

# WHAT IS EXPECTED OF MANAGEMENT TRAINEES IN PRIVATE ENTERPRISE?

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A number of companies in our country today are adopting the idea of taking on management trainees because gradually they have come to realise that finding managers for their growing organisations is not as easy as was at one time thought to be. Consequently today we find a number of companies recruiting management trainees and putting them on training programs.

Most of these companies having had no experience with management trainees or training as such have not been able to develop suitable programs for trainees and it is not unusual to find a company putting management trainees on a job rotation program so that they might learn the activities of the various parts of the organisation.

A number of companies recruiting management trainees do not really know or have not made up their minds about what they want these management trainees to be trained for. Some of them believe that from these management trainees we might be able to pick up people who could fill the specialised positions of Chief Accountant, Personnel Manager, Marketing Manager, Production Manager, etc. As such they try to spot in the early stages of the management trainees' program people who have such specialised leanings and aptitudes. Then these people are placed in the respective departments so that they might get to learn these departments thoroughly.

There is, however, another purpose in the management training programs being developed by organisations today. This purpose, in most instances, remains unstated. The purpose is to find and develop managers who could be given a wide enough background so that they

could eventually occupy any of the senior positions in an organisation and move up to the position of the General Manager or Director.

In a recent analysis, Peter F. Drucker defines the constituent parts of a manager's job as the technical, managerial, entrepreneurial and leadership functions. This technical part of his job is the functional area or the specialised work that the manager does, such as marketing, industrial engineering, finance, personnel, purchasing, etc. The managerial part deals with the managing of people and getting people to contribute towards the common objectives of the organisation. The entrepreneurial part deals with the risk taking and risk making—this being an inherent part of every manager's job. And the leadership function deals with the impact of the manager's work on society, on social opportunities and on the individual's sense of values.

Drucker goes on to say that formal schooling can only be provided in the first part, that is the technical world of the manager. For the other three, the managerial, the entrepreneurial and the leadership functions, the manager needs a certain background of experience. And it would be best if the management trainee was provided an opportunity to gain experience in an organisation in these three parts of his work. To add to the trainees' background, the company may also conduct regular classes or training sessions to acquaint the trainee with the functional areas such as marketing, purchasing, finance, personnel, industrial engineering, etc.

When we look at what Drucker has to say about the managerial, entrepreneurial and the leadership functions, it boils down to one simple fact, that opportunities must be provided in the organisation for the management trainee

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to learn and to develop himself. In other words, the management training task is essentially a self-development venture.

What would be most important, therefore, in management training would be the manager's own analysis of his job and the opportunities that are afforded to the management trainee to stimulate this self-development through the high demands that can be made on his performance and on his integrity. Because it is only through these that one could create a sense of responsibility, a sense of commitment, and a sense of contribution in the management trainee which are the end-purpose of any management training program.

In the process of self-development, the management trainee faces a stupendous task. He must first possess or develop the ability to analyse oneself. He should then set goals for self-development and then work toward achieving those goals. In this process of self-development, habits, ambitions, security, perseverance and the ability to take orders play a very important part because the management trainee will first have to learn to occupy a second position and will have to strive toward making his superior's position sound. This is an unqualified opportunity to develop oneself. For in occupying a second position the management trainee will learn a lot without running the risk of making grave mistakes (even if he made a mistake it is the superior who will take the responsibility for them and not the management trainee) and he will develop greater patience, greater self-control, greater perseverance, and greater self-reliance. If, therefore, the management

trainee devoted himself to making his superior's position sound, this would provide him an ideal opportunity to move up in the organisation.

Self-development has also been analysed into five different parts—social self-development, intellectual self-development, emotional self-development, avocational self-development, and spiritual self-development. Social self-development deals with the art of acquaintance—getting to know more people, getting to understand them and their methods of operation; intellectual self-development deals with the creating of interest in a variety of subjects by reading and intensive study of some selected fields; emotional self-development has to do with the elimination of biases, bad temper and the usual over-emphasis on tradition and history; avocational self-development has to do with development of hobbies, for no company likes to have managers who merely eat, drink, live and sleep company's work; and finally, spiritual self-development deals with the relationship between man and his God. It is only through the development of the spirit that one is able to build up in oneself faith, balance, integrity and solidity.

In conclusion, one could, therefore, say that in a management training program, the company can merely afford opportunities to the management trainees to grow and develop themselves. The management trainee in turn must learn to analyse himself, to improve himself and to grow. Because it is essentially through determination and the desire to learn that the management trainee will eventually be able to reach the top.

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*With best compliments of:*

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