

MANAGING CHANGE THROUGH MANAGEMENT DEVELOPMENT PROCESS

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Abstract: Management development is not an easily defined single concept, it is concerned with developing the experience, attitudes and skills necessary to become or remained an effective manager. Every organization in meat industry has physical, financial and human resource needs, but fundamental need of any organization is the need for an effective management team. After the management development needs of the organization have been determined, objectives for the overall management development program and for individual program must be established to meet those needs. After the company's needs have been assessed and its objectives stated, management development programs can be implemented. The initial phase of an organizational development effort is a recognition by management that organizational performance can and should be improved. Following this initial recognition, most organizational development efforts include the following phases – diagnosis, strategy planning, education, and evaluation.

Key words: management development, organizational needs, change objectives, programs, effective management team

Introduction

Management development (MD) is an organization wide, planned effort managed from the top, with the goal of increasing organizational performance through planned interventions and training experiences. In particular, MD looks at the human side in organizations. It seeks to change attitudes, values, organizational structures, and managerial practices in an effort to improve organizational performance. That means respect for people,

Trust and support,

Power equalization and

Participation

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Figure 1. Management development with organizational performance

The initial phase of an organizational development effort is a recognition by management that organizational performance can and should be improved. Following this initial recognition, most organizational development efforts include the following phases – *diagnosis, strategy planning, education, and evaluation.*

The first decision to be made in the MD process is whether the organization has the talent and available time necessary to conduct the *diagnosis*. If not, an alternative is to hire an outside consultant. Once the decision has been made regarding who will do the diagnostics the next step is to gather and analyze information. Some of the most frequently used methods for doing this involve using the following. (Christopher et al, 2003)

1. Direct observation means the person conducting the diagnosis observes firsthand the behavior of organizational members at work. One advantage of this method is that it allows observation of what people actually do as opposed to what they say they do. In the diagnosis stage, one should collect data for a reason. A plan for analyzing the data should be developed even before the data are collected. Too often data are collected simply because they are available and with no plan for analysis.
2. Survey questionnaires is the most popular method of gathering data is through questionnaires filled out by employees. Usually the questionnaires are intended to measure employee attitudes and perceptions about certain work-related factors.
3. Personal interviews, in this approach, employees are individually interviewed regarding their opinions and perceptions and certain work-related factors. This

method takes more time than the survey questionnaire method but can result in better information.

4. Available records is to review any available records or documents that may be pertinent. Personnel records and financial reports are two types of generally available records that can be useful.

Strategy planning – the data collected in the diagnosis stage must be carefully interpreted to determine the best plan for organizational improvement. If a similar diagnosis has been done in the past, it can be revealing to compare the data and look for any obvious differences. Because much of the collected data are based on personal opinions and perceptions, there will always be areas of disagreement.

The key to interpreting the data is to look for trends and areas of general agreement. The end result of the strategy planning process is to identify specific problem areas and outline steps for resolving the problems.

Education – the purpose of the education phase is to share the information obtained in the diagnostic phase with the affected employees and help them realize the need for change. A thorough analysis in the change-planning phase often results in identifying the most appropriate intervention/education method to use – direct feedback, team building and sensitivity training.

Evaluation is unfortunately, many MD efforts begin with admirable but overly vague objectives such as improving the overall health, culture or climate of the organization. Before any OD effort can be evaluated explicit objectives must be determined, objectives of an OD effort should be outcome oriented and should lend themselves to the development of measurable criteria.

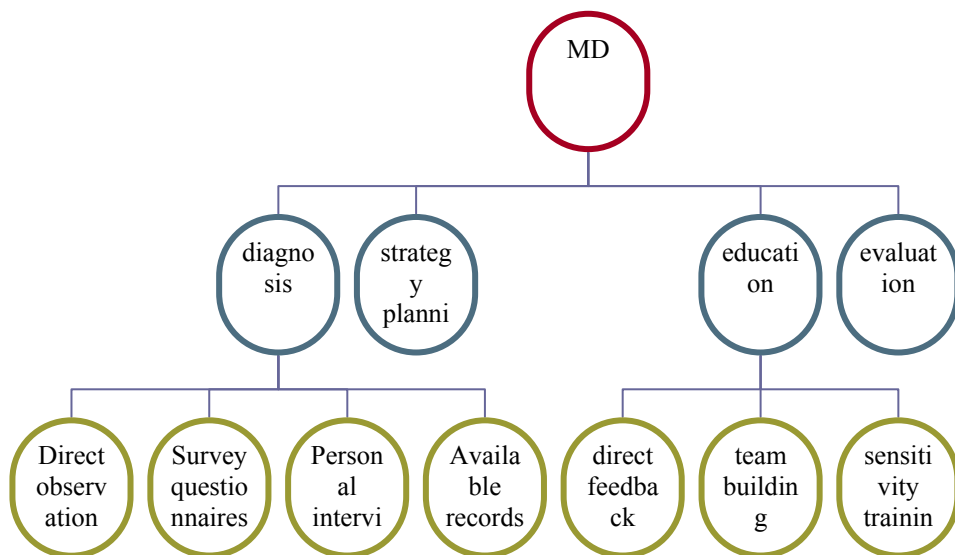


Figure 2. Management development include the following phases – diagnosis, strategy planning, education, and evaluation

Material and methods

The following research methods or technique (Oakland 1989, Hersey and Blanchard 1988, Byars and Rue 2004) for data collecting are used:

1. Method of evaluation and judging,
2. Method of preliminary analysis,
3. Method of continuing following, an interview with the general, top managers

Research analysis which was used in this research represents total of the components which characterize the subject of researching, and it is consisted of questionnaires, measure instruments, techniques and time frame of the research. Standardized interview was done with top managers in 40 companies in the meat industry, as a part of the project, „The influence of extracts on the durability of different ground meats and sausages, (2014-2015), Kuzelov, and Andronikov, and Sofijanova, and Taskov, and Naseva, and Saneva, and Kletnikoski).

Results and discussion

Research has shown that all managers have a responsibility for ensuring that personnel reporting to them are properly trained and competent in their job. This responsibility should be written into every manager’s job description. They also know that training is a progressive process which must take into account the learning problems of the trainees.

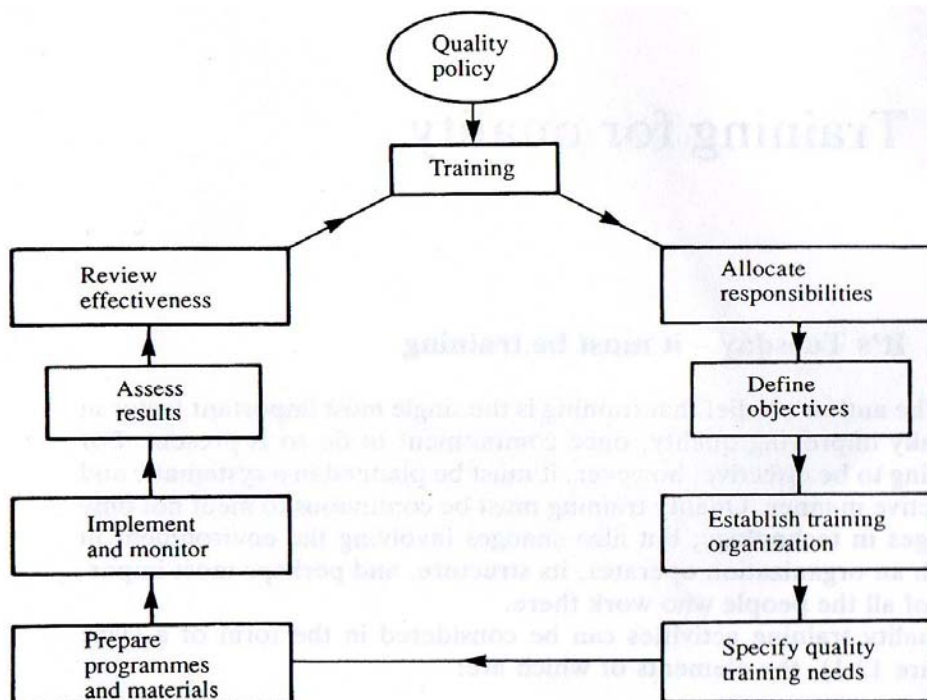


Figure 13.1 The quality training cycle

Even if the quality policy remains constant, there is a continuing need to ensure that new quality training objectives are set either to promote work change or to raise the standards already achieved.

Conclusion

Most management development approaches are problem – centered and generally takes several years to produce any positive results. Change planning involves developing a plan for organizational improvement based on the data obtained. The intervention – education phase often involves the use of outside consultants working with individuals or employee groups. All employees should receive detailed training in the quality procedures relevant to their own work in meat industry.

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