individuals gain vitality and personal strength. Extroverts gain energy through interpersonal relationships while introverts gain energy by focusing on feelings and personal thoughts.

Unit 14: Employee Development

- The preference for information-gathering relates to the actions taken by the individuals when they make decisions. Individuals with a sensing preference tend to gather details and facts.
- Intuitionists focus more on possibilities and relationships between ideas and less on facts. Differences in styles of decision-making are based on the amount of consideration the person gives to the feelings of others in making a decision.
- Individuals with a thinking preference are objective in making decisions. Individuals with a feeling preference may assess the impact of potential decisions on others and be subjective in making decisions.
- The preference for lifestyle reflects the tendency of an individual to be adaptable and flexible. Individuals with a judging preference establish deadlines, focus on goals, and prefer to be conclusive. Individuals with a perceiving preference dislike deadlines; tend to enjoy surprises, and like to change decisions.

The MBTI is used for understanding preferences in communication, teamwork, motivation, leadership, and work styles.

Assessment center

Assessment center refers to a process in which multiple evaluators or raters (known as assessors) evaluate the performance of employees on a number of exercises. Let us understand the features of assessment center in detail:

- An assessment center is held at an off-site location such as a conference center. Around six to twelve employees participate at a time.
- Assessment centers help in identifying if employees have the administrative skills, personality characteristics, and interpersonal skills needed for managerial jobs.
- They also identify whether employees have the skills necessary to work in teams.

Exercises used in assessment center:

- One of the exercises used in assessment centers is leaderless group discussions where five to seven employees work in a team to solve an assigned problem within a set period of time.
- Further in-basket exercises are a simulation of the administrative tasks performed by the manager. The exercises include a variety of documents that appear on the manager's desk. The participants are asked to read the materials and decide how to respond to them. The responses may include scheduling meetings, delegating tasks, writing replies, or completely ignoring the memo.

Block 4: Development Aspects of Employees and Management

- Yet another exercise used is role play where the participants are provided with a hypothetical situation and the participants enact the role of a manager or another employee.
- The assessment center may also include testing. Aptitude and interest tests may be used to evaluate vocabulary, reasoning skills, and general mental ability of employees.
- Personality tests may determine employees' tolerance for ambiguity, if they can get along with others, and other traits related to success as a manager.
- The exercises in the assessment center are designed to measure the interpersonal and administrative skills of the employees.

Evaluation process in assessment center:

The sequential steps involved in evaluation of assessment centers is given below:

- Managers are usually used as assessors. They are trained to look for behaviors related to the skills that will be evaluated. Each assessor is assigned to observe and record the behaviors of one or two employees in each exercise.
- The assessors review their notes and rate the level of skills of the employees. After the employees complete their exercises, the assessors gather to discuss the observations made by them related to each employee.
- The ratings are then compared and the assessors agree on the rating for each skill of an individual employee.
- Assessment centers may also be useful for development purposes because the employees participating in the exercises obtain feedback regarding their strengths, weaknesses, and attitudes

Exhibit 14.1 illustrates the use of virtual platforms for assessment.

Exhibit 14.1: Virtual Center Assessment Platforms

The following virtual platforms can help the organizations in evaluating the employee performance:

Jombay is a modern-day Virtual Assessment Center platform that delivers a delightful experience to assessors as well as the candidates. It works with several Fortune 500 companies powering their assessment centers for succession planning, managerial development, high potential identification and pre-employment testing. This end-to-end platform integrates simulations, case study, video interview tools, and assessor dashboards empowering companies to run standardized and scientific assessment centers from a single window.

Contd.

iMocha provides 2,000+ automated assessments which include aptitude, coding, AI/ML, Data Science, blockchain, application development, digital marketing skills. It simplifies candidate screening with ready assessments, video interview tool, pair programming, audio/video proctoring, innovative LogicBox questions & more. It can be used for testing during the assessment process of employee development programs.

TalentCards is a microlearning solution that lets organizations deliver fast and efficient learning on the go. It helps in developing content and managing users through an intuitive web interface while learners engage with their training through native iOS and Android mobile apps. Content is distributed through sleek learning cards. One can fill them with bite-sized information using text, image, video, audio, and links. Gamification can be activated to promote healthy competition among learners and boost engagement. It also supports simple assessments like multiple choice tests to check knowledge acquisition. TalentCards is ideal for training on safety procedures, compliance, new product knowledge or any other type of training situation that involves bite-sized information.

Source: <https://www.capterra.com/> (accessed on 3/3/2022)

Benchmarks

Benchmarks measure items that are based on research that assess the lessons learnt by executives at critical events in their career.

The following points help us to understand it better:

- The items that are measured include acquiring resources, dealing with subordinates and creating a productive work climate
- Several skills and perspectives are needed for managers to be successful. The skills and perspectives relate to bosses' ratings of promotability, performance evaluations, and actual promotions received.
- The instrument is completed by the supervisors of the managers, their peers, and the managers to get a complete picture of the managers' skills.
- A summary report presenting self-ratings and others' ratings is provided to the manager in addition to the information about how the ratings compare with those of other managers.
- A development guide is also offered that includes examples of experiences that improve the skills and how successful managers make use of those skills.

Performance appraisals and 360-degree feedback systems

Performance appraisal refers to a process that measures the performance of employees. The different approaches for measuring performance are ranking

Block 4: Development Aspects of Employees and Management

employees, rating the work behaviors of employees, rating the degree to which employees have the traits needed for job success and directly measuring the results of work performance.

Benefits of approaches for measuring performance

Benefits of measuring performance are enumerated below:

- The appraisal system should give employees information related to the problems in their performance and how they can improve their performance.
- Appraisals should clearly indicate the differences between current performance and expected performance, identify the causes for discrepancy, and develop action plans for improving performance.
- Managers should be trained in providing feedback related to the performance of individuals and they must frequently give performance feedback to employees.
- They should also monitor the progress of employees in carrying out action plans.

Changing trend of taking upward feedback

The deliverables of performance appraisal that is used for employee development are upward feedback and 360-degree feedback process.

- In upward feedback, the appraisal process involves collecting subordinates' evaluation of the skills or behaviors of managers.
- In 360-degree feedback systems, the skills or behaviors of employees are assessed not only by subordinates but also by customers, peers, and themselves. The rater rates the person on different dimensions by filling in a questionnaire. Raters are asked to assess the strengths of managers and whether development is essential.

The benefits of 360-degree feedback include:

- Gathering multiple perspectives of performance of managers
- Allowing employees to compare their personal evaluation with the views of others
- Formalizing communication between employees and their customers who may be internal or external

Limitations of 360-degree feedback

A 360-degree feedback system can be effective if it provides consistent and reliable ratings that are easy to use, relevant and which aids in managerial development.

The limitations of 360-degree feedback include:

- Managers punishing raters providing negative information

- Time demands placed on the raters to complete the evaluation
- Lack of a facilitator to interpret the results
- Failure of companies to provide suggestions on how managers can act on the received feedback

Importance of sharing the information with employees

Regardless of which assessment method is used, the information should be shared with the employee for development to take place. Based on the assessment information and existing development opportunities, employees should develop an action plan for guiding their self-improvement efforts.

Example

Infosys runs a system called iCount that measures the employee performance based on the targets assigned to them. Through iCount, Infosys provides objective and developmental feedback to employees which is future-focussed.

For more details, check out <https://www.thehindu.com/business/Industry/Infosys-staff-to-get-real-time-feedback> (accessed on 2/3/2022)

Check Your Progress - 1

1. Which of the following refers to formal education, job experiences, relationships, and assessment of personality and abilities that help employees perform effectively in their current or future job and company?
 - a. Education
 - b. Training
 - c. Appraisal
 - d. Development
 - e. Assessment
2. Which of the following refers to the practice of the organization meeting the costs employees incur on college and university courses and degree programs?
 - a. Executive education
 - b. Tuition Fee reimbursement
 - c. Management development
 - d. Executive MBA
 - e. Benchmark

Block 4: Development Aspects of Employees and Management

3. Which of the following involves gathering information and giving feedback to employees regarding their communication style, behavior, values, or skills?
 - a. Assessment
 - b. Formal education
 - c. Benchmark
 - d. Performance appraisal
 - e. Management development
 4. Which of the following refers to a process in which multiple evaluators or raters evaluate the performance of employees on a number of exercises?
 - a. Profit center
 - b. Benchmark
 - c. Cost center
 - d. Assessment center
 - e. Self-directed search
-

14.4.3 Job Experiences

Job experiences refer to the problems, relationships, tasks, demands, or other features that employees face in their jobs.

The following points help us to understand job experiences in detail:

- A major assumption of making use of job experiences in employee development is the notion that in order to be successful in the job, employees must be forced to acquire new skills, master new experiences, and apply knowledge and skills in a new way.
- A concern faced by companies in using job experiences for employee development is whether they are viewed as positive or negative stressors. Job experiences that are considered as positive stressors challenge employees to learn while negative stressors create harmful levels of stress for the employees.
- Though the focus has been on the job experiences of executives and managers, line employees can also learn from job experiences.

The various job experiences that can be used for employee development include enlarging the current job, job rotation, transfers, promotions, downward moves, and temporary assignments, projects, and volunteer work. The same are discussed here:

Enlarging the current job

Job enlargement refers to adding new responsibilities or challenges to the current job of an employee.

Features of job enlargement are:

- This may include switching roles within a work team, special project assignments, or researching new ways to serve customers and clients.
- Some companies allow their employees to redesign their jobs.

Job rotation

Job rotation involves providing employees with different job assignments in varying functional areas of the company or moving them across jobs in a single functional area or department.

Benefits of job rotation are:

- Job rotation helps employees understand the goals of the company, increases their understanding of different functions, improves their problem-solving and decision-making skills, and develops a network of contacts.
- It also helps in skills acquisition, promotion and salary growth. There are, however, some problems associated with job rotation.
- The employees who are on job rotation and their peers could end up getting a short-term perspective on problems as well as solutions.
- The motivation and satisfaction of the employees may also get adversely affected if they find it difficult to develop functional specialties and also because they spend too little time in a single position to obtain a challenging assignment.
- Managers at the top-level may experience job rotation to prepare them for occupying top management positions such as the chief executive officer.
- Effective job rotation systems are linked to the training, development, and career management systems of companies.

Job rotation is used for all employees and not just for employees having managerial potential.

Activity 14.1

XYZ Ltd. (XYZ), a distributor in business maintenance products, regularly moves its employees across various business functions, such as from marketing to information technology or from regional sales offices to distribution centers. By doing this, the company helps employees to think strategically about different parts of the business. Which employee development approach is being used by the organization? Also, by using

Contd.

Block 4: Development Aspects of Employees and Management

which development approach do you think XYZ can add new responsibilities to the current job of employees?

Answer:

Transfers, promotions, and downward moves

In many companies, it is possible to have upward, lateral, or downward mobility for the purpose of development. Let us understand each of them in detail:

- In a transfer, an employee is offered a different job assignment in a different area in the company. Transfers may not necessarily involve increase in compensation or job responsibilities. They are like lateral moves wherein an employee is moved to another job with similar responsibilities.
- Promotions are advancements in positions with more challenges and more authority. They usually include an increase in pay.
- A downward move takes place when an employee is assigned less responsibility and authority. This may involve moving to a different position at the same level with less responsibility and authority (lateral demotion), a temporary cross-functional move, or a demotion due to poor performance.

Employees' perspective about the various types of mobility and the utility of same in employee development:

- Temporary cross-functional moves to positions at the lower-level help employees gain experience working in varied functional areas, and are often used for employee development.
- Employees willingly accept promotions due to the psychological and tangible rewards of promotions (e.g. high salary, status, etc.) compared to accepting lateral or downward moves.
- Promotions are available in companies that are profitable and growing. Promotion opportunities may be limited if the company is restructuring and/or experiencing stable or declining profits.
- Unfortunately, many employees have difficulty in linking transfers and downward moves with development. They perceive them as punishments as opposed to opportunities to develop skills that will help them in achieving long-term success with the company.
- A challenge faced by companies is to learn to use transfers and downward moves as opportunities for development – convincing employees that accepting these opportunities would benefit them in the long-term.

Unit 14: Employee Development

To ensure that employees accept downward moves, transfers, and promotions as opportunities for development, companies can offer:

- Information about the content, benefits, and challenges of the new job and location.
- Information to the employees about the community and other development opportunities and also making them preview the new location.
- Clear performance objectives and feedback about their performance on the job.
- The services of a host at the new location who would help them in getting adjusted to the new workplace and the environment.
- Information about how the job opportunity may influence their income, mortgage payments, taxes, and other expenses.
- Reimbursement and assistance in purchasing, selling, or renting a place to live.
- An orientation program for the new job and location.
- A guarantee that the new job experiences will provide support to the career plans of the employees.
- Assistance to dependent family members by helping them in finding schools, child care, etc.
- Help spouses in finding employment and in identifying and marketing their skills.

Externships allow employees to take temporary but full-time operational roles at another company.

Temporary assignments, projects, and volunteer work

Employee exchange is an instance of temporary assignments. Two companies can agree to exchange their employees so as to facilitate better understanding about each other's businesses and how to enhance the services offered.

For development, volunteer assignments can also be used. They may provide employees the opportunity to teach, manage change, get exposure to job demands, and take on a higher level of responsibility.

14.4.4 Interpersonal Relationships

Employees can increase their knowledge and develop their skills by communicating with an experienced organizational member. Interpersonal relationships used for developing employees include mentoring and coaching.

Mentoring

A mentor is a productive, senior employee who helps in developing a less experienced employee (the protégé). Most mentoring relationships are developed informally as a result of the values and interests shared by the mentor and the protégé.

Block 4: Development Aspects of Employees and Management

Employees with certain personality characteristics are more liable to look for a mentor and be an attractive protégé for a mentor.

Mentoring relationships may also develop as part of the company efforts to bring together senior employees with less experienced employees.

Benefits of Mentoring Relationships

Mentoring relationships can benefit the mentors as well as the protégés. The benefits of mentoring relationships can be enlisted as follows:

- Mentors offer psychosocial support to their protégés and serve as a role model and friend to their protégés, allow them to talk about their fears and anxieties, and offer their acceptance and positive regard.
- Mentors also provide career support which includes coaching, providing challenging assignments, protection, sponsorship, exposure, and visibility.
- Other benefits for protégés include larger salaries, higher rates of promotion, skill development, and greater organizational influence.
- Mentoring relationships help mentors increase their feelings of worth and self-esteem to the organization.
- For mentors in technical fields such as engineering and health services as well as in management positions, mentoring may help increase their own knowledge about the new developments in their field and hence prevent them from becoming technically obsolete.

Purposes of Mentoring Programs

The purpose and importance of mentoring programs can be understood from the points enumerated below:

- Mentoring programs help to socialize new employees and increase the probability of transferring skills from training to the work setting.
- Mentoring programs are also developed to help women and minorities develop their skills and become trained to occupy managerial positions.
- Mentoring programs develop managers to acquire new skills or occupy top-level management positions.
- Some organizations carry out group mentoring programs, wherein a successful senior employee is paired with four to six protégés who have less experience. The advantage of this program is that the protégés can learn from each other in addition to learning from the mentor.
- In a group mentoring program, the mentor helps the protégés understand the organization, helps them in clarifying career directions, and guides them in analyzing their experiences. Each group member will have specific assignments to complete or the group may work together on some issue

Coaching Relationships

A coach refers to a peer or a manager who works with the employees to help them develop skills, motivate them, provide reinforcement, and feedback.

Roles carried out by a coach:

- One role involves a coach being face-to-face with his/her employee, providing feedback based on 360-degree assessment, psychological tests, or interviews with bosses, peers, and subordinates.
- The second role involves making the employees learn by themselves by getting experts to help them with their concerns and by teaching them ways to obtain feedback from others.
- In the third role, the coach offers employees resources such as mentors, job experiences, or courses that cannot be accessed by employees.

The best coaches are supportive, empathetic, self-confident, and practical. Employees going through coaching should be interested and open-minded rather than being defensive and close-minded.

Risks taken by both the coach and the employee when engaged in coaching:

- Coaches share their experience and expertise to an employee which may endanger their positions.
- Employees are vulnerable because they need to speak honestly about their weaknesses.
- Coaches should respect employee confidentiality and should suggest effective improvement actions but there may be instances of breach of confidentiality.
- The coach should be familiar with the assessment instruments if it is part of the coaching process, failing which the process of coaching would do more harm than good.

Reasons for reluctance to provide coaching:

- Firstly, managers may be reluctant to discuss issues related to performance with competent employees because they want to avoid confrontation, especially if they are less of an expert than the employee they are coaching.
- Secondly, managers might be better at identifying problems related to performance than solving them.
- Thirdly, managers might feel that employees may interpret coaching as criticism.
- Fourthly, managers might feel that enough time cannot be devoted to coaching as companies downsize and work with fewer employees.

Activity 14.2

ABC Garments Ltd., a garment manufacturing company, treated all its employees as equals. The company promoted employees to managerial positions based on merit. It had special development programs to develop the

Contd.....

Block 4: Development Aspects of Employees and Management

skills of employees to occupy managerial positions. The company was considering ways to develop the skills of its women employees to occupy managerial positions. Which employee development program should ABC consider in order to develop the skills of its women employees? Also discuss other development programs that would help the employees develop their skills and increase their knowledge.

Answer:

Check Your Progress – 2

5. Which of the following refers to problems, relationships, tasks, demands, or other features faced by employees in their jobs?
 - a. Job rotation
 - b. Job experiences
 - c. Job enrichment
 - d. Job enlargement
 - e. Job analysis
6. Which of the following refers to adding new responsibilities or challenges to the current job of an employee?
 - a. Job experiences
 - b. Benchmark
 - c. Assessment center
 - d. Job enlargement
 - e. Job rotation
7. Which of the following involves providing employees with different job assignments in varying functional areas of the company or moving them across jobs in a single functional area or department?
 - a. Performance appraisal
 - b. Formal education
 - c. Job enlargement
 - d. Job rotation
 - e. Job enrichment

8. Which of the following refer to advancements to positions with more challenges and more authority?
 - a. Promotions
 - b. Transfers
 - c. Upward moves
 - d. Appraisals
 - e. Downward moves
 9. Who among the following is a peer or a manager who works with employees to help them develop skills, motivate them, provide reinforcement, and feedback?
 - a. Mentor
 - b. Protégé
 - c. Trainer
 - d. Coach
 - e. Supervisor
-

14.5 Development Planning Process

The development approach adopted by an organization depends on the needs and developmental goals that have been defined by it. For identifying development needs, employees should consider what they want to do, their interests, what they can do, and what others expect them to do.

Now let us understand the development planning process which comprises a number of sequential steps:

Need for development:

The development planning process starts with identifying development needs which arise because of gaps between current interests and/or abilities and type of positions and work an employee wants in the future and need to choose a goal for development.

Strategies for goal achievement:

This involves recognizing the actions that need to be taken by the company and the employee for achieving the goal. The employees can identify the opportunities by analyzing their strengths and weaknesses as outlined by the performance appraisal process.

Monitoring the achievement of goals:

Managers should help employees in setting realistic development goals and

Block 4: Development Aspects of Employees and Management

should set checkpoints for measuring progress toward goal achievement along with ensuring timely completion of development plan in line with the job demand of the employees.

Essentials of management development programs can be enumerated as follows:

- Assessing the employees progress on skills needed for the achievement of personal goals or the list of competencies identified by the company
- Investing time, effort and money on achievement of formulated goals
- Developing a comprehensive plan for development programs
- The development opportunities can also be identified by asking peers and friends and by using 360-degree feedback data

The designated leaders contribute to the development planning by offering coaching, communication of opportunities for development and by contributing to the elimination of barriers to development.

Example

EdCast Marketplace helps organizations to leverage their operational efficiencies to strengthen employee development process by streamlining learning management activities by offering catalogue of self-paced and virtual instructor-led training programs in technology, soft skills, leadership and compliance to name a few in an agile and on-demand e-commerce environment.

For more details, check out <https://www.edcast.com/corp/marketplace/> (accessed on 2/3/2022)

14.6 Strategies to Provide Development

"Employee development" is a comprehensive expression of programs and elements and they vary from organization to organization.⁴ Following are some of the strategies that would help in successful development programs:

Cultural integration: The employee development programs need to be purposeful, well-planned and should be integrated with the organizational culture and objectives.

Cost and benefit analysis: The cost and benefit analysis should be done diligently to ensure that the development programs not only are effective in terms of money spent on it but should also contribute to a more driven workforce.

Professional networking opportunities: Participating in networks and structured

⁴ <https://www.forbes.com/sites/forbescoachescouncil/2021/02/11/six-tips-for-prioritizing-employee-development-in-2021/?sh=1a205decffc0> (accessed on 2/3/2022)

Unit 14: Employee Development

development programs can help employees gain valuable skills and the confidence to advance their careers. It provides them the necessary professional exposure and paves the way for opening up pathways to new clients or customers.

Promote opportunities across departments: Imparting managerial and behavioral skills for employees across the organization helps the organization in its diversity and inclusion mission. Further it provides opportunities for upskilling and reskilling which may come handy during external disruptions.

Digital offerings: Firms specializing in learning resources, continuing education, virtual learning and even conference seminars have fine-tuned their digital offerings, making it easier than ever to access professional development content.

Research and compilation: Organizations should engage in researching and compiling to provide personalized recommendations that are tailored fit to the career path of the individual on the one hand and continuous growth and involvement for the organization on the other hand.

Ensure adequate learning time: The employees need to be allowed sufficient time and space for participating in the development programs, failing which the employee would not be benefitted from the program and consequently it would be a futile exercise for the organization as well.

Present growth opportunities: There needs to be a structure to provide access and implement the management development programs across the organization irrespective of reservation for particular rank of employees.

Set Clear Expectations: The firms should also strive for setting clear expectations from employer-sponsored professional development initiatives by accentuating the goal of management development programs.

Peer learning needs to be facilitated: The employees attending the management development programs provided by a third-party vendor need to share the knowledge so acquired with coworkers so as to disseminate the benefits of the same across the organization.

Implementing these strategies for formulating the management development structure and programs in the organization would go a long way in fostering a culture of learning and consequent empowerment and pride.

Example

Auzmor Learn is a robust learning management solution that helps the organization to assign and track employee progress. Its intuitive course builder simplifies lesson creation and a library of courses offers the training and upskilling for meeting the workforce needs.

For more details, check out <https://getlearn.auzmor.com/learning-management-system/> (accessed on 2/2/2022)

Check Your Progress – 3

10. Which process starts with identifying development needs?
- Performance appraisal process
 - Needs assessment process
 - Development planning process
 - Recruitment process
 - Selection Process
-

14.7 Summary

- Employee development is a vital component of a company's activities since it helps in improving quality, meeting social change and challenges related to global competition, and incorporating technological changes and advancements in work design. Development is also significant for talent management especially for senior managers and employees having leadership potential.
- The approaches used in employee development include formal education, assessment, job experiences, and interpersonal relationships. A combination of these approaches is used by most of the companies.
- The development planning process starts with identifying development needs, choosing a goal for development, recognizing the actions that need to be taken by the company and the employee for achieving the goal, determining how progress towards achievement of the goals can be measured, investing time and energy on goal achievement, and setting a time-table for development. Employees initiating the development process is an emerging trend in development.
- Companies use several strategies to provide development. One strategy is to provide development only to senior managers, employees with high potential, and top-level executives. Lower-level employees who play a major role in employee motivation and retention are not considered. Another strategy is to make employees spend a certain amount of money or number of hours on development.

14.8 Glossary

Assessment Center: Assessment center refers to a process in which multiple evaluators or raters (known as assessors) evaluate the performance of employees in a number of exercises.

Benchmark: Benchmark is an instrument designed to measure important factors in being a successful manager.

Coach: A coach refers to a peer or a manager who works with the employees to help them develop skills, motivate them, provide reinforcement, and feedback.

Development: Development refers to formal education, job experiences, relationships, and assessment of personality and abilities that help employees perform effectively in their current or future job and company.

Downward Moves: A downward move takes place when an employee is assigned less responsibility and authority and moving to a different position at the same level with less responsibility and authority (lateral demotion), due to poor performance.

Formal Education: Formal education programs include, on-site and off-site programs designed specifically for the employees, executive MBA programs, short courses offered by universities or consultants. These programs involve lectures by professors or business experts, adventure games, business games and simulations, and meetings with customers.

Job Enlargement: Job enlargement refers to adding new responsibilities or challenges to the current job of an employee.

Job Rotation: Job rotation involves providing employees with different job assignments in varying functional areas of the company or moving them across jobs in a single functional area or department.

Performance Appraisal: Performance appraisal refers to a process that measures the performance of employees.

Tuition Fee Reimbursement: Tuition fee reimbursement refers to the practice of reimbursing employees' costs for college and university courses and degree programs.

14.9 Self-Assessment Test

1. Define development and state the differences between training and development.
2. Briefly describe the approaches to employee development.
3. Explain the development planning process.
4. Describe the strategies followed by companies for employee development.

14.10 Suggested Readings / Reference Material

1. K. Aswathappa, Sadhna Dash, Human Resource Management: Text and Cases, Ninth Edition, McGraw Hill, 2021
2. Carrie A. Picardi, Recruitment and Selection: Strategies for Workforce Planning and Assessment, Adopted Edition 1, SAGE Publications, 2020

Block 4: Development Aspects of Employees and Management

3. Ira S Wolfe, Recruiting in the age of Googlization, Second edition, Authors Place Press, 2020
4. Gary Dessler, Human Resource Management, Sixteenth edition, Pearson, 2020
5. Gerardus B, Recruitment Agency: A Complete Guide, Second Edition, 5 Starcooks, 2020

14.11 Answers to Check Your Progress Questions

1. (d) Development

Development refers to formal education, job experiences, relationships, and assessment of personality and abilities that help employees perform effectively in their current or future job and company.

2. (b) Tuition Fee reimbursement

Tuition Fee reimbursement refers to the practice of reimbursing employees' costs for college and university courses and degree programs.

3. (a) Assessment

Assessment involves gathering information and giving feedback to employees regarding their communication style, behavior, values, or skills.

4. (d) Assessment center

Assessment center refers to a process in which multiple evaluators or raters (known as assessors) evaluate the performance of employees on a number of exercises.

5. (b) Job experiences

Job experiences refer to problems, relationships, tasks, demands, or other features faced by employees in their jobs.

6. (d) Job enlargement

Job enlargement refers to adding new responsibilities or challenges to the current job of an employee.

7. (d) Job rotation

Job rotation involves providing employees with different job assignments in varying functional areas of the company or moving them across jobs in a single functional area or department.

8. (a) Promotions

Promotions are advancements in positions with more challenges and more authority.

9. (d) Coach

A coach refers to a peer or a manager who works with employees to help them develop skills, motivate them, provide reinforcement, and feedback.

10. (c) Development planning process

The development planning process starts with identifying development needs.

Unit 15

Management Development

Structure

- 15.1 Introduction
- 15.2 Objectives
- 15.3 Definition of Management Development
- 15.4 Objectives of Management Development
- 15.5 Management Development Program
- 15.6 Management Development Techniques
- 15.7 Evaluation of Management Development Programs
- 15.8 Summary
- 15.9 Glossary
- 15.10 Self-Assessment Test
- 15.11 Suggested Readings/Reference Material
- 15.12 Answers to Check Your Progress Questions

“The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them.”

- John C. Maxwell

15.1 Introduction

As has been rightly pointed out by John C. Maxwell, management development programs aim to impart and develop competencies and skills required for managers to fulfill managerial and leadership responsibilities in an effective manner. In the previous unit we have discussed the concept of employee development and the strategies followed by companies for employee development.

Organizations focus on management development not just to enhance the performance of their managers but also to offer them opportunities for growth

Block 4: Development Aspects of Employees and Management

and development. Organizations conduct management development programs in a systematic manner by thoroughly evaluating their need and significance. The present unit emphasizes the importance of management development programs for organizational growth and development.

15.2 Objectives

By studying this unit, you should be able to:

- Understand the aims of management development programs towards imparting competencies and managerial responsibilities to managers
- Distinguish between on-the job and off-the job management development techniques for managers in acquiring skills and knowledge for higher performance
- Evaluate management development programs for identifying gaps in performance and for cost benefit analysis.
- Analyze the role of organizations in transforming employees as potential and effective managers

15.3 Concept of Management Development

Management development is defined as “a systematic process of growth and development by which the managers develop their abilities to manage.” The company’s role in management development is to establish the program and the opportunities for development of current and potential managers.

Example

Infosys Leadership Institute (ILI) is committed to helping leaders assume greater roles and positively influence their teams, clients and the community at large. They adopt a T-shaped approach that includes generic interventions that address common developmental needs across levels and geographies and specific interventions for sales and delivery units dedicated to assessment and business linked developmental modules.

For more details, check out <https://www.infosys.com/> (accessed on 11/03/2022)

15.4 Objectives of Management Development

Organizations conduct management development programs for imparting managerial, leadership and behavioral skills so as to improve employee managerial competence and performance. Management development programs aim at achieving the following objectives:

Unit 15: Management Development

- To overhaul the management machinery
- To improve the performance of managers
- To give specialists a view of the functions of an organization and enable them to effectively coordinate with each other
- To identify people with the required potential and prepare them for occupying senior positions
- To boost the morale of the management group
- To enhance the versatility of the management group
- To keep executives up to date with the changes and developments in their fields of operation
- To create management succession which can take over during contingencies
- To enhance the thought process and analytical ability of employees
- To broaden an executive's outlook with regard to his/her role position and responsibilities
- To understand the conceptual issues related to technical, economic, and social areas
- To understand the human relations problems and enhance human relations skills
- To stimulate creative thinking

Example

Google has come up with Project Oxygen which helped it to define its management development objectives. The management development programs at Google make use of people analytics to enhance project credibility. Secondly employee feedback is encouraged for wider employee buy in and trust. Further factual data or the hard data is also used to convince managers as to why they needed to improve their management style.

For more details, check out <https://www.impraise.com/> (accessed on 9/3/2022)

Block 4: Development Aspects of Employees and Management

Check Your Progress - 1

1. Which among the following is defined as a systematic process of growth and development by which managers develop their abilities to manage?
 - a. Employee development
 - b. Training
 - c. Employee compensation
 - d. Management development
 - e. Performance Appraisal
 2. Which of the following is an objective of management development?
 - a. To improve accountant's performance
 - b. To boost the morale of trainers
 - c. To monitor the manager performance
 - d. To handle employee conflicts
 - e. To understand the human relations problems and enhance human relation skills
-

15.5 Management Development Program

Management development program is a comprehensive methodical process of training and growth to help the managerial personnel to develop competencies for performing their current and future roles proficiently. The management development program comprises of the following steps:

- *Analysis of organizational present and future development needs:* A close and critical examination of present and future organizational needs has to be done to know the type of competencies that needs to be developed across the department, functional areas and executive positions.
- *Appraisal of present management talent:* Organizations make a qualitative assessment of the existing management talent. An estimate of the potential for development should be added to that. This estimate can then be compared against the projected required talent.
- *Inventory of manpower management:* Manpower inventory consisting of the

Unit 15: Management Development

complete information about the managerial personnel is prepared with details of name, age, gender, tenure of service, training courses completed, health record, performance appraisal details to name a few. The relative strengths and weaknesses of the personnel relative to the needs of the organization are identified.

- *Planning of individual development program:* Guided by the performance appraisal results that indicate the strengths and weaknesses of their subordinates, the managerial personnel qualifying for the program are identified.
- *Establishment of development program:* The human resources (HR) department has to identify the existing level of knowledge, skills and competencies of the managerial personnel in line with the specific job requirements. Appropriate techniques for meeting the developmental needs have to be chosen and administered.
- *Evaluation of the program:* It is equally important to monitor the management development program as it involves a huge amount of time, effort and money. Evaluation involves assessing whether the objectives of the program have been accomplished or not.

The impact of some programs can be seen only in the long run while the efficacy of some programs is immediately visible. The results of the program are measured against the current needs that they may have been established for.

Exhibit 15.1 illustrates the deployment of Power Platform for automation of Management Development Program at Microsoft.

Exhibit 15.1: Power Platform for automation of Management Development Program at Microsoft

Microsoft makes use of Power Platform and Dynamics 365 automation for addressing most of the repeatable components of the management development programs and enables creation of a space which brings together all information about the program for participants, leaders, and broader employees.

Below is a summary of some key features built into application:

- *Program Site:* Acts as a single source of all information related to the program.

Contd.

Block 4: Development Aspects of Employees and Management

- *Nomination Management*: Allows managers to nominate their employees into the program, and program organizers to assess and select and assign participants to the program.
- *Participant Experience*: Custom Logged-in participant experience to view course content, assessment, evaluation and obtain course certificate.
- *Leader/Mentor Experience*: Logged-in experience for leaders to provide feedback to feedback about program engagement for participants.
- *Session Management*: Allows program organizers to send automated course invites, customized by participant's learning track and stage.
- *Program Feedback*: Consolidated data from participants, session, program feedback is visualized to easily understand the impact of the development program on the participants. This provides actionable feedback to identify and prioritize next improvement areas. All data is homed within one Dataverse instance, and includes data on participants, learning tracks, sessions and feedback.

Source: <https://powerapps.microsoft.com/en-us/> (accessed on 9/3/2022)

Activity 15.1

ABC Software Ltd., is a software company that develops software for calculating employee salaries and benefits. The company has launched new software that makes the salary calculation easier for HR companies. The company has to train its HR managers to handle the new software. The first step the human resources department of the company has taken is to identify the existing level of knowledge, skills, etc., of various executives and compare them with their specific job requirements. Identify this step of the management development process. Also discuss other steps in the management development process.

Answer:

Check Your Progress - 2

3. In which step of the management development program is the organizational structure analyzed?
 - a. Analysis of organizational present and future development needs
 - b. Appraisal of present management talent
 - c. Inventory of manpower management
 - d. Planning of individual development program
 - e. Identifying the needs
 4. In which step of the management development program do organizations make a qualitative assessment of the existing management talent?
 - a. Appraisal of present management talent
 - b. Planning of individual development program
 - c. Establishment of development program
 - d. Evaluation of the program
 - e. Inventory of manpower management
 5. Which of the following refers to the efforts directed toward finding out the worth of the management development program?
 - a. Performance appraisal
 - b. Program evaluation
 - c. Selection
 - d. On-the-job techniques
 - e. Off-the job techniques
 6. In which among the following methods, is the trainee placed under a supervisor who acts as an instructor and teaches job knowledge and skills to the trainee?
 - a. Coaching
 - b. Understudy
 - c. Multiple management
 - d. Job rotation
 - e. Performance appraisal
-

Block 4: Development Aspects of Employees and Management

15.6 Management Development Techniques

Management development techniques can be categorized into on-the-job and off-the-job techniques.

15.6.1 On-the-job Techniques

On-the-job techniques are administered in the actual working environment and are mostly used in case of management development sessions for scientific and technical personnel. Now let us discuss the various on-the-job techniques in detail:

Coaching

In coaching, the trainee is placed under a supervisor who acts as an instructor and imparts job knowledge and requisite managerial and behavioral skills to the trainee. The instructor supervises/ monitors the trainee to ensure that the trainee is carrying out the assigned tasks in order to correct errors.

Job rotation

Job rotation refers to systematic transfer of executives from one job to another or from one department to the other. Job rotation helps the employee to acquire diverse skills, increases inter-departmental cooperation and reduces the monotony in work.

Understudy

An understudy is “a person who is in training to assume at a future time, the full responsibility of the position currently held by his/her superior.” This method provides an organization with an employee pipeline so as to fill the vacancies in the organization due to transfer, retirement, or promotion.

Multiple Management

Multiple Management is a system where managers belonging to the permanent advisory committee study the problems of the company and suggest recommendations to the top management.

It is also known as the junior-board of the executive system. These committees discuss the problems the company is facing and suggest alternative solutions after which the decisions are taken.

The multiple management technique has certain advantages over other on-the-job techniques. They are:

- Members are given an opportunity to acquire knowledge about various business aspects.
- It helps in recognizing the members who have the needed skills and capabilities to become an effective manager.
- Members can participate in the group interaction and gain practical experience of decision-making in groups.
- It is a relatively inexpensive method.
- It helps in developing a considerable number of executives within a short time span.

15.6.2 Off-the-job Techniques

Off-the-job techniques are useful in filling the gaps and overcoming the limitations of on-the-job techniques. Let us understand these techniques in detail:

Case study

Case studies can be hypothetical or actual business situations that the trainees are provided with. Case study involves the following steps:

- The trainees need to analyze the given case.
- The trainees need to identify the problem and analyze the internal and external determinants.
- Based upon the above said analysis, they frame possible alternatives.
- On the criteria of suitability, feasibility and acceptability, the trainee or the group propose the best possible solution to address the identified problem.

Case studies help in improving the participants' decision-making skills by sharpening their judging and analytical abilities.

Incident method

The incident method, developed by Paul Pigors, is used in areas of practical judgment, intellectual ability and social awareness. This method is a combination of case study and in-basket method. The process involves:

- Incidents are prepared based on actual situations which have taken place in different organizations.
- The employees in the training group are asked to study the incident and take short-term decisions while playing the role of a person who has to cope with the incident in the real situation.
- The group later studies and discusses the incident and then takes decisions relating to the incident, based on the group interaction and decisions taken by each member.

Role playing

Role playing which is used to elevate the human relation skills comprises of providing the participants with a hypothetical case and the participants are asked to assume the role of a particular person in the situation and enact their interactions with each other.

The entire act is tape-recorded and then shown to the trainee and feedback is provided on the same to help the participants improve their behavioral skills.

Block 4: Development Aspects of Employees and Management

In-basket method

The trainees in this method are given background information about a hypothetical company, its products, various memoranda, key personnel, requests and other data pertaining to the company.

The trainee should understand the profile of the job and the job holder and accordingly make notes, delegate tasks and prepare memos within some specified time. This method helps trainees to establish priorities, exhibit social sensitivity, schedule meetings, and take decisions and action.

Business games

In this method, the trainees are divided into different teams or groups. Each team has to assume that it is the management of a simulated firm and to discuss and arrive at decisions regarding production, advertising, pricing, research expenditure to name a few, of the firm.

The other teams act as competitors and react to their decisions. The immediate feedback helps in knowing the relative performance of both the teams. The cooperative decision of the team promotes greater interaction among participants.

Business games help in enhancing organizing abilities, leadership skills and emotional intelligence along with the ability to work under stress.

Sensitivity Training

The main objective of sensitivity training is to develop awareness about behavioral patterns of oneself and others. This method helps in promoting increased openness with others, empathy and concern for others, tolerance and appreciation for individual differences and mutual trust and support.

Sensitivity training develops managerial sensitivity and helps the individual and teams to understand the group processes better and help them to work with diverse teams.

Simulation

In the simulation method, the real working environment is replicated in a simulated environment. The trainee is provided with a role to be performed or is confronted with a problem to be solved. Feedback is provided to the trainee about their performance in the assigned task.

The success of this technique to a large extent depends upon how well the actual work environment is replicated.

Conferences

A conference is a meeting involving several people to discuss subjects that are of common interest wherein the participants contribute their ideas and multiple

Unit 15: Management Development

viewpoints in case it involves problem-solving. The benefits of conferences are enumerated below:

- Conferences help members to express their views and ideas.
- Conferences help members to be familiar with alternative perspectives.
- Conferences can be instrumental in modifying the attitude of the employees.

Lectures

The lecture method is the simplest of all the off-the-job techniques. The features of the lecture method in management development:

- Lecture method is direct and can be used for larger trainee groups. It gives an overview and scope of the subject clearly.
- Since the lecture method presents facts, principles, and concepts within a short time, it is a time saving technique.
- Support material is also provided to the trainee groups for better understanding and retention.

Activity 15.2

XYZ Ltd. (XYZ), a consumer appliances company, regularly conducted management development programs for its executives. To make the managers aware of the growing trends in the consumer appliances industry, the management divided the team of executives into two under a simulated environment – one team discussed the trends emerging in the consumer appliances industry and ways to combat competition, the other team acted as competitors and gave its reactions to the first team's decision. Identify the management development method used by XYZ. Also discuss other management development methods used by organizations.

Answer:

Both on the job and off the job techniques contribute in management development.

Block 4: Development Aspects of Employees and Management

Example

Wipro administers “The Manager Excellence Framework” which comprises workshops, online courses, conferences, business games, coaching and mentoring for boosting team performance, building process capability and charting out self-learning and developmental plans.

For more details, check out <https://www.wipro.com/> (accessed on 9/3/2022)

15.7 Evaluation of a Management Development Program

The management development programs can be evaluated using the following strategies:

- **Cost-benefit analysis:** A cost-benefit analysis measures the benefits both tangible and intangible benefits from the development program, against the monetary costs of development (costs of materials, supplies, lost work time, travel expenses, consultant fees, etc). Though it is easy to arrive at the monetary costs, it is difficult to translate the benefits into economic terms.
- **Identifying gaps:** A management development program can be evaluated by identifying the gap between the actual and the desired level of performance. The effectiveness of this strategy would, however, depend on the quality of the objectives set.

Example

LearnUpon is a corporate learning management system that provides HR departments with a suite of tools to build, assign, monitor, and measure corporate employee training and development programs in one centralized hub.

For more details, check out <https://www.learnupon.com/> (accessed on 09/03/2022)

Check Your Progress - 3

7. Which of the following are prepared based on actual business situations that have taken place in different organizations?
 - a. Understudy
 - b. In basket
 - c. Business games
 - d. Case studies
 - e. Role plays

Unit 15: Management Development

8. In which of the following methods is a problem situation simulated and the participants are asked to assume the role of a particular person in the situation?
 - a. Simulation
 - b. Role playing
 - c. Case studies
 - d. Business games
 - e. Understudy
 9. In which method is the situation duplicated in such a way that it resembles an actual job situation?
 - a. Simulation
 - b. Grid training
 - c. Lectures
 - d. Business games
 - e. Case studies
 10. Which method measures the benefits from the development program against the monetary costs of development?
 - a. Cost-benefit analysis
 - b. Gap analysis
 - c. Performance analysis
 - d. Compa-Ratios
 - e. Identifying gaps
-

15.8. Summary

- Management development is defined as a systematic process of growth and development by which the managers develop their abilities to manage.
- The management development programs are organized to achieve specific objectives.
- A management development program can be explained through a series of steps of the management development process — an analysis of the present and developmental needs of the organization, appraisal of present management talent, inventory of manpower management, planning of individual development program, establishment of development program, and evaluation of the program.

Block 4: Development Aspects of Employees and Management

- On-the-job techniques are the most widely used techniques of management development. Important on-the-job techniques are coaching, job rotation, understudy and multiple management.
- Off-the-job techniques are useful in filling the gaps and overcoming the limitations of on-the-job techniques. Off-the-job techniques include the case study, incident method, role playing, in-basket method, business games, sensitivity training, simulation, grid training, conferences, and lectures.
- Management development programs can be evaluated using cost-benefit analysis and by identifying gaps.

15.9. Glossary

Case study: Case studies are prepared based on actual business situations that have taken place in different organizations.

Cost-benefit analysis: A cost-benefit analysis measures the benefits from the development program, against the monetary costs of development.

In-basket method: The trainees in this method are given background information about a simulated company, its products, various memoranda, key personnel, requests, and other data pertaining to the company. The trainee should understand all this, make notes, delegate tasks, and prepare memos within some specified time.

Job rotation: Job rotation refers to transferring of executives from job to job and from department to department in a systematic manner.

Management development: Management development is defined as a systematic process of growth and development by which the managers develop their abilities to manage.

Multiple Management: Multiple Management is a system where managers belonging to the permanent advisory committee study the problems of the company and suggest recommendations to the top management.

Role playing: In role playing, a problem situation is simulated and the participants are asked to assume the role of a particular person in the situation.

Sensitivity Training: The main objective of sensitivity training is “development of awareness of and sensitivity of behavioural patterns of oneself and others.”

Understudy: An understudy is a person who is in training to assume at a future time, the full responsibility of the position currently held by his/her superior.

15.10. Self-Assessment Test

1. Define management development and state the objectives of management development.
2. Explain the contents of the management development program.
3. Briefly explain the on-the-job and off-the-job techniques of management development.
4. Explain how management development programs can be evaluated.

15.11. Suggested Readings / Reference Material

1. K. Aswathappa, Sadhna Dash, Human Resource Management: Text and Cases, Ninth Edition, McGraw Hill, 2021
2. Carrie A. Picardi, Recruitment and Selection: Strategies for Workforce Planning and Assessment, Adopted Edition 1, SAGE Publications, 2020
3. Ira S Wolfe, Recruiting in the age of Googlization, Second edition, Authors Place Press, 2020
4. Gary Dessler, Human Resource Management, Sixteenth edition, Pearson, 2020
5. Gerardus B, Recruitment Agency: A Complete Guide, Second Edition, 5 Starcooks, 2020

15.12. Answers to Check Your Progress Questions

1. **(d) Management development**

Management development is defined as a systematic process of growth and development by which the managers develop their abilities to manage.

2. **(e) To understand the human relations problems and enhance human relation skills**

3. **(a) Analysis of organizational present and future development needs**

In analysis of organizational present and development needs, the organizational structure is analyzed.

4. **(a) Appraisal of present management talent**

In appraisal of present management talent, organizations make a qualitative assessment of the existing management talent.

5. **(b) Program evaluation**

These are the efforts directed towards finding out the worth of the management development program refers to program evaluation.

Block 4: Development Aspects of Employees and Management

6. (a) Coaching

In coaching, the trainee is placed under a supervisor who acts as an instructor and teaches job knowledge, skills, etc., to the trainee.

7. (d) Case studies

Case studies are prepared based on actual business situations that have taken place in different organizations.

8. (b) Role playing

In role playing, a problem situation is simulated and the participants are asked to assume the role of a particular person in the situation.

9. (a) Simulation

In simulation, the situation is duplicated in such a way that it resembles an actual job situation.

10. (a) Cost-benefit analysis

Cost-benefit analysis measures the benefits from the development program, against the monetary costs of the development program.

Recruitment, Training and Development Course Components	
BLOCK 1: Recruitment	
Unit 1	Recruitment: An Overview
Unit 2	Recruitment Process
Unit 3	Sources and Techniques of Recruitment
Unit 4	Hiring Trends
BLOCK 2: Selection, Placement and Induction	
Unit 5	Selection Process: An Overview
Unit 6	Modern Employee Selection Procedures
Unit 7	New Employee Induction Trends
BLOCK 3: Training	
Unit 8	Introduction to Employee Training
Unit 9	Training Needs Assessment
Unit 10	Learning and Program Design
Unit 11	Training Methods
Unit 12	Trainers' Aid: Bloom's Taxonomy
BLOCK 4: Development Aspects of Employees and Management	
Unit 13	Career Planning, Development and Management
Unit 14	Employee Development
Unit 15	Management Development
BLOCK 5: Trainer and the Future of Training and Development	
Unit 16	Training Evaluation
Unit 17	The Role of a Trainer
Unit 18	The Future of Training and Development