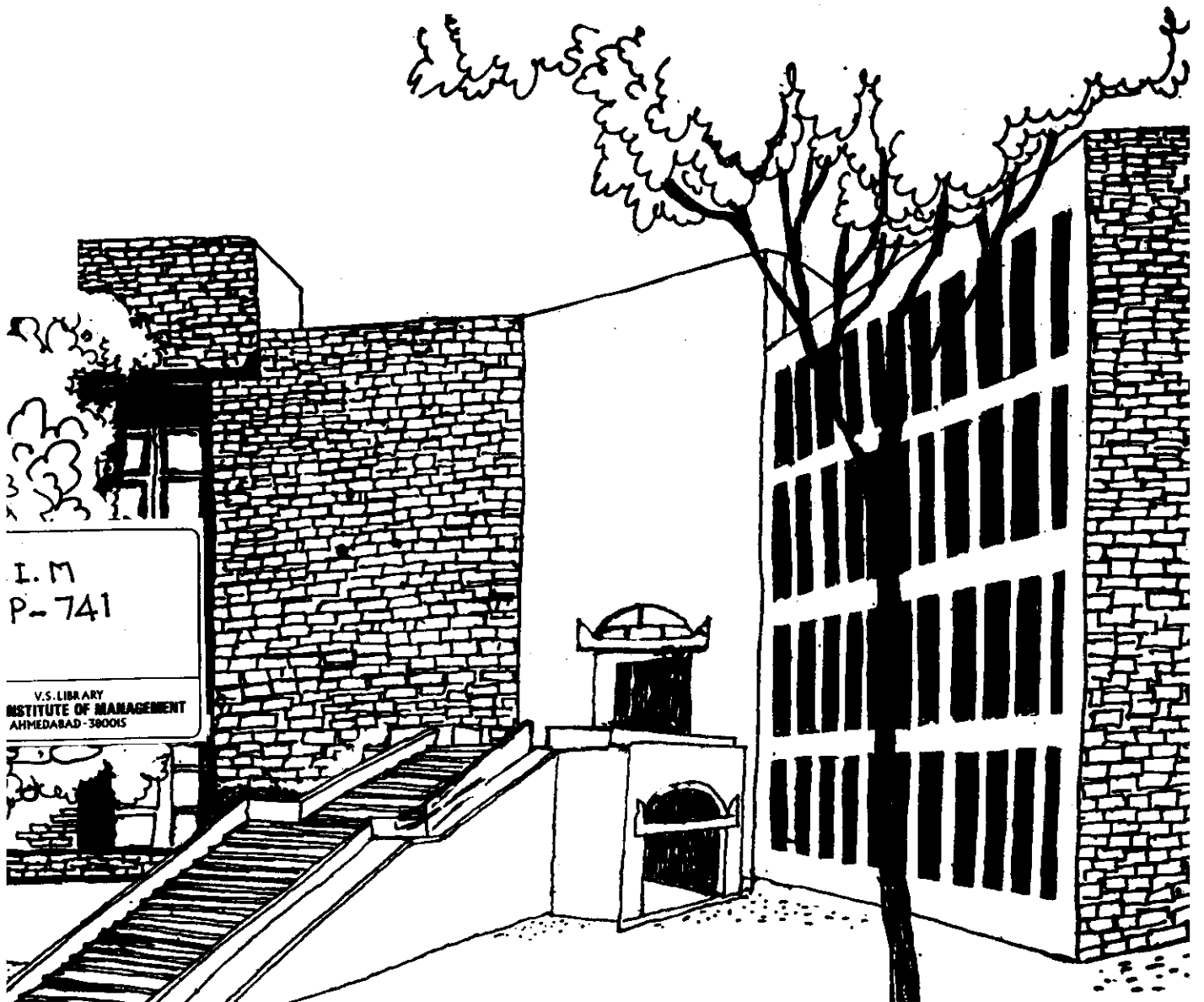




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IIM
AHMEDABAD

Working Paper



**AN EXPLORATORY STUDY OF KEY PERFORMANCE
AREAS AND COMPETENCY REQUIREMENTS OF
YOUNG MANAGEMENT GRADUATES**

By

T.V. Rao

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Pramod K.S. Solanki

WP741



WP

1988/741

W P No. 741
April, 1988

The main objective of the working paper series of the IIMA is to help faculty members to test out their research findings at the pre-publication stage.

**INDIAN INSTITUTE OF MANAGEMENT
AHMEDABAD-380015
INDIA**

ABSTRACT

The study aimed at exploring the nature of activities and tasks performed by young management graduates and the skills (human, technical and conceptual) required to perform them effectively.

Fortyfour management graduates from 34 organizations (private sector, public sector and multinational companies, banks, family-owned business and professionally-managed organizations etc.) were interviewed for the study. Analysis of the interview data has yielded the following:

1. A comprehensive list of key performance areas and competency requirements for marketing, finance, production, personnel and systems jobs in different settings. Though the performance areas show tremendous variation across different jobs, the following competencies have been stated to be indispensable for effective performance of any job: Man-management skills, innovativeness and ability to plan and execute diverse activities.
2. Certain issues which have significant implications for improving the quality of management education in India. Most important of them is faulty curriculum.

A large number of readings and cases being used are written by foreign authors based on Western settings. These have limited relevance to the realities of Indian organizations. Consequently a fresh management graduate is not well prepared to meet the challenges of work life. The case discussion and exercises conducted in the class hinge around the role of Chief Executive in the organization. This gives rise to false expectations among students. They expect to do the kind of things i.e. policy planning and strategic decision-making, which in reality may come to them only in the later years of their career. In order to avoid this rude shock and frustration to the graduates, more and more Indian cases and readings highlighting work life of lower and middle level executives should be incorporated in the curriculum.

3. Recommendations for future management graduates to help them adjust to the work environment during the formative years. They have been advised to rely on the feedback from their seniors, rather than on placement talks, while making the choice of job and organization; more weightage should be given to the job content rather than the salary at this stage; they should not have "MBA hang ups" and mix freely with people as interpersonal skill is the most important ability for effective performance on any job.

AN EXPLORATORY STUDY OF KEY PERFORMANCE AREAS AND COMPETENCY
REQUIREMENTS OF YOUNG MANAGEMENT GRADUATES*

T.V. Rao
Premod K.S. Solanki

INTRODUCTION

In some of the Post Graduate Programmes of Management, the students are introduced to the management profession through HBR classics like "The Manager's Job : Folklore and Fact" by Mintzberg (1975) and "Skills of an Effective Administrator" by Robert Katz (1970). Mintzberg's article demonstrates that managers perform roles like - figurehead, leader, liaison, monitor, disseminator, spokesman, entrepreneur, disturbance handler, resource allocator and negotiator. The studies by Mintzberg (1973,1975) and later studies on the nature of managerial work by Kotter (1982), and Luthans et al (1985) highlight the nature of tasks performed by managers in Western settings.

While these studies introduce a management student to the nature of managerial work broadly, he gets away with the impression that as soon as he graduates he will be required to perform roles like that of a figurehead, leader, liaison, disturbance handler, resource

* The data for this study were collected by Arundhati Ramanathan and K. Balasubramaniam. Their assistance is gratefully acknowledged.

spokesman, disseminator, negotiator etc, which is not true. This impression is created as most of the management literature available is on top level managers from other countries.

This study was undertaken to provide more realistic understanding of the nature of managerial roles performed by management graduates in their initial years of work life. The study was undertaken with the following objectives:

1. To find out the nature of activities and tasks performed in different functional areas by management graduates in the initial years of employment after their graduation.
2. To prepare a preliminary list of competencies (managerial, technical, human and conceptual - knowledge, attitudes and skills) required to perform these functions.

This is intended only as an exploratory study.

METHODOLOGY

Management graduates of the Indian Institutes of Management and XLRI working for less than five years were chosen to be interviewed for this study. The organizations where they are working were chosen to include private sector and public sector companies, multinationals and banking institutions. Some of these were

professionally managed companies and some others family-owned business houses. The list of organizations from where the respondents were interviewed is given in Appendix I. Fortyfour candidates from 34 organizations were interviewed for this exploratory study.

The subjects were approached individually and data collected through a structured interview. Subjects were asked to describe:

1. The Key Performance Areas (KPAs) of their job and the competencies required to perform them effectively.
2. Two of the critical incidents that occurred while performing their job/s.
3. The culture of organizations in which they were working.
4. Their suggestion to the future management students.
5. Their own plan for career advancement.

Besides these, the biographic information of candidates like their age, qualification and work experience before joining the Post-Graduate Programme in Management etc. were also collected. The detailed biographic information of candidates is given in Appendix II.

The cases were classified on the basis of the function they were handling at the time of interview. Following is the function-wise distribution of the candidates interviewed:

Marketing	19
Production	3
Banking, Finance & Accounts	15
Personnel & Industrial Relations, HRD	1
Systems	4
General Management	2
Total :	<u>44</u>

Case studies were prepared on the basis of the interviews and function-wise KPAs and competency requirements were recorded. A list of KPAs and Competency Requirements for various functions is given in Appendix III.

Key Performance Areas (KPAs) in Different Functions and Settings

A close look at Appendix III, containing KPAs for various functions, reveals certain amount of overlap in the nature of work carried out by persons working in different functional areas. Nevertheless, certain core areas of responsibility for each of the functions are easily distinguishable. What follows below is an attempt to bring out those areas of responsibility vis-a-vis their functional specialisations.

Marketing, Advertising and Sales

The main thrust of all the marketing activities is to develop and enhance the acceptability of a product or service with the client system. In order to achieve this marketing personnel frequently visit the clients and apprise them of the qualities of their product/service. They also use various research tools to identify new and

potential market for their products. The feedback obtained through the field staff and various consumer surveys is used to modify the existing products suitably or launch new ones if potential market exists. The feedback is also used to plan the marketing strategy for the future. Post-sale calls to check whether the product is giving satisfactory service or not, are one of the major responsibilities of marketing personnel. Such a practice builds the credibility of the organization, which seems to be the pre-requisite for the success of the product. Other responsibilities of marketing personnel include motivating the sales staff and coordinating their work, having the dues collected from the clients, to liaise with the advertising agency to convert the marketing strategy into advertising strategy, budget allocation for the product under their charge, quality monitoring, certain amount PR work (i.e. visiting the big clients once in a while), keeping track of distribution and trying to maintain the manufacturing and delivery schedule etc.

Though above are the major performance areas for marketing personnel, a great deal of variation was found in the functions of marketing personnel in different organizations. The functions also depend on the nature of the marketing job. Two illustrations (a product manager and an area sales manager) are presented below:

1. Sitting in budget discussions and once the budget decisions are taken allocating the finances for products under his jurisdiction.

2. Providing all the marketing inputs and making advertising plans.
3. Following up the marketing plans and making any mid-course corrections if required.
4. Marketing research
5. Production planning
6. Despatch follow-up
7. New product development
8. Quality monitoring

He stated that he spends his time almost equally for the following four activities: (i) meetings, (ii) correspondence, passing bills, writing routine letters etc., (iii) brain-storming with other product managers, and (iv) conceptualising his ideas and writing reports and marketing plans etc.

Mr. N. Chandra, Area Sales Manager, Hindustan Lever Limited, Bombay has the following to say about his responsibilities on the job:

1. To interact with field (sales) staff and motivate them.
2. To gather information about local market conditions.
3. To monitor the sales achievement and
4. To trouble shoot the problems which the agencies face.

Asked about the break-up of the time in the office for various activities, he says that 50% of the time is spent on routine correspondence such as reading and responding to complaint letters, stock movement requests etc. Rest of the time is consumed in sales planning activities. He also attends the sales conferences whenever an opportunity arises. Further details are provided in Appendix III.

Production:

The main demand on the production personnel, as revealed by the analysis of data given in Appendix 3.2 C, appears to be to improve upon the quality of the product or bring out a new product if there is a need with the help of other departments in the organization and also to enhance the productivity of people involved in the process. Specifically, they ensure the smooth progress of production process by immediately taking up any problem which the workmen might face. They also arrange alternative sources for supply of raw material to meet any contingency. They prepare the production schedule for next day, week or month as the need may be. From time to time they try out new inputs, in collaboration with other departments, to make the product less expensive and qualitatively superior. This requires certain amount of reading about the latest developments in the field. They conduct feasibility studies for the new products. Being fully aware of the realities of production process, they have a significant role to play in the budgeting of the company. New systems are also

evolved by them to monitor the efficiency of the shop floor workers.

Like any other functional area, the responsibilities of the production personnel also vary across the organization.

Banking, Finance and Accounts

Functions of managers working in the banks vary depending on their area of responsibility i.e. whether they are in the marketing platform, in operations department, in planning cells or in appraisal section. Finance and accounts personnel advise the organization, decide where the capital should be invested, how much to invest and how to keep track of the invested capital when the project is in progress.

The managers working in marketing platforms of the banks, particularly in the multinational banks, have functions similar to those of marketing executives in the consumer products companies. The only difference between the two appears to be about what they sell. While the bankers sell the services of the bank, their counterparts in companies sell their products. Responsibilities of bankers in other departments, particularly in multinational banks, include buying and selling of bonds and government securities, monitoring use of loans given to clients, to design systems for various operations, to keep track of business transacted by other colleagues and documenting all the operations. Bankers in the public sector banks evaluate the project proposals sent for loan by the clients or other banks and recommend for approval or rejection as the case may be. They prepare the repayment schedule for the loan and coordinate the implementation of the project with the help of other financial agencies.

Finance and accounts managers have a very fundamental role to play in the survival and growth of an organization. Some of the key functions performed by personnel of this area are: framing of the budget for the company and the departments, participating in policy planning, devising systems for various financial operation in the company, scrutinising the tenders called for and releasing the money to the contractors, carrying out feasibility studies for new projects, evaluation of capital expenditure, inter-firm comparisons, preparing proposals for the take over of ancillary units, preparing reports on the working capital in terms of excess holding etc. Besides, they do take care of product costing, discounted bills, company law matters, export pricing etc. The responsibilities of finance and accounts managers show tremendous variation as is evident from the data given in Appendix 3.3 C.

Personnel and Industrial Relations, HRD

The data on this functional area is limited as only one case could be studied for the purpose. The major responsibilities of the young manager in this area seem to be to help in selection and recruitment, manpower planning and performance appraisal. Managers at this stage prepare the notes for VP (Personnel) or Board of Directors for sanction of additional manpower. These notes are based on the requests from various departments for the additional manpower. The managers also sit in interview boards for lower level appointments. They develop new systems for the performance appraisal of management trainees.

Systems

The main responsibility of the systems managers is to develop the systems for various departments and help them to become more efficient. But when these managers work for computer manufacturing organizations their responsibilities are more like marketing executives. They approach the clients and convince them of the need to introduce computers for various operation and also of the suitability of their product. This requires carrying out feasibility studies for introduction of the computer, discussion, technical presentations/demonstrations before the client. Installation of the new system for the client, providing training to the client's staff and handling software problems are other responsibilities of the executives in this functional area. They also have to coordinate the work of systems staff (at lower level) and discharge some personnel functions for them.

General Management

As the name suggests, managers of this area are expected to perform diverse activities in the organizations. Their activities range from the laymen's work like writing out pamphlet and brochures for the company to the highly specialised activities like marketing research and product improvement. Other performance areas for these executives are manpower planning and quality control, conducting orientation programmes for newly recruited personnel in the organization, dealing with various government agencies to get license and custom clearances, to recover the old outstandings, to strengthen the service set up and to provide feedback to top management on the functioning of various departments.

COMPETENCY REQUIREMENTS

The overlap in competencies required to perform various functions across the areas of specialisation has been found to be much more than that in key performance areas.

Marketing

Man-management and interpersonal skills were stated as the most important competencies required for successful performance of marketing jobs. Proactive approach towards clients and innovativeness were stated as important competencies required for planning to meet consumer demands of future and identifying new products and markets for the same. Thorough knowledge of marketing research tools is essential to collect and analyze data for future marketing strategy. Given the competitive market, the executives need tremendous amount of perseverance i.e. they have to keep meeting and persuading the clients about the suitability of their product. Says S. Mohan, Sales Executive, Hindustan Computers Ltd., Bangalore "Most important thing in the current job is perseverance. You keep visiting the client repeatedly. In most cases an order is placed because the executive called on the client 10 times. The awareness about the products is quite low. For certain types of clients anything would do. You should be a good talker".

Better understanding of finance, systems and consumer behaviour than what the current marketing graduates seem to have, has also been

advocated strongly by the candidates. Besides, quick decision making ability and strong sense of time management have been found to be necessary abilities for a successful marketing executive.

Production

Ability to get best out of your subordinates and have good rapport with your equals has again emerged as the most important competency for the production executives. Almost equally important is 'innovativeness' i.e. ability to identify new products and processes which are qualitatively superior and also more economical. Of obvious importance is the thorough knowledge of the technical aspect of product and production process. Ability to plan and execute the manufacturing schedule for future is also very important. Preliminary understanding of systems helps these executives to evolve the packages to monitor the efficiency of shop-floor workers.

Banking, Finance and Accounts

Competency requirements of bankers working in marketing sections are more or less same as those for marketing executives of companies producing consumer products. Finance and accounting personnel consider the preliminary understanding of all management functions - marketing, production, planning and control - as absolutely necessary for their job. Apparently such a need is felt because they have to approve and later on scrutinise, finances for all the departments. Besides, they

should have command over budgeting procedure and accounting for a company. Like other functional area, managers in this area also require man-management and interpersonal skills. They should be able to bring out the financial implications of any new investment decision. They also have to assess financial state of the organization from time to time.

Good memory for details and documentation skills are other requirements for executives in this area. Effective communication, written and verbal, is also essential as the executives have to make presentations before the clients (particularly in case of consultancy assignment) and write reports for them. Equally important is the thorough knowledge of Income Tax Laws, MRTTP and Company Laws etc. They are also expected to write articles of topical interest and circulate it among senior executives. In order to do this job, they should keep themselves informed of the latest developments in the field.

Personnel and Industrial Relations, HRD

As mentioned earlier only one case could be studied for this functional area. The importance of man-management and interpersonal skills has been particularly emphasized for young managers of this area. Industrial relations being extremely delicate matter, a high degree of objectivity in dealing with various personnel matters is necessary. Knowledge of labour laws, new selection and recruitment techniques and new systems of performance appraisal are absolutely necessary for the executives in this functional area. Since in the beginning of their career they have to do the spade work for the seniors, good

memory for details is an asset for a manager at this stage.

Systems

Like executives in any other functional area, systems managers also accord high significance to man-management skills. Good command in developing software is, of course, a pre-requisite for these jobs. Besides, they need to have a basic understanding of all the management functions as they have to evolve the systems to facilitate and monitor the operations in various departments. They should also have marketing skills, particularly if they are working with computer manufacturing companies or software consultancy organizations.

General Management

The managers in this area of work are expected to be "jack of all trades, master of none". They are required to have a broad spectrum of abilities, though they may not be specialists in any of these areas. The major competency requirements are: man-management skills, training skills, preliminary knowledge of all the functions - personnel, marketing, production, finance etc. They should be innovative i.e. should be able to develop new and more efficient systems and procedures for work. They should be prepared to "dirty their hands" i.e. to be prepared to do any kind of work.

IMPLICATION FOR MANAGEMENT EDUCATION

The analysis of the interview data brings out some issues which are of significance to the management institutions. The major issues

are discussed below:

1. The Chief Executive orientation must change. Mr. S. Shankar, Executive Assistant to M.D. has the following to say in this regard. "The class room discussions which hinge around the task of the Chief Executive Officer leads to false expectations for the graduating students. They expect to do things immediately which they may be doing only after 25 years in the industry."

"Cases which focus on what lower level executives should be doing, should be incorporated so that the operational problems faced by them are also brought out."

2. Most often HRD managers come for placement interviews and in reality they hardly have any role to play when the management graduates join the organization. It would help the new entrant great deal if the seniors from the department for which recruitment is to be made come for the placement. Both sides - the fresh graduate and his bosses - would be able to share their real expectations of each other. This would help the fresher take a realistic decision about the job.
3. The curriculum should be oriented more towards the realities of Indian organizations. More Indian cases should be incorporated and issues like power, politics and interpersonal

skills should be emphasized much more. Mr. Vinay Hegde, Product Manager, TTK and Co., Bangalore, has the following to say about the present course curriculum:

"The Institute does not give you anything for meeting the first job. They give you the impression that everything you do in organization is strategic decision. Nuts and bolts are ignored. This is because the classes are based on US cases and too theoretical. Very little input about the power-politics is given. You do not know how to handle your boss or subordinates. A graduate is quite naive and the reality comes to him as a rude shock."

4. Institutions should get people for the placement talks, who do not lure the students by painting a rosy picture of the industry but give realistic assessment of the situation.
5. More and more experienced people should be admitted as they are able to relate what is taught in the class to the reality of organization. Feedback on courses given by such students would be much more meaningful.
6. Institutes and also the students should somehow focus on the need of professional managers for voluntary agencies and government organizations. It is these organizations which need the professionally trained managers much more than the companies like HLL, RHL etc. They already have enough of them.

7. Excessive consciousness about the grades should be somehow broken. It is extremely detrimental to the learning process at the Institute.
8. Projects assigned during the second year of the course should be reality based such as taking up some aspect of an industry and studying it, rather just the library work.

IMPLICATIONS FOR MANAGEMENT GRADUATES

The following recommendations made by the management graduates with work experience of one to five years would go a long way in helping the future generations during their formative years in the industry:

1. Do not expect a red carpet welcome at the time of entry. For the first year, be prepared to be thrown around.
2. Do not give too much weightage to salary in the initial years. Work content is much more important during this phase.
3. Avoid MBA hang ups and mix with people. It will help you assimilate the transition from students life to organizational life.
4. Do not be lured by the placement talks. Talking to your seniors who have the experience of industry would help you make a right choice of the job.

5. Be prepared to "dirty your hands" in the initial period. Once you prove your worth, challenging assignments would automatically come to you.
6. Interpersonal skill is the most important ability one should try to acquire.
7. Keep one's mind open. Only being opportunistic does not pay off. It is important to have a fairly steady anchor of one's personal values. Make a conscious choice of your own as to how much of toe treading you are willing to do.
8. Do not have the feeling "I am always right". It hinders the process of learning and also creates interpersonal problems.

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APPENDIX I : LIST OF ORGANIZATIONS STUDIED

1. Bank of America, Bombay
2. Oil and Natural Gas Commission, Bombay
3. TI Diamond Chain Ltd., Madras
4. Premier Automobiles Ltd., Bombay
5. M.A.A. (South) Pvt. Ltd., Bangalore
6. City Bank, Bombay
7. Indochem Electronics, Madras
8. Hindustan Computers Ltd., Bangalore
9. India Photographic (Kodak)
10. Indian Petrochemicals Corporation Ltd., Bangalore
11. Hindustan Lavers Ltd., Bombay
12. Standard Batteries
13. Bhadrachalam Paper Boards Ltd., Secunderabad
14. WIPRO
15. Computer Point
16. Bharat Earth Movers Ltd., Bangalore
17. T.T.K. and Co., Bangalore
18. National Bank for Agriculture and Rural Development (NABARD), Bangalore
19. Nachmo Investments, Ahmedabad
20. A.F. Fergusons
21. TIAM House Services Ltd., Madras
22. Management Services and Projects (Lalbhai Group)
23. Shipping Corporation of India, Bombay

24. Ind-Suzuki Motor Cycles Ltd., Hosur
25. Blue Star
26. Pond's India Ltd., Madras
27. Indocem
28. Asian Paints
29. NOCIL
30. Shri Ram Fibres Ltd., Madras
31. Spectrum Business Support
32. Clarion Advertising Services
33. EID Parry India Ltd., Madras
34. Sundaram Clayton Ltd., Madras

APPENDIX II : BIOGRAPHIC INFORMATION OF THE GRADUATES STUDIED

Sl. No.	Designation at the time of interview	Institution from where passed	Year of passing	Age (in years)	Qualification before joining the Institute	Work experience before joining the Institute (in years)
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1.	Finance & Accounts Officer	IIM (B)	1983	28	B.Com.	2½
2.	International Accounts Officer	„	1985	25	B.E. (Mech.)	Nil
3.	Account Supervisor	IIM (A)	1984	26	M.Sc.(Physics)	Nil
4.	Sr. Account Executive	„	1985	26	B.Sc.(Dairy Tech.)	10 months
5.	Accounts Officer	„	1983	24	B.Com.	Nil
6.	Management Accountant	„	1984	28	B.Sc., ACA, AICWA, ACS	„
7.	Assistant Manager	„	1985	25	B.Tech.(Mech.)	„
8.	Accounts Manager	„	1983	26	B.Tech.(Chem.)	„
9.	Assistant Manager	„	1984	24	B.Com., AICWA	„
10.	Assistant Manager, Sales	„	1984	27	B.Tech.(Mech.)	10 months
11.	Sales Executive	„	1984	24	B.Sc.(Physics)	Nil
12.	Sales Executive	„	1984	27	B.Tech.	„
13.	Sales Officer	IIM (B)	1983	28	B.Tech.	„
14.	Area Sales Manager	IIM (A)	1982	27	B.Tech.	„
15.	Management Trainee	„	1985	-	B.Tech.	„
16.	Dy. Marketing Manager	IIM (B)	1985	31	B.Tech.	6
17.	Area Marketing Officer	IIM (A)	1984	-	B.Tech.	-
18.	Marketing Engineer	„	1983	27	B.Tech.	Nil

(1)	(2)	(3)	(4)	(5)	(6)	(7)
19.	Product Manager	IIM (A)	1982	27	B.Tech.	10 months
20.	Assistant Manager	,,	1985	-	B.Com., ACA, CWA	-
21.	Development Officer	,,	1983	28	B.Sc. (Agri.)	9 months
22.	Development Officer	IIM (B)	1982	29	B.Tech.	1
23.	Consultant	IIM (A)	1985	-	B.Com., LL.B.	Nil
24.	Assistant Consultant	,,	1985	-	B.Com.	,,
25.	Senior Consultant	IIM (B)	1983	28	B.Tech.	2
26.	Manager, Management Services & Products	IIM (A)	1982	-	B.Tech.	Some work experience (duration not speci- fied)
27.	Project Officer	,,	1983	-	B.Tech.	Nil
28.	Junior Officer	,,	1983	27	B.Sc., M.Sc.	,,
29.	Purchase Officer	,,	1983	28	B.E. (Hon.) M.Tech.	,,
30.	Executive Asstt. to MD	,,	1983	27	B.Sc.(Engg.)	,,
31.	Executive Asstt.	,,	1984	-	M.Sc.(Maths.)	,,
32.	Junior Officer (T)	,,	1985	26	B.Sc.(Physics)	,,
33.	Asstt. Brand Manager	IIM (C)	1985	25	B.Tech.	,,
34.	Brand Manager	IIM (A)	1983	26	B.Tech.	,,
35.	Branch Manager	,,	1984	-	B.Sc.(Tech.)	-
36.	Branch Executive/ Depot Executive	IIM (B)	1983	27	B.E.(Electro- nics)	Nil
37.	Development Officer	IIM (A)	1984	-	B.Sc. (Maths. & Stats.)	,,
38.	Regional Customer Support Manager	,,	1983	32	B.E. (Electro- nics)	6

(1)	(2)	(3)	(4)	(5)	(6)	(7)
39.	Market Research Officer	IIM (A)	1984	23	B.Sc. (Physics)	Nil
40.	Director	IIM (A)	1984	23	B.Tech.	Nil
41.	Director	,,	1985	-	B.Sc.	Nil
42.	Accounts Supervisor	,,	1983	28	B.Sc. (Agri.)	-
43.	Asstt. Manager (Personnel)	XLRI, Jamshedpur	1983	25	B.A. (Eco.)	Nil
44.	Senior System Analyst	IIM (A)	1982	34	B.Sc., B.Tech.	5½

APPENDIX III : FUNCTION-WISE KEY PERFORMANCE

AREAS AND COMPETENCY REQUIREMENTS

3.1 A. Function : Marketing (Sales)

B. Organizations included (No. of candidates interviewed = 19)

1. Ponds India Ltd., Madras
2. India Photographic (Kodak)
3. WIPRO
4. T.T.K. and Co., Bangalore
5. Indocem
6. Indochem Electronics, Madras
7. Hindustan Lever Ltd., Bombay
8. Hindustan Computers Ltd., Bangalore
9. Indian Petrochemicals Corporation Ltd., Bangalore
10. Shipping Corporation of India, Bombay
11. Standard Batteries
12. Bhadrachalam Paper Boards Ltd., Secunderabad
13. Asian Paints
14. NOCIL
15. Bharat Earth Movers Ltd., Bangalore
16. Shri Ram Fibres

C. Key Performance Areas (KPAs) and Competency Requirements:
(No. of candidates mentioning each KPA/Competency is given
in brackets.)

Key Performance Areas:

1. Approaching the clients (directly or through the field staff) to convince them of the utility of your products (12).

2. Great deal of market research to enlarge the existing market and identify new market segments for your products (12).
3. To identify new products/projects or modify the existing ones on the basis of feedback from the consumers (10).
4. To prepare marketing plan for the future based on the market research and feedback from the field (Sales) staff (8).
5. Answering the customer queries (over telephone or by correspondence) (7).
6. Motivating the sales staff and coordinating their work (6).
7. Recovery of dues (directly or through sales staff) from the clients (6).
8. Distribution management (6).
9. Preparing proposals for big clients (3).
10. Liaise with the ad agency. Once the agency has completed its job, getting it approved by the higher up in your organization and implementing it (3).
11. PR work (visiting the clients once in a while) (3).
12. Post-sales calls to check whether the product is giving satisfactory service or not (2).
13. Attending meetings to arrive at policy decisions (2).
14. As incharge of small branches, performing certain personnel functions (2).
15. Attending sales conferences (3).
16. Doing financial and cost-retrieval analysis (1).
17. Quality monitoring (1).
18. Involved in budget allocation for the items under your jurisdiction (1).
19. To maintain the manufacturing and delivery schedule for the product (1).
20. Crisis management (1).

Competency Requirements:

1. Good man-management/interpersonal skills (17).
2. Proactive approach towards clients (12).
3. Innovativeness (11).
4. Ability to plan and execute diverse activities (8).
5. Command over market research techniques and statistical analysis (7).
6. Perseverance (5).
7. Better understanding of finance, systems and consumer behaviour (4).
8. Quick decision-making ability (2).
9. Strong sense of time management (1).

3.2 A. Function : Production

B. Organizations included (No. of candidates interviewed = 3)

1. Premier Automobiles Ltd., Bombay
2. Ind-Suzuki Motor Cycles Ltd., Hosur
3. Management Services and Projects (Lalbhai Group)

C. Key Performance Areas (KPAs) and Competency Requirements

(No. of candidates mentioning each KPA/Competency is given in brackets).

Key Performance Areas:

1. To identify suppliers for spare parts. Also arrange for alternative sources of supply (1).
2. Coordinating the activities of testing, acceptance of items on the basis of testing and design officers' recommendations and inspection department (1).
3. Special assignments on value engineering i.e. finding out alternative items and processing it through design and testing (1).
4. Examining the daily production schedules and discussing it with subordinates/superiors in case of any problem (1).
5. Discussing the production plan for each day and week with production planner (1).
6. Inspecting the assembly line once in a while (1).
7. Developing system for efficiency monitoring of the shop floor (2).
8. Signing overtime cards (1).
9. Counselling the workmen and sort out their grievances (1).
10. Involved in budgeting for the company (1).

11. Feasibility studies for new projects (1).
12. Product improvement (providing technical know-how (1).
13. Spare time to be used for going through relevant readings (production manual etc.) (1)

Competency Requirements:

1. Innovativeness i.e. ability to identify new projects/ products and develop the proposal for the same (2)
2. Man-management/interpersonal skills (3)
3. Thorough knowledge of technical matters relating production (1)
4. Ability to plan for future (1)
5. Preliminary understanding of systems (1)

3.3 A. Function : Banking, Finance and Accounts

B. Organizations included (No. of candidates interviewed = 15):

1. Oil and Natural Gas Commission, Bombay
2. Bank of America, Bombay
3. City Bank, Bombay
4. Premier Automobiles Ltd., Bombay
5. T.I. Diamond Chain Ltd., Madras
6. Shipping Corporation of India, Bombay
7. Machmo Investments
8. A.F. Fergusons
9. TIAM House Services Ltd., Madras
10. National Bank for Agriculture and Rural Development (NABARD), Bombay

- C. Key Performance Areas (KPA) and Competency Requirements
(No. of candidates mentioning each KPA/Competency is given
in the brackets).

Key Performance Areas

1. Carrying out feasibility studies for new projects (5)
2. Public relations work (5)
3. To keep the boss informed of latest developments in the field - inside and outside the organization (5)
4. To be in constant touch with various departmental heads and monitor the progress of the work (5)
5. Approaching the clients (companies) and selling the services of the bank (4)
6. Monitoring the use of loan given to the clients (working as intermediary between the accounts department and the client) (3)
7. Documentation of transactions and lot^{of} correspondence work with various parties (6)
8. Undertaking special assignments on the following areas:
evaluation of capital expenditure, interfirm comparison, preparing proposals for takeover of ancillary units, some purely economic studies and their policy implications, preparing report on working capital in terms of excess holding, MIS, MIS, FIC, market research, production, planning and control IRRS and leasing (3)
9. Keeping record of leave, special wages, overtime and increment etc. (2)
10. After the assignment has been completed and approved by seniors, presenting it before the client (2)
11. Taking spot decisions at times (2)
12. To take care of product costing (2)
13. Framing the budget for the company and the departments (2)
14. Coordination among banks, financial institutions, production and marketing departments and corporate office (2)

15. Calling and scrutinising tenders and releasing the money to the contractors (1)
16. To work out the design, analysis and write the report for various assignments (1)
17. To design systems for various operations (1)
18. To provide training advice to a client (1)
19. To participate in policy planning (1)
20. Trading i.e. buying and selling of bonds and government securities (1)
21. Using PCs to expedite transactions and to have access to the business of other traders in the bank (1)
22. To evaluate project proposals (sent by commercial banks) for refinancing (1)
23. To prepare the repayment schedule for the loan (1)
24. To "put up" the file, with all the requisite information, to higher ups for approval (1)
25. To issue the sanction/rejection letter to banks (1)
26. To go to the field to crosscheck the information given in the proposals (1)
27. Coordinate the follow-up activities of the various sections of the bank (1)
28. Arrange meetings and discussions with state level officials, bank managers etc. for deciding on policy matters (1)
29. Develop the implementation plan with the help of other financial agencies (1)
30. Arranging seminars, workshops etc. to give publicity to various schemes (1)
31. To handle accounting and material management systems ()
32. To take care of capital expenditure progress and funding with financial institutions (1)
33. Export pricing (1)
34. Year end and mid-year valuation (1)

35. Handling non-convertible debentures (1)
36. To liaise with debtors, collecting debts and moving the finances (1)
37. Dealing with bank officials regarding discounted bills, company law matters, sanctions to new factories etc. (1)
38. Writing articles of topical interests for the seniors (based on the articles published in latest journals, newspapers etc.) (1)

Competencies Required:

1. Man-management/interpersonal skills (12)
2. Ability to plan and execute diverse business ventures (8)
3. Preliminary understanding of all the management function i.e. marketing, production, planning, control and systems (6)
4. Thorough knowledge of various aspects of accounting and finance of a company (5)
5. Good at maintaining the record of all the operations (5)
6. Effective communication (written and verbal) (4)
7. Thorough knowledge of government regulations like Income Tax Act, MRTP and Company Laws etc. (3)
8. Preliminary knowledge of computers (3)
9. Pro-active approach towards clients (2)
10. On the spot decision-making ability (2)
11. Should be able to develop systems for various operation (2)
12. High result-orientation (2)
13. To be up-to-date about latest literature in the relevant field (1)

- 3.4 A. Function : Personnel and Industrial Relations
- B. Organization included : (Candidate interviewed : 1)
- EID Parry India Ltd., Madras
- C. Key Performance Areas (KPA's) and Competency Requirements

Key Performance Areas:

1. To take care of recruitment activities and performance appraisal
2. Developing new systems of performance appraisal for management trainees
3. To keep track of the requests for manpower from various departments and discuss it with them.
4. Preparing notes for VP (Personnel) or Board of Directors for sanctioning additional manpower
5. To sit on the interview board for lower level appointments
6. General correspondence and updating information in ledgers and diary

Competency Requirements:

1. Man-management/interpersonal skills
2. Thorough knowledge of personnel functions e.g. labour laws, selection and recruitment, manpower planning, performance appraisal etc.
3. Objectivity in dealing with official matters
4. Good memory for minute details

- 3.5 A. Function : Systems
- B. Organizations included : (No. of candidates interviewed = 4)
1. WIPRO Info. Tech. Ltd., Bangalore
 2. Spectrum Business Support
 3. Sundaram Clayton Ltd., Madras

- C. Key Performance Areas (KPAs) and Competency Requirement
(No. of candidates mentioning each KPA/Competency is given in the brackets).

Key Performance Areas:

1. Pre-sale support : Feasibility studies; Technical presentations/Discussions; Demonstrations; Order vetting (1)
2. Post-sales : System study design; Coding and implementation (1)
3. System support : Installation of new systems; providing training and handling software problems (3)
4. Lot of interaction with customers/manufacturers (2)
5. Manpower planning and setting up sales targets (1)
6. To computerise operations in various departments and modernise the existing system (1)
7. Preparing the plan documents for the top management to negotiate with the manufacturer. This involves terms and conditions, prices and installation etc. (1)
8. Directing the systems staff (at lower level) in their work (1)
9. Small amount of personnel work for the systems groups like sanctioning leave etc. (1)

Competency Requirements:

1. Interpersonal skills/man-management skills (3)
2. Thorough knowledge of systems analysis, design and coding etc. (3)
3. Preliminary understanding of all the management functions i.e. personnel, marketing and production etc. (2)
4. Should be able to collect data through interviews, structure and document them (1)

- 3.6 A. Function : General Management
- B. Organizations included : (No. of candidates interviewed = 2)
1. Lalbhai Group of Industries
 2. Blue Star
- C. Key Performance Areas and Competency Requirements (The number of candidates mentioning each KPA/Competency is given in bracket)

Key Performance Areas:

1. Trouble shooting (2)
2. Manpower planning and quality control (2)
3. Conducting orientation programmes for newly recruited people (1)
4. Collecting and providing feedback on the functioning of particular departments (1)
5. Writing out brochures, pamphlets for the company and presentations on behalf of the company (1)
6. Conducting market research and feasibility studies (1)
7. Product improvement (1)
8. Dealing with various government agencies to get license and custom clearance etc. (1)
9. To ensure a strong dealer network for the product (1)
10. To recover the old outstandings (1)
11. To strengthen the service set up (1)

Competency Requirements:

1. Man-management/interpersonal skills (2)
2. Should be able to plan and conduct training programmes (1)
3. Preliminary understanding of all the management functions: personnel, marketing and production etc. (1)

4. Innovativeness (ability to identify and develop new products/projects) (2) .
5. Should be mentally ^{prepared} to "dirty your hands" i.e. to do any kind of work (1)