



AN ANALYTICAL STUDY OF EFFECTIVENESS OF MANAGEMENT DEVELOPMENT PROGRAMMES IN INDUSTRIAL ENTERPRISES WITH SPECIAL REFERENCE TO NASHIK DISTRICT

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Abstract

The effectiveness and success of an organization lies on the people who form and work within the organization. It follows therefore that the employees in an organization to be able to perform their duties and make meaningful contributions to the success of organizational goals need to acquire the relevant skills and knowledge. In order to achieve business goals, organization requires employees who have the relevant skills, knowledge and competencies if they don't possess the same should get opportunity for growth and development to meet the business challenges. Particularly managerial personnel's role is significant in this aspect. In appreciation of this fact, organization conducts management development programs for the different levels of their manager.

This research analyzes the significance of management development programs on managerial skills. It also takes business success into consideration. Study also examines the benefits of the programs to individual and organization in development perspective.

This research attempts to understand perceptions of managers at various industries in Nashik district during research with regard to effectiveness of management development programs in industries under the survey. The study relied on both qualitative and quantitative analysis of data. The managerial personnel of the 45 companies wherein survey is conducted are the population of the study. Study proves that management development plays a vital role in developing human resources of an organization to improve the efficiency and effectiveness of working people.

Keywords: Productivity, Management development, Efficiency, Effectiveness, Managerial skills.

1. Introduction

Human resources are the most valuable assets of any organization, with the machines, materials and the money. No organization can accomplish its objectives without the presence of competent personnel. Hence, if human resource is developed, they become resourceful for the organization to increase its effectiveness and play a vital role in creativity, coping with changes and innovations.

In order to achieve business goals, organisations require employees who have the relevant skills, knowledge and competencies and if they don't possess the same then develop them to meet the challenges. A managerial personnel's role is different than other employees of an organisation. Managers' jobs are complex and dynamic. They are responsible and accountable for success of an organisation. They also need a solid understanding of the industry in which they operate the structure and functions of the organisation. Managers must have multiple skills, familiar and comfortable with finance, marketing, HR and operations regardless of their particular area of expertise. Development of managerial personnel becomes essential when organisation take strategic decision due to, advances in technology, work redesign, mergers and acquisitions, restructuring of business, workforce diversity, employee mobility etc. Hence development becomes strategically aligned with organizational business goals and objectives. Employee development is the key element of the organisation. The success or failure of the organization depends on employee performance.

To meet the requirements discussed above, organizations today are willing to provide their employee's opportunities to develop their skills, conducting Management development programmes on various topics according to business needs, several organisations today sponsor their managers for higher education and encourage them to upgrade their skills, competency and grow.

It is very difficult to improve performance in given situation all the times, though it is essential to improve performance for survival and growth. Particularly a manager's contribution is more significant in this aspect. The deficiencies brought at in the appraisal can be corrected through training and development. Management development programs are designed to increase the overall skill levels of managers through a mix of ongoing management education and rotations of managers through a number of jobs within the firm to give them varied experiences.



There may be many reasons why organisations invest in management development for their managers' therefore this study attempts to understand perceptions of managers at various industries in Nashik district during research with regard to effectiveness of management development programmes conducted for their managers by organization.

Therefore this topic is selected for study.

2. Literature Review

Employee development is one of the most important functions of Human Resource Management. Employee development means to develop the abilities of an individual employees and organization as a whole. However managerial personnel's role is different than other employees of the organization, they have a complex nature of jobs and having challenging tasks hence, their contribution is significant in the performance of an organization.

Management development is self-development. Management development is concerned with developing the skills of the manager over his or her career with the firm. No person can actually develop another unless and until individual has willingness to do so. An organization can do is to create the atmosphere and opportunity for people to develop themselves. Following few definitions will highlight the concept of management development.

According to Armstrong (1999), management development contributes to business success by helping the organization to grow the managers it requires to meet its present and future needs. It improves managers' performance, gives them development opportunities and provides for management succession.

As defined by Mailick (1998), management development is "an organized effort to develop, increase, and improve managerial competencies, either in an individual manager or in a group of managers". Based on the above considerations related to the terms used in the process of managers' education, management development will be regarded as the sum of training, education and learning practices that are intended to help managers realise their potential, either for personal or organizational profit.

Management development is influenced by both organizational and external environments, including institutional frameworks and political activities (Doyle 2000).

Management development is recognized as a necessary tool in any kind of organization, whether it is a small or multinational, commercial or non-profit company. Organizations can compete in a today's environment only by updating the skills of their workforce. One of the most important of its objectives is to increase managers' competencies by letting them know what is expected from them now and in the future and to provide them with all the tools necessary to reach the defined goals. The impact of executive development is not only the improvement of the managers' behaviour but also it is linked with a change of an organization's performance and results.

As explained by Buhler (2002), management development "improves individual performance, which ultimately improves corporate performance".

According to S.B.Budhiraja, "Former Managing Director of Indian Oil Corporation Ltd. "Any activity designed to improve the performance of existing managers and to provide for a planned growth of managers to meet future organisational requirements is called Management development."

A critical review of the all meanings given for management development shows that the essence of it is that organizations want to avoid being caught badly without candidates for new jobs or without replacements for key people who died, retired or left for other jobs Managers that can contribute to long-term objectives are being groomed. Management development is also intended to resolve or pre-empt performance difficulties as well as geared to individual career aspirations. Development involves learning that goes beyond today's job; it has a more long-term focus. Management development is best described as the process from which managers learn and improve their skills not only to benefit themselves but also their employing organizations.

3. Objectives of the study

The main focus of the study is aimed to determining effectiveness of management development programme in selected industries i.e. 45 industries selected for this purpose in the industrial belt of Nashik district in Maharashtra and offer suggestions. Following are the objectives of the study

1. To study the Management Development Programmes in industrial enterprises.
2. To study psychology of changes through MDP in behaviour at managerial level in industries.



3. To study employees reactions and eagerness for Management Development Programmes.
4. To study how useful MDPs are to improve skill areas, conceptual knowledge and managerial behaviour to accept existing as well as future challenges and improve competitiveness in an organisation.

3.1. Statement of the Problem

“An Analytical Study of Effectiveness of Management Development Programmes in Industrial Enterprises with Special Reference to Nashik District”

3.2. Explanation of the problem: This research is based on the following two aspects;

1) **MDP implementing industries** (2) **Non -MDP implementing industries**

It is further divided in two aspects i.e. I) Views of HR Managers on behalf of the organization

II) Views of Participants i.e. Production and Operations managers at plant level on the basis of their experience. To get a genuine information and data separate interview schedules are prepared and administered to HR Managers and managers in production/ operation department for the respondents of both category in sample industries under the survey.

3.3. Research Hypotheses

H1.Effective Management Development Programs and success of management are directly related to each other.

H2.Administrative staff plays a vital role in the formation and execution of effective management development programmes in Industrial enterprises.

H3.An effective improvement in management leads to organisational success.

3.4. Scope and Limitations of the Study

- i. The study is restricted to 45 industrial enterprises in Nashik district (i.e. 20 industries where MDPs are implemented, 20 industries where MDPs are not implemented and 5 PSUs where MDPs are implemented)
- ii. The study is restricted for MDP of HR managers/ Production Managers in selected industries
- iii. The data collection period is from 2002 to 2007 from selected industries in Nashik district.
- iv. Limitations for collection of data due to organisational confidentiality and business secrecy.
- v. The study was conducted in four years. If the period or the industries are changed then the conclusions may be changed. Secrecy and period are the limitations for the study.

3.5. Significance of the Problem

This study is significant because of the following utilities; necessary care has been taken while collecting data in view of Investigator, companies, employees and Managers, society, firm and human element, investor and government in development perspectives considering the utilities to all stakeholders.

4. Research Methodology

4.1. Type of research: The type of research adopted for the study is descriptive research.

4.2. Sources of data collection: the primary data has been collected through structure questionnaire and interview and secondary data has been collected with help of magazines, annual reports of companies, MDP records, and bulletins of selected companies, Journal, internets and websites.

Following Table No.1.1 shows respondents for the study.

Table 1.1 No. of respondents

	HR Managers	Managers Production/Operations
MDP Implementing Industries	68	325
PSUs MDP Implementing	14	190
Non- MDP Implementing Industries	44	86
Total Respondents =727	126	601

As per sample 100% interviews were conducted personally and responses are collected by researcher.

4.3. Identification of Population: The managerial personnel of the 45 companies wherein the management development programmes are implemented as well as companies where the management development programmes are not implemented are the population of the study. The population for the purpose of the research is identified from the respondent industries. It is shown in the following table.1.2.



Table-1.2. Industries under the survey

Sr.No	Types of industries	No. of Industries	Sr.No.	Types of Industries	No of Industries
1	Power Equipments	3	13	Packaging Machinery	1
2	Electricals	3	14	Glass Container	1
3	Engineering, Machinery	5	15	FMCG	1
4	Polyester	1	16	Plastic/PVC Films	1
5	Electrode Carbon	1	17	Irrigation Systems	1
6	Pharmaceuticals	5	18	Asbestos Cement	1
7	Automotive	5	19	LPG Bottling	2
8	Steel	3	20	Petroleum	1
9	Castings/ Press metal	2	21	Power Generation	1
10	Aluminum Extrusion	1	22	Instruments	2
11	Tyre/Rubber	1	23	Aircraft	1
12	Distilleries	2	Total		45

Above Table shows the wide distribution of the respondents industries, covering majority of the sectors.

Selection of Sample

Sample was collected from 45 industries total sample size is 727 managers from various industries selected for the research purpose as they responded. (Responded sample) .

4.4. Technique of Analysis

Data gathered from the interview schedule was analysed using both descriptive and inferential statistics. Descriptive statistics used simple table and percentage calculated. Inferential statistics used are **chi-square test** the researcher has taken help of **SPSS** for applying the statistical test by the expert statistician. **SPSS** stands for Statistical Package for the Social Sciences.

5. Data Analysis and Interpretation

The data analysis and interpretation is divided in two parts **Part –I Analysis & Interpretation on the basis of Primary Data and part-II Analysis & Interpretation on the basis of Secondary Data** to give clear view of the study.

Testing of Hypotheses: The researcher has tested the hypotheses as follows.

Hypothesis- 1. Effective Management development programmes and success of management are directly related to each other.

This hypothesis is tested with the help of following table.1.3

Table: 1.3. Effective MDPs and success of management

		Category				Total		
		Implementin g Managers and Participants	%	Non- implem t g managers and Participant	%		%	
Effective Management development programmes and success of management are directly related to each other								
	Yes-Effective MDP leads to success of management	Count	120	20.10%	27	20..%	147	20.22%
	Yes-Effective program gives positive input for effectiveness	Count	76	12.73%	21	16.15%	97	13.34%
	Yes-Effective program develops managers to take right decision	Count	65	10.89%	10	7.69%	75	10.32%
	Yes-Managers decision making skills is improved which leads to success	Count	37	6.20%	20	15.38%	57	7.84%
	Yes-Effective program leads to improved mgt function	Count	132	22.11%	36	27.69%	168	23.11%
	Yes-Contributing to individual development and in turn the	Count	58	9.72%	5	3.85%	63	8.67%



	organization							
	Yes-Specific improved skills leads to success	Count	25	4.18%	3	2.31%	28	3.85%
	Contributing to success of management	Count	13	2.18%	4	3.08%	17	2.34%
	No	Count	71	11.89%	4	3.08%	75	10.31%
Total		Count	597	100.0%	130	100.0%	727	100.0%

Use of Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	51.196(a)	8	.000
Likelihood Ratio	65.517	8	.000
Linear-by-Linear Association	23.516	1	.000
N of Valid Cases	727		

a 3 cells (16.7%) have expected count less than 5. The minimum expected count is .57.

The last column in chi-square table is called P-value. If $p \leq 0.05$ then there is a significant difference between two variable. In above table $P = .000$ i.e. it is $< .05$. Hence there is a significant difference between implementing and non-implementing industries.

Analysis and Interpretations

Above table shows 120 (20.10%) implementing respondents believe that effective MDP leads to success of management, 76(12.73%) think that effective MDPs give positive input for effectiveness, 65(10.89%) said effective program develop managers to take right decision, 37(6.20%) believe managers decision making skill is developed which leads to success, 132(22.11%) said effective program leads to improve management functions, 58(9.72%) said contributing to individual development and in turn to the organization, 25(4.18%) believe that specific improved skills leads to success, 13(2.17%) said contributing to success of management and a mere 71(11.89%) not agreed to this statement.

Whereas, non-implementing respondents 27(20.77%) believe it would be, effective MDP leads to success of management, 21(16.15%) effective MDPs give positive input for effectiveness, 10(7.69 %) effective program develop managers to take right decision, 20(15.38%) managers decision making skill is developed which leads to success, 36(27.69%) said effective program leads to improve management functions, 5(3.85%) contributing to individual development and in turn to the organization, 3(2.31%) believe that specific improved skills leads to success, 4(3.08%) believe in contributing to success of management and mere 4(3.08%) not agreed to this statement.

This leads to reject the statement that the success of management is not depended upon effective management development programme and accept that success of management depends upon effective management development programme. It is evident from the analysis that 88.11% from implementing and 96.02% from non-implementing respondents are agreed for the above statement. This proves the hypothesis i.e. success of management depends upon effective management development programme.

Hypothesis- 2 Administrative staff plays a vital role in formulation and execution of effective management development programmes

This hypothesis is tested with the help of following table 1.4.

Table: 1.4. Administrative staff's Role in MDP

		Category				Total		
		Implementin g Managers and Participants	%	Non- implementin g Managers and Participants	%			
Administrative staff plays a vital role in formulation & execution of effective management development programmes	Yes	Count	433	72.53%	97	74.62%	530	72.90%
	No	Count	121	20.27%	18	13.85%	139	19.12%



	Can't Say	Count	19	3.18%	9	6.92%	28	3.85%
	Up to some extent	Count	24	4.02%	6	4.61%	30	4.13%
Total		Count	597	100.0%	130	100.0%	727	100.0%

Use of Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.201(a)	3	.001
Likelihood Ratio	10.037	3	.018
Linear-by-Linear Association	1.593	1	.207
N of Valid Cases	727		

a 2 cells (25.0%) have expected count less than 5. The minimum expected count is 4.01. The last column in chi-square table is called P-value. If $p \leq 0.05$ then there is a significant difference between two variable. In above table $P = .001$ i.e. it is $< .05$. Hence there is a significant difference between implementing and non-implementing industries.

Analysis and Interpretations

Above table shows 433(72.53%) implementing respondents believe that administrative staff plays a key role in formulation and execution of MDPs, 24 (4.02%) said up to some extent, 19(3.18%) can't said anything and 121(20.27%) not agreed to this statement.

Whereas, 97(74.62%) non-implementing respondents agreed yes it would be, 6(4.61%) said up to some extent, 9(6.92%) could not give opinion and 18(13.85%) not agreed to this statement.

There are differences in percentage of opinion but positive. This leads to reject the statement that the administrative staff does not play a vital role in formulation and execution of effective management development programme and accept that administrative staff plays a vital role in formulation and execution of effective management development programme. Attributing very high degree of positive response clearly shows that administrative staff can play vital role in formulating and executing of effective MDPs in an organization which is duly proved the hypothesis i.e. administrative staff plays a vital role in formulation and execution of effective management development programme.

Hypothesis-3. An effective improvement in management leads to organizational success

This hypothesis is tested with the help of following table 1.5.

Table: 1. 5. Effective improvement in management leads to success

An effective improvement in management leads to organizational success		Category				Total		
		Implementing Managers and Participants	%	Non-implementing Managers and Participants	%		%	
Yes	Count	418	70.02%	99	76.16%	517	71.11%	
No	Count	132	22.11%	15	11.54%	147	20.22%	
Can't Say	Count	39	6.53%	8	6.15%	47	6.47%	
Up to some extent	Count	8	1.34%	8	6.15%	16	2.20%	
Total		Count	597	100.0%	130	100.0%	727	100.0%

Use of Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.666(a)	3	.000
Likelihood Ratio	20.005	3	.000
Linear-by-Linear Association	2.384	1	.123
N of Valid Cases	727		



a 1 cells (12.5%) have expected count less than 5. The minimum expected count is 2.29. The last column in chi-square table is called P-value. If $p \leq 0.05$ then there is a significant difference between two variable. In above table $P=0.000$ i.e. it is $< .05$. Hence there is a significant difference between implementing and non-implementing industries.

Analysis and Interpretations

Above table shows 418(70.02%) implementing respondents believe that organization success depends upon effective improvement in management, followed by 8(1.34%) up to some extent, 39(6.53%) can't said anything and only 132(22.11%) not agreed to this statement.

Whereas, 99(76.16%) non-implementing respondents believe yes it would be followed by 8(6.15%) said up to some extent, 8(6.15%) could not give their opinion and only 15(11.54%) not agreed to this statement.

This leads to reject the statement that the organisational success does not depends upon the effective improvement in management and accept that effective improvement in management leads to organizational success. It is very much clear from the analysis that organisational success depends upon the improvement in management. This proves the third hypothesis i.e. effective improvement in management leads to organizational success.

Summary of Results of Hypotheses: following table 1.6 shows the summary of result of hypotheses.

Table .1.6 Summary of Hypotheses

Hypotheses	Results	Reference
1. Effective Management development programmes and success of management are directly related to each other.	Supported, tested and proved	Refer Table no.1.3
2. Administrative staff plays a vital role in formulation & execution of effective management development programmes	Supported, tested and proved	Refer Table no.1.4
3. An effective improvement in management leads to organizational success	Supported, tested and proved	Refer Table no.1.5

Above table clearly shows the hypotheses results supported, tested and proved.

This part of analysis and interpretations deals with analysis based on the secondary data. Industries effectiveness is assessed on the basis of financial results. Researcher had tried to compare the financial performances of both the category to identify the difference in MDP implementing companies and Non- implementing companies.

Following table -1.7 gives comparative position of both the categories i.e. MDP implementing and MDP non-implementing industries performances.

Table No -1.7. Comparative Performances of Both Industries.

Particulars	Implementing					Non-Implementing (Rs in Lacs)				
	2002-03	2003-04	2004-05	2005-06	2006-07	2002-03	2003-04	2004-05	2005-06	2006-07
Turnover	901193.47	1088337.05	1337777.2	1613951.02	1990041.62	62111	74146	103061	127881	154860
Employees	24247	25952	27547	29066	30121	2334	2667	3200	4030	4401
Turnover/Emplyee	37.17	41.94	48.56	55.53	66.07	26.61	27.80	32.21	31.73	35.19
Productivity Growth Rate		12.83%	15.80%	14.34%	18.98%		4.47%	15.85%	-1.47%	10.89%
Weights	1	2	3	4	5	1	2	3	4	5
Weighted Turnover	901193.47	2176674.1	4013331.6	6455804.08	9950208.1	62111	148292	309183	511524	774300
			23497211.35					1805410		
Weighted No of Employees	24247	51904	82641	116264	150605	2334	5334	9600	16120	22005
			425661					55393		



Weighted Turnover/Employee/output ratio/ Productivity / performance										55.20										32.59
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Above table clearly shows the difference in performance between MDP implementing industries and Non- MDP implementing industries. In implementing industries weighted performance per employee is 55.20(Lakhs) comparatively higher than MDP non- implementing industry’s i.e.32.59(Lakhs) Survey clearly indicates the difference between two categories and it has been proved by the data that MDP implementing industries performance is better than MDP Non-implementing industries under the survey.

This analysis and interpretation of entire data i.e. primary and secondary clearly indicate that MDP implementing industries are better performer than MDP non-implementing industries. Survey reveals that strong evidences about the definite relationship between effectiveness of MDP and organizational success. The results validate existence of such relationship, which have been proved by data analysis and interpretations.

6. Findings

On the basis of data analysis and interpretation Findings of the study are,

- 1. This research reveals that **success of management is depend upon effective MDP**, it is strongly agreed by the respondents i.e. managers from implementing and non-implementing industries participants. It has been proved by the research that success of management is depending upon effective MDP.
- 2. Research reveals that **administrative staff plays a vital role in formulation and execution of effective MDP**. It is clearly shows from the analysis that very high degree of positive response from all managers in implementing and non-implementing industries.
- 3. Survey shows that **an effective improvement in management leads to organisational success**. All managers from implementing and non-implementing industries are very strong towards this view. It is strongly agreed that improvement in management functions leads to organisations success and for improving management MDP contribute very positively to the organisation.
- 4. According to the views towards MDPs contribution in psychological changes at managerial level in implementing and non-implementing companies reveals that 90% respondents are agreed.
- 5. With regard to MDP improve conceptual knowledge and managerial behaviour to accept future challenges and improve competitiveness of the organisation ,it is revealed that respondents are strongly positive,
- 6. Survey reveals that possible reason of not implementing MDPs in companies are vary from company to company and mostly the employers approach, technical reasons but one thing is clear not because of employees problem.

7. Conclusions

on the basis of analysis and interpretation findings are derived and on the basis of findings conclusions are;

- 1. This research reveals that **success of management is depend upon effective MDP**. It is strongly agreed by the respondents i.e. managers from implementing and non-implementing industries. By way of effective MPD leads to success of management
- 2. Research reveals that **administrative staff plays a vital role in formulating and execution of effective MDP**.
- 3. It is very much clear from the study that **an effective improvement in management leads to organisational success** which has been proved by this research
- 4. It is also proved that MDP contributes in psychological changes at managerial level by way of positive approach, perceptions are developed. It removes wrong concepts and develops proactive approach.
- 5. MDP contribute to improve skills of employees by way of improved confidence, improve subject knowledge, conceptual knowledge, competencies are developed which definitely improves employees skills.
- 6. MDP improves conceptual knowledge and managerial behaviour to accept future challenges. It also improves competitiveness of the organisation.
- 7. MDP also contribute the effective working environment in an organisation, this is great contribution of MDP to the organisation. By way of enhancement in work efficiency, improved efficiency leads to effectiveness, improves managerial skills, positive approach etc. these are qualities required for effectiveness.



8. Survey reveals that MDP implementing industries are better performer than MDP non-implementing industries. This proves the effectiveness of management development programme.
9. Survey revealed that possible reason of non-implementing MDPs in companies are varied and mostly employers approach, or policy but not because of employees approach.
10. Views of the non-implementing industries respondents towards willingness of implementing MDP are clear and they are willing to implement if it is decided by their management.

8. Suggestions

on the basis of findings and conclusions suggestions are,

Management development as far as India is concerned is still in infancy. It is most emerging and accepted concept in the field of contemporary human resource development. The emergence of information technology has changed the perceptions, the way business is to be conducted. The industry is to be operational; manufacturing process is to be developed and updated and to perform all these functions, human resources to be developed is important task of a professional management. The change is inevitable in business and who do not adjust to such changes has disappeared from the business world.

1. It is observed that regarding non-implementing of MDP in industry is not because of the employees' problem but because of employers approach. Therefore it is suggested that the non implementing company may take initiative to conduct appropriate MDP.
2. MDP should be according to business/operation need rather than programme decided by head office.
3. MDP's must be focused on potential assessment and development need of managers rather than structured programme.
4. It is suggested that organisation should have professional way for taking feed back of the programme than traditional ways. Evaluation of MDP format must be based on utility/ effectiveness.
5. Benefit expected from the MDP's are improved performance, improved foresight, personal development, work efficiency and improved confidence and hence non-implementing company should take these views positively.
6. It is proved by the survey that MDP contribute to retain and develop managers. So non implementing company must take this view to develop their managers.
7. Administrative staff plays a vital role in formulating and execution of MDP in an organisation and hence should take coordinated efforts.
8. Survey proves that organisation success depends upon the effective improvement in management. Since improvement in management leads to organisation success hence, with this view organisation must focus on development of managers
9. Organisations are run by managers and to develop them, further improve their behavioural aspects or psychological change organisations must take MDP.
10. When organisation wants to retain talented managers, they must develop them because there are number of options available for managers today.

9. Scope for the Further Research

Industry nature is dynamic and not static so the management. Today's concepts are going to change or improved by the changing environment and competition. Industry and business is going to survive when their working force is developed according to business need. Management development is need based and conducted for various development needs of managers and organisation. This research is conducted for the period from 2002 to 2007 considering the current scenario and business practices however, this scenario is going to change according to business environment and competition, in this context there is scope for further research on this topic focus must be given on Small Scale Industries and Medium Scale Industries to encourage them for management development programme for their managers.

This work can be taken further research on any aspects of MDP in above industries. The researcher would be too happy in case, this research work is able to provide stimulus for further work in this field and non-implementing companies take some initiatives to implement MDPs for their managers.

10. Feedback of the respondent industries

The research is not complete unless and until we obtain feedback from the respondents. The researcher had forwarded the findings and suggestions to all respondent industries i.e.MDP implementing and MDP Non-implementing industries with a view to seek their feedback. Total 45 industries were under survey out of those respondents following industries feedback is obtained. Received feedback is 100% positive.



Table 1.8. Feedbacks of the Industries

Name of the Industries	Number of industries Under survey	Number of feedback received	%
MDP Implementing Industries	25	7	15.55%
1.Everest Industries Ltd 2.Ceat Ltd 3. Graphite India Ltd 4.Kirloskar Oil Engines Ltd 5.Thyssenkrupp Electrical Steel India Pvt.Ltd 6.Jindal Saw Ltd 7.Mylan Laboratories Ltd (Formerly known as Matrix laboratories.ltd)			
MDP Non- Implementing Industries	20	6	13.33%
1.Bajaj Sons Ltd 2.Supreme Auto Shell India Pvt.Ltd 3.Sudal Industries Ltd 4.Sharda Motor Industries Ltd 5. Uni Deritend Ltd 6. Hindustan National Glass and Industries Ltd			
Total	45	13	28.88%

The feedback letters are appended in main thesis. We can conclude from the above response that feedback is positive.