

Question No. 1

What is the basic concept of executive development? Discuss the methods of executive development.

Executive Development – Concept

Executive or management development focuses on manager's personal growth. It basically aims at improving judgment, logical thinking of managers to take complex decisions and to take responsibility. Executive development is a planned, systematic and continuous process of learning and growth by which managers develop their conceptual and analytical abilities to manage.

It is combination of both experience and skills. The participants should also have capacity and self-motivation to learn and develop themselves.

1. A planned effort to improve executive's ability to handle high-level responsibilities.
 2. It is continuous, ongoing activity as it aims improving total personality, behaviour, attitude of managers which cannot be done overnight.
 3. It is a long-term process, as managers take time to acquire and improve their capabilities.
 4. It is proactive in nature as it focuses attention on the present as well as future requirements of both the organisation and the individuals.
1. Continuous Process – Executive development is a continuous process because there is no fixed time limit for learning. It is not a one shot activity and continues throughout the career of the managers.
 2. Long Process – Executive development is a long process and takes time. It is time consuming because the skills of the managers cannot be developed overnight.
 3. Planned Activity – Executive development is a well-planned, organized, and systematic activity. It is not a trial and error approach.
 4. Involves Stresses and Strains – Development does not takes place in the total peaceful and relaxed atmosphere. It involves stresses and strains.
 5. Conducive Environment – Executive development needs conducive environment which should be encouraging and stimulating. Further, it also require that adequate feedback should be received about the degree of development of the personnel.
 6. Guided Self Development – Executive development can only be made possible only when the manager himself wants to learn. The individual must have the desire to learn and practice what he is taught. Coercion can never lead to the development of executives or the managers.

The methods of executive development are broadly classified into two broad categories:

1. On the Job Techniques.
2. Off the Job Techniques.

1. On the Job Techniques:

On the job development of the managerial personnel is the most common form which involves learning while performing the work. On the job techniques are most useful when the objective is to improve on the job behaviour of the executives. This type of training is inexpensive and also less time consuming. The trainee without artificial support can size up his subordinates and demonstrate his leadership qualities.

The following methods are used under on the job training:

(i) Coaching:

In this method the immediate superior guides and instructs his subordinates as a coach. It is learning through on the job experience because a manager can learn when he is put on a specific job. The immediate superior briefs the trainees what is expected from them and guides them how to effectively achieve them. The coach or immediate superior watches the performance of their trainees and directs them in correcting their mistakes.

Question no 2

What is the concept of training? Discuss in the light of focus area of training?

Concept of training:

What is meant by training? Training is the process of teaching the new and/or present employees the basic skills they need to effectively perform their jobs. Alternatively speaking, training is the act of increasing the knowledge and skill of an employee for doing his/her job. Thus, training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organisation to acquire and also to apply the required knowledge, skill and attitudes to perform their jobs effectively

Areas of Training– The organization provide training to their employees in the following areas

- **Company Policies and Procedures:** This area of training is to be provided with a view to acquainting the new employee with the Company Rules, Practices, Procedures, Tradition, Management, Organization Structure, and Environment Product! Services offered by the company etc. This acquaintance enables the new employee to adjust himself with the changing situations.
- **Training in Specific Skills:** This area of training is to enable the employee more effective on the job. The trainer trains the employee regarding. Various skills necessary to do the actual job For example, the clerk in the bank should be trained in the skills of making entries correctly in the edge, skills and arithmetical calculations, quick comparison of figures, entries and the like. Similarly, the technical officers are to be trained in the skills of project appraisal, supervision, follow-up and the like
- **Human Relations :** Human relations training assume greater significance in organizations as employees have to maintain human relations not only with other employees but also with their customers.
- **Problem Solving :** Most of the organizational problems are common to the employees dealing the same activity at different levels of the organization. Further some of the problems of different managers may have the same root cause.
- **Managerial and Supervisory :** Even the non- managers sometimes perform managerial and supervisory functions like planning, decision-making, organizing, maintaining inter-personal relations, directing and controlling.

Question no 3

Elaborate the process of knowledge management?

Knowledge management is an activity practised by enterprises all over the world. In the process of knowledge management, these enterprises comprehensively gather information using many methods and tools.

Then, gathered information is organized, stored, shared, and analyzed using defined techniques.

The analysis of such information will be based on resources, documents, people and their skills.

Step 1: Collecting

This is the most important step of the knowledge management process. If you collect the incorrect or irrelevant data, the resulting knowledge may not be the most accurate. Therefore, the decisions made based on such knowledge could be inaccurate as well.

There are many methods and tools used for data collection. First of all, data collection should be a procedure in knowledge management process. These procedures should be properly documented and followed by people involved in data collection process.

The data collection procedure defines certain data collection points. Some points may be the summary of certain routine reports. As an example, monthly sales report and daily attendance reports may be two good resources for data collection.

With data collection points, the data extraction techniques and tools are also defined. As an example, the sales report may be a paper-based report where a data entry operator needs to feed the data manually to a database whereas, the daily attendance report may be an online report where it is directly stored in the database.

In addition to data collecting points and extraction mechanism, data storage is also defined in this step. Most of the organizations now use a software database application for this purpose.

Step 2: Organizing

The data collected need to be organized. This organization usually happens based on certain rules. These rules are defined by the organization.

As an example, all sales-related data can be filed together and all staff-related data could be stored in the same database table. This type of organization helps to maintain data accurately within a database.

If there is much data in the database, techniques such as 'normalization' can be used for organizing and reducing the duplication.

This way, data is logically arranged and related to one another for easy retrieval. When data passes step 2, it becomes information.

Step 3: Summarizing

In this step, the information is summarized in order to take the essence of it. The lengthy information is presented in tabular or graphical format and stored appropriately.

For summarizing, there are many tools that can be used such as software packages, charts (Pareto, cause-and-effect), and different techniques.

Step 4: Analyzing

At this stage, the information is analyzed in order to find the relationships, redundancies and patterns.

An expert or an expert team should be assigned for this purpose as the experience of the person/team plays a vital role. Usually, there are reports created after analysis of information.

Step 5: Synthesizing

At this point, information becomes knowledge. The results of analysis (usually the reports) are combined together to derive various concepts and artefacts.

A pattern or behavior of one entity can be applied to explain another, and collectively, the organization will have a set of knowledge elements that can be used across the organization.

This knowledge is then stored in the organizational *knowledge base* for further use.

Usually, the knowledge base is a software implementation that can be accessed from anywhere through the Internet.

You can also buy such knowledge base software or download an open-source implementation of the same for free.

Step 6: Decision Making

At this stage, the knowledge is used for decision making. As an example, when estimating a specific type of a project or a task, the knowledge related to previous estimates can be used.

This accelerates the estimation process and adds high accuracy. This is how the organizational knowledge management adds value and saves money in the long run.

Conclusion

Knowledge management is an essential practice for enterprise organizations. Organizational knowledge adds long-term benefits to the organization in terms of finances, culture and people.

Therefore, all mature organizations should take necessary steps for knowledge management in order to enhance the business operations and organization's overall capability.

Question no 4

Notes

Career Planning and Management

A significant part of our life is spent in achieving our career goals, thus it is very important to make sure that the right steps were taken and correct planning was done in the early years of your life. There are very few lucky ones who are born with a clear mind and who knows what they want to do and where they see themselves in life ahead. But the majority of us are not sure what we want from life and so it is very important to plan out things. Thus, career planning and management are what give your career and in some way your life, true meaning, and purpose. Career planning and management continue throughout your professional life. Planning carefully prepares you to cope with changes both in your work and in yourself. Managing your career effectively involves taking risks, learning new skills, and adapting to changes in both the work environment and technology. Career planning also gives you the much-needed direction and makes it clear where you like to see yourself in the future. It makes you aware of your strengths and weaknesses and the skills, knowledge, and interests that are required to achieve your goals in the future.

Selection & training test

A Selection & training test

selection assessment is the **most frequently used type of assessment** and part of a selection procedure. The selection assessment often takes place towards the end of the procedure, to test the candidates' suitability for the position in question.

selection assessment

A selection assessment is an attempt to get a better understanding of how the candidate would perform in the position applied for. The assessment is used based on the idea that suitability does not really show when using questionnaires, letters and interviews. This is because candidates often will say what they think the employer wants to hear, so only practical simulations can clearly demonstrate how a person responds in certain situations

Components

The components of a selection assessment depend on the position being applied for. For an executive position, the focus will be on testing the candidates' leadership qualities, for other positions the emphasis can be, for example, on communication skills. Frequently used [components of an assessment](#) include the [mailbox exercise](#), [fact finding](#) and [role-playing](#). [Intelligence tests](#) and [interviews](#) are often part of a selection assessment as well. To [prepare for an assessment](#), you can practice different tests.

Assessment report Following the assessment, a report will be drafted describing the conclusions on each candidate. As a candidate, you will always be the first to see this [assessment report](#) and you have the right not to agree to the report

being sent to the employer. However, if you do not agree to this, your chances of getting the job will be practically nil.

HR issues

1. Tricky employee queries

It should be remembered that a human resources department acts as an interface between the staff and the business itself. Therefore, any issues relating to employment or disputes should be channelled through HR to ensure fairness and a swift resolution. Unfortunately, nobody can predict every employee's question or issue they will raise and get it right every time. Sorry. At some point, you're going to be asked a question that you're unprepared for.

2. Low employee retention

There's nothing worse than spending months (sometimes, years) training an employee only to watch them leave without so much as a backwards glance. It's a budget killer and puts the organisation right back at square one.

In these situations, the HR team usually have some serious questions to answer, such as:

- Why did an employee leave?
- Why were they allowed to leave?
- How are we going to prevent it from happening again?

There's no escaping the fact that it is the HR team's job to [protect the employee base](#). It is, after all, the company's most valuable asset that should be capable of driving high levels of productivity and retaining an ever-increasing roster of skills.

3. Drops in productivity

Productivity either happens, or it doesn't – it's that simple. Unfortunately, the stuff that keeps us from being productive isn't always that obvious. It can creep up unawares and, before you know it, set the business back further than you'd think possible. This is a common workplace issue that needs to be dealt with quickly, taking place. Understand which departments are suffering from poor output and then trace the source to a particular employee or group of employees.

