

## **GAP ANALYSIS FOR MANAGERIAL SKILL DEVELOPMENT IN THE LARGE SCALE UNITS OF THE TIRUPUR KNITWEAR INDUSTRY, TAMILNADU**

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### **Abstract**

*Knitwear is emerging as the fastest- growing segment of Indian garment exports as compared to all other segments, including woven garments and mill-made garments. Within the textile industry, the role of hosiery or knitwear sector is increasing day-by-day. Knitted garments are preferred over woven garments the world over due to its comfort, flexibility and easy breathability. Today Tirupur is one of the important garment clusters in India, providing employment to more than 3,00,000 (Tirupur cluster study, 2009) people directly and indirectly and is earning a considerable amount of foreign exchange by contributing more than 50 percent cotton knitwear exports from India. Tirupur Knitwear suffers from availability of technically qualified managerial level manpower like professional knitting master/ merchandisers/ marketing personnel for selling in the international market/designers etc. This paper is an attempt to identify the key skills that are most likely to be in demand and compares them against the current supply of skills training in order to recognize gaps between demand and supply.*

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**Key words :** *Knitwear, Communication skills, People skills, Customer skill, Leadership skill, Business skill, Analytical skill.*

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### **1. Introduction**

Scholars define managerial skills as specialized technical knowledge in certain jobs that managers should possess to perform their duties and roles. Managerial skills are a set of behaviours that lead to effective job performance and without them in many cases the knowledge of manager's does not have any effects. Katz (2002) defined managerial skills as the manager's ability to transform information and knowledge in to practice, Whetten, and Cameron (2002) two famous researchers in an article as "Most-common skills of effective managers", classify the basic skills of managers in two groups, personal and communication skills. They have divided managerial skills into three groups in their newest work, include: Personal skill like self-awareness, stress management, problem solving skills, Interpersonal skills like, communication skills, power of influencing others, conflict management, skills of motivating people. Group skills like empowerment, team building and authority delegation. Betly (1999) provided a list of managerial skills. These skills depend directly or indirectly on the activities and role analysis of managers, these skills in conclusion include the following components.

Communication skill like expression technique, letter writing, effective listening, reporting, power of interaction and negotiation techniques power, power of designing mental models and conclusion power, skills related to creativity like courage in new thinking, capability in idealizing, inappeasable, risk taking, and imagination power.

To consolidate for the purpose of the study the following managerial skills are viewed as being of fundamental importance for improved managerial performance and effectiveness as the whole. Recent developments in the field point to the presence of three paramount and overlapping categories of managerial skills namely, task, people- and self-related, that play a crucial role towards increasing the effectiveness of the senior managers in both private and public sector organizations. Farhad Analoui (2000) Micro level studies suggest managerial skills play a key role in the adoption of modern technologies The Review of Economic Studies Limited (2010) states that managerial skills that were important in the 1980s are relevant today. However, the importance of “relationships,” “administrative/organizational ability” and “time management” shifted over the last fifteen years. James (1980) *explains further that one* might expect, through repetition, the learners would become more skilful in making decisions under conditions of ambiguity. Assertiveness might be an example of a "skill" that at one time would have been characterized as behaviourally nonspecific but because of the work of behaviourists to describe specific verbal and nonverbal behaviours would now be characterized as behaviourally specific. Kelley (1979) says it is also possible to differentiate among managerial behaviours according to the time in which they are ordinarily learned and performed.

### **1.1. Introduction to the Field**

Today's managers have to keep track of what is happening in and around their own organization. They should keep themselves technically and managerially up-to-date. Similarly they have to ensure, encourage and facilitate development of teammates. Because of rapid change in technology and concurrent changes in organizational sizes, a large number of workers are becoming semi-skilled for new roles. The managers have to strive to bridge this gap. According to En Route (2002) Managers of today have to approach service with creativity and innovation. Creativity, in the part of manager's would cause innovations and revolution in management functions. Jobs are to be carried with flexibility to cause improvement at every step. Encouragement to make suggestions and objective recognition of the employees is required to facilitate this process. People need to be encouraged to become pro-active enough to anticipate problems and initiate planning to obviate them rather than to manage the difficulties

when these arise. In order to achieve higher control of their target market, global competition and customised niche markets the managers in Tirupur Knitwear units need to motivate people, create new direction, generate new opportunities. They have to combine creativity, imagination, intellect and sensitivity towards needs of new breed of employees. The strengths of these people can be fully utilised only through their involvement and willing co-operation which need effective training and development techniques. The Knitwear unit Managers need to remain self motivated. Increased responsibility, fair recognition, due appreciation and rewards for beyond normal efforts are great motivators. Current managers are under greater scrutiny from the led. Their model behaviour can create the spirit of excellence. They have to set personal examples for others to follow. Effective communication is the key to effectiveness of actions. It helps to obtain better support and willing involvement of team members. It is also vital in order to ensure proper appreciation of actions and constraints by the top management; thereby garnering support. Managing people is an art and lending a sincere hearing solves even the most difficult of problems. Unfortunately, most of us prefer to talk rather than listen. The managers are responsible both for discovering and defining their role as well as discharging the same. Success of their organization is their task and the world does not house magic bullets. One has to carve one's own weapons to win the war. The bottom line thus is that the onus of fine tuning between the old and new management philosophies lies on the managers of today by which they can enhance productivity and motivation. To identify the prevailing managerial skill gap in the Tirupur knitwear industry, this research was conducted. The managerial skill gap analysis would provide solutions to overcome the prevailing managerial skill gap.

## **1.2. Need for the Study**

On a long-term basis, up to 2022, it is expected that India's Gross Domestic product (GDP) will grow at a rate of about 8 percent. With these growth rates, we expect that the employment in the economy will be about 500 million by 2022. For an economy to sustain this growth rate it is essential that the workforce be exposed to some form of skilling or the other (could be through higher/technical education or vocation skills or a combination of both). Thus it is expected that India will have to be home to a skilled workforce of 500 million persons by 2022. (Federation Of Indian Chamber Of Commerce And Industry, FICCI). In the Five Year Plan direct incremental employment opportunities will be created for a 6.5 million work force in spinning, weaving, knitting, processing and garmenting.

### **1.3. Scope of the Study**

This study would envisage the possibilities of how the prevailing skills gap could be effectively narrowed. The research would throw light on, issues related to the various modes of training that could be adopted. This would lead to empowering the organizations with a strong skilled workforce, enabling them to improve on their productivity. This in turn would enable the knitwear exports to take up a better share in the global market, thus lending an extra avenue to boost our Indian economy.

## **2. Review of Literature**

Gerard (1993) says that becoming a manager involves gaining control over work, changing things, and doing things differently. There will usually be training courses available, in-house or company-funded, but no serious attempt at self-development will stop at these. The key is to practice, monitor, and review one's own performance in the basic skills. The basic skills for managing a small team can be viewed in three categories a) organization, b) leadership, and c) communication. Of these three, leadership is the hardest skill to acquire. Without detracting from the main work, managers should stimulate their teams with changes of focus. This includes drives for specific quality improvements, mission statements, team-building activities, and delegated authority, though decisions must be made on how often to raise excitement about new issues. One of the most cited characteristics of successful managers is vision. For managers, vision is a vivid idea of what the future should be. The best managers are those who recognize problems, seize opportunities, and create their own future.

Jain et al., (2005) states that many organizations across the countries have recognized that training is a strategic priority rather than a tactical response, which may be used as a catalyst for change and also as an aid to give an organization a competitive edge. Majority of the organizations, therefore, have a definite policy of training and it is formally being aligned to corporate strategy rather than remaining peripheral to organizational functions. As the world economy integrates, training the expatriates is also being emphasized. The training of expatriates and their performance have been found to be positively related. There are significant differences in training systems/practices across the countries and significant similarities within the specific country. This is, indeed, influenced by industry trends and cultural characteristics. MNCs, therefore, are adopting diverse training strategies and are also facilitating employee training in their foreign affiliates. Both the availability of required quality and quantity of Human Resource (HR), maintenance of such employment through training, as well as the HR's strategic responses to the worldwide changes ultimately determine the competitive strength of a

firm within a nation or across the countries. Hence organizations in today's world need to follow the principle "innovation-training-development-action-sustainable growth" with true concern for the meaningful development.

James (2005) tells that the "Soft Skills" of Success, a speech by James explains that those Individuals who succeeded in their careers had both excellent technical skills and "soft-skills" especially the ability to work positively with everyone. Technical skills are a part of many excellent educational curriculums. The "soft skills" need additional emphasis in school curriculums. Students who learn early of their importance will have a "leg up" as they begin a business career and life. The first soft skill is human relations. The key to effective human relations is a well-developed sense of empathy and a reputation of integrity. Effective communications is another soft skill. Organization culture, the third soft-skill, is the importance of understanding organization culture. Career management is another soft-skill. Finally people need to encourage students to think about a personal philosophy of life. So much of personal success hinges in individual character.

Joel (2000) reveals that supervisors' positive affective regard for subordinates is associated frequently with higher performance appraisal ratings, and with other findings such as greater halo, reduced accuracy, a better interpersonal relationship, and a disinclination to punish poor performance.

John (1995) describes a methodology for analyzing competence requirements and pinpointing competence enhancements, together with the appropriate training media, which is applicable to all management and technical specialist functions. It is argued that the methodology may be integrated with corporate career planning for professionals, and a cost-effective tool for corporate human resource management is provided. It is concluded that continual professional development needs to be incorporated in the human resource development policy in order for business organizations to face the challenge of business change successfully.

Latif (2000) proclaims that managerial skills are viewed as being of fundamental importance for improved managerial performance and effectiveness as the whole. Recent developments in the field point to the presence of three paramount and overlapping categories of managerial skills namely, task- people- and self-related, that play a crucial role towards increasing the effectiveness of the senior managers in both private and public sector organisations. The results of a survey of executive and senior managers in the steel industry of Iran point to the emergence of distinct patterns delineating clusters of skills with various degrees of generalisability to the universe of managerial skills. It is concluded that

while people-related skills are strongly interrelated, and should be regarded as an integrated set of skills, the same does not apply, at least to the same extent, to the other two categories of skills. People-related skills, however, constitute the most important category for the increased effectiveness of senior managers, irrespective of their position in the hierarchy.

Longenecker et al. (2005) in this paper aims to explore why organizations often focus little attention and resources on management training and provides a useful checklist of ways to close the managerial skills gap through training. Seasoned managers in rapidly changing organizations were surveyed on their experiences with management training. A content analysis revealed the most frequently cited causes of why organizations fail to properly train their managers. Results indicate that organizations fail to properly train managers for a host of reasons. Many of failures to train are caused by misconceptions about training needs, the ability of managers to handle their own training or the value of training to the organization compared with other efforts. Lack of accountability and poor implementation are other key reasons cited for training failures. The findings provide a useful list of the causes for ineffective training and the discussion focuses on ways to close the managerial skills gap.

Ranjan (2009) in this paper is to present a broad historical review of critical wisdom literature of ancient Indian tradition and examine how these precepts can complement and enrich the contemporary managerial frames. The paper attempts to critically review remarkably deep religious and secular traditions of India and integrate them in a conceptual model. The paper findings point towards the need for a holistic frame in overcoming fragmented viewpoints of contemporary management by strengthening the reflective domains of the managerial world. The limitation of the paper lies in its didactic nature and the specificity of the contextual boundary limiting its ready transferability. The paper provides a pointer in extending horizons of business or non-business organizations in opening up their possibilities for achieving holistic managerial perspectives by combining economic, social and other higher order sustainable goals. The paper's contribution is in its integrative value of some of the key themes of Indian wisdom literature and demonstrating their relevance to the modern management.

Rappe (2001) states that managers who have a strong self-reported identification with the managerial role are also better accepted as a manager by their subordinates. The awareness of the superiors' expectations is the best predictor of acceptance by superiors and also a strong predictor of job satisfaction. Leadership training and coaching can increase leadership competencies.

Richard (2005) in this paper reconsiders the criticisms of the most influential theory of the rise

of the large corporations, and to see how these criticisms can be met without entirely abandoning the basic elements of the theory. The author found that the theory could be salvaged by reordering the evolution of managerial practices based on a variety of historical studies, many not considered by Chandler, but even some of his own earlier work. Given these changes in historical order, vital managerial reforms can be placed sufficiently early that organizational techniques existed to solve the problems and exploit the opportunities that Chandler identifies as creating the pressures necessary to generate the large industrial corporation, thus responding to one class of criticism. This approach can also incorporate other factors that critics see as missing in Chandler's account.

### **3. Research Methodology**

#### **3.1. Sampling Design**

The study is to examine the skills gap prevailing among the managers in the Tirupur Knitwear Industry. A list of exporters registered with Tirupur Exporters Association (TEA) was collected for this purpose. It was identified, that there are totally 700 units doing export, spread over Tirupur District. The exporters are of four categories namely units with turnover upto 10 Crore , 10 to 50 Crore, 50 100 Crore and above 100 Crore per annum as per the These details were obtained from Tirupur Knitwear And Apparel Clusters, A Diagnostic Study [2009] From which the above 100 Crore turnover export units were identified to be totally twenty companies. The above 100 crore companies were focused for the study. This was done due to the fact that all the managerial skills related to the study of Tirupur knitwear were profusely identified only in such companies. Thus the sample frame for the study covers only the twenty companies that had the turnover above 100 crores.

As per expert opinion, by officers at Apparel Export And Promotion Council (AEPC) in Tirupur the best performing top ten export companies were shortlisted and enumerated. The sample selected for the study by adopting the method of judgment sampling is fairly representative From the selected companies a census method was used to select the respondents. Through this method the total population of middle level and supervisory level of managers were addressed.

#### **3.2. Sampling Techniques**

For the purpose of collection of data all the two hundred middle level managers from the selected ten large scale knitwear companies at Tirupur were considered on the basis of census method. Questionnaire has been collected from all the two hundred respondents

### 3.3 Objectives of the Study

1. To enumerate and understand the conceptual framework of skill gap analysis and the relevance of the same with respect to large scale units of Tirupur knitwear industry.
2. To assess the skill gap among the managers of the various departments in the large scale units of the Tirupur knitwear industry.
3. To device managerial skill development strategies to overcome the skill gap prevailing among the managers of the various departments in the large scale units of the Tirupur knitwear industry.

### 3.4 Hypothesis of the Study

1. There is no skill gap prevailing among the managers, in all the categories of the skills found in the Tirupur cotton knitwear industry based on the opinions as perceived by the respondents.
2. There is no need for any training programs to bridge the managerial skill gap as perceived by the respondents.

### 3.5 Identification of Managerial Skills for the Study

A Total of 90 managerial skill areas were identified in this study. Through extensive literature search a brain-storming session was organised with the experts to identify the managerial skills relevant to the current Tirupur textile knitwear environment. The session was facilitated by the researcher. A set of sixty managerial skills was suggested by these experts, who then grouped these skills to seven higher level skill-categories: Work Skill (WS), Communication Skill (CS), People Skill (PS), Customer Skill (CUS), Leadership Skill (LS) Business Skill (BS) and Analytical Skill, (AS).

For the purpose of research study the seven managerial skills were identified, as given in table 1

**Table 1: Seven Managerial skills**

S.No.	SKILL CATEGORY
1	Work skill
2	Communication skill
3	People skill
4	Customer skill
5	Leadership skill
6	Business skill
7	Analytical skill

**Source:** Author

#### **4. Analysis and Interpretation**

A gap analysis is one of the most commonly used business tools. It allows one to measure the difference, or gap, that exists between the current state and a desired state. Hence a managerial skill gap analysis was undertaken in the knitwear segment of Tirupur. This paper is an attempt to identify the key skills that are most likely to be in demand and compares them against the current supply of skills training in order to recognize gaps between demand and supply.

##### **4.1 Path Analysis**

In path analysis, the technique is based on a series of multiple regression analyses with an added assumption of causal relationship between independent and dependent variables. The main principle of path analysis is that any correlation coefficient between two variables or a gross or overall measure of empirical relationship can be decomposed into a series of parts: separate paths of influence leading through chronologically intermediate variable to which both correlated variables have links. The direct and indirect effect of independent variables namely Works skills ( $X_1$ ), Communication skills ( $X_2$ ), People skills ( $X_3$ ), Customer skills ( $X_4$ ), Leadership skills ( $X_5$ ), Business skills ( $X_6$ ) and Analytical skills ( $X_7$ ) on the dependent variable namely managerial skill development. The direct effect of each of the explanatory variables on the dependent variable and the indirect effect of each explanatory variable on the dependent variable through other explanatory variables are furnished in the table 2 given below.

**Table 2: Direct & indirect effect of explanatory variables on overall managerial skill**

<b>S.NO.</b>	<b>FACTORS ON MANAGERIAL SKILL</b>	<b>STANDARDIZED COEFFICIENTS BETA</b>
$X_1$	Works skills	0.421
$X_2$	Communication skills	0.419
$X_3$	People skills	0.354
$X_4$	Customer skills	0.384
$X_5$	Leadership skills	0.405
$X_6$	Business skills	0.314
$X_7$	Analytical skills	0.284

**Source:** Author

It can be observed from table tha direct & indirect effect of explanatory variables on overall managerial skill development, the following independent factors have significant correlation coefficient with the dependant factor overall managerial skill development. X<sub>1</sub>- Works skills (0.421), X<sub>2</sub>- Communication skills (.405), X<sub>3</sub>- People skills (0.354), X<sub>4</sub>- Customer skills (0.384), X<sub>5</sub>- Leadership skills (.405), X<sub>6</sub>- Business skills (.314) and X<sub>7</sub>- Analytical skills (.284) have been identified to have a direct contribution towards overall managerial skill development.

#### 4.2. PAIRED ' t ' TEST FOR MANAGERIAL SKILLS GAP

To study whether there is significant difference in the perception and expectation of managerial skills namely Works skills, Communication skills, People skills, Customer skills, Leadership skills, Business skills and **Analytical skills**. Tests of significance based on 't' statistics are performed and the results are furnished below, in table 3

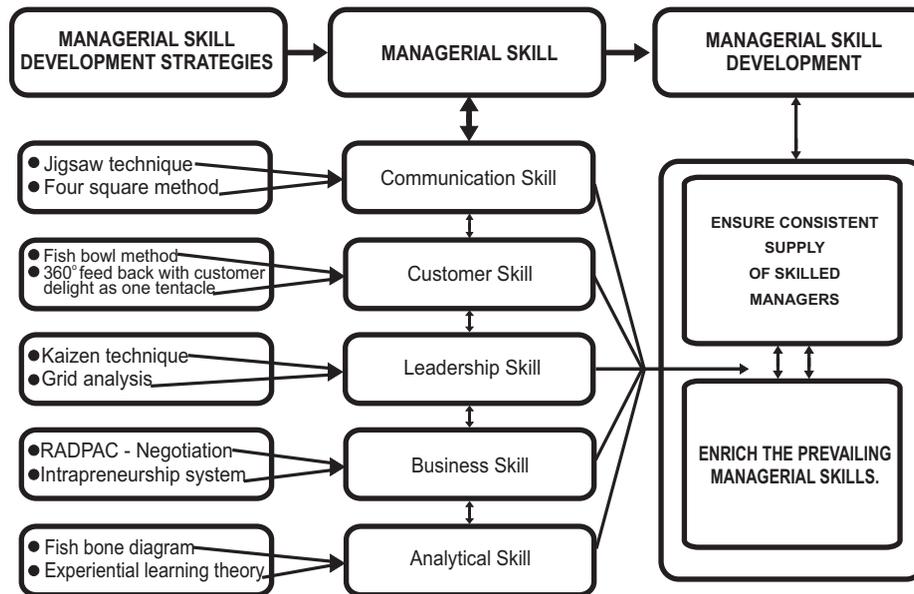
**Table 3: Paired ' t ' Test - Overall scores between available and expectation of managerial skills**

S.No.	Statement	Perception		Expectation		Mean Difference	Df	t - value	p value	S/NS
		Mean	SD	Mean	SD					
1	Works skills	31.968	1.355	32.162	1.187	-0.194	184	-1.561	.120	NS
2	Communication skills	32.065	6.983	36.076	1.627	-4.011	184	-7.656	.000**	S
3	People skills	35.838	1.654	36.108	1.681	-0.27	184	-1.612	.109	NS
4	Customer skills	29.708	5.467	33.178	1.300	-3.47	184	-8.541	.000**	S
5	Leadership skills	34.832	8.684	40.335	1.927	-5.503	184	-8.509	.000**	S
6	Business skills	20.984	1.527	21.308	1.728	-0.324	184	-2.019	.045*	S
7	Analytical skills	22.849	1.805	22.114	2.132	0.735	184	3.727	.000**	S

**Source:** Compiled by author

\*\*Significant at 1% level \*Significant at 5% level S- significant NS- Not significant

**MANAGERIAL SKILL DEVELOPMENT (MSD - MODEL)**  
**A PROPOSED MODEL FOR MANAGERIAL SKILL DEVELOPMENT IN TIRUPUR KNITWEAR INDUSTRY**



Designed by : Zenetta & Rupa 2012

This model was proposed after detailed in depth study of management concepts, relevant to managerial skill development. It was designed by Zenetta the researcher and the research guide Dr. Rupa Gunaseelan.

**5. Suggestions**

The managerial skill gap exists when a manager finds themselves in a position where he or she does not possess the requisite managerial knowledge or skills necessary to perform at a high level. When organizations allow 'Management skill gap 'to exist they will be forced to undergo various difficulties like,

1. Improperly trained managers will not be able to achieve performance goals for the organization.
2. There would be frequent loss of productivity at a time when other competitors tend to clamor to improve on their productivity.
3. When the managers are not properly trained a host of negative people issues generally emerge including loss of team work /co-operation, communication, breakdowns, a degeneration of morale and increased work place stress.

The following suggestions have been proposed after the research study was completed.

### **1. Provide Communication Labs or Exclusive Training Communication**

The 't' test reveals that there is significant gap in the managerial communication skills in Tirupur knitwear industry. Hence to improve the communication skills for the managers, the organization may send their managers to Electronic Resource Centre for training or arrange for periodical in house training programs.

### **2. Greater Management Support and Commitment**

In today's competitive environment, the management of the knitwear companies should give serious attention and effort towards training the managers in the organization. The top management has to be committed to talent development and they must take a long term approach.

### **3. Improved Budgets for Training and Development**

Without sufficient resources any effort to improve managerial talent will be stifled. Thus return on investment and cost benefit analysis should be done to clearly demonstrate that the payback on such initiatives will be quick and significant.

### **4. Allocate Better Time Necessary to Train and Develop Managers**

Knitwear organizations are exceptionally busy places and the urgent issue can push put the important issue. Any organization wanting to develop the top management should be willing to allocate time in addition to financial resources. Managerial skill development takes time on the job and off the job. This has to be budgeted and allocated properly.

### **5. Assess Individual Management Competency**

While organizational needs assessment are important for identifying specific skill sets individual needs assessments are important for determining the competencies of individual managers. Formal assessments, 360 degree Feedback tools and self assessment are just a few tools that can be used to determine the managerial talents necessary to succeed.

### **6. Each Knitwear Company Should Have Clear Management Skill Sets Defined**

Every organization has its own skill sets that they deem most important for success. Effective needs assessment can be used to identify these skill sets that can become the basis for establishing clearly defined learning objectives and processes to acquire these specific skills.

### **7. Communication Skill Development Strategies**

#### **Jigsaw Technique**

Enables decisions to be made by informed “experts” and allows development of

communication skills. Teams of managers are assigned to investigate different aspects of the same problem/issue. Once the teams have completed their assignments, members of each team disperse during class and reform in new groups with one “expert” on each different aspect present in the newly formed second group. The pieces are then put together (thus the name) and a larger question can be answered.

1. Prepare several different assignments for the organization class. Have the class divide into groups each handling one of the assignments.
2. Groups prepare in class or outside of class.
3. Once prepared, these groups are dispersed and new groups form containing one member from each assignment, the so-called “expert”.
4. Each “expert” is responsible for teaching the rest of the second group what they have learned from their first group.
5. The second groups then put all the pieces together and address a larger question posed by the trainer.

This enables the manager to express his/her views in good language so as to convince others. This would improve communication.

## **8. Customer Skill Development Strategies**

### **Fish Bowl Technique**

Declare 3-4 managers the experts and assign them a customer related topic to prepare. They will argue for the more provocative side. This is to help them understand how others feel about the subject and how to better hone their own arguments. They will be in the centre of the room and have three minutes to argue their case. After the “experts” have presented, the other managers from the organization may come up one at a time and rebut those arguments by sitting in the one empty seat next to the “experts.” The rebuttals are limited to one minute and each manager can only comment twice. The pace is meant to be very fast with managers jumping up to get in the empty seat, make their comment or ask their question and then the next manager does the same. This will enable the managers to discuss in detail about the customer expectations and ways of handling market demand.

## **9. 360 Degree Feedback With Customer Delight as one Tentacle**

360 Degree Feedback is a system or process in which employees receive confidential, anonymous feedback from the people who work around them. This typically includes the employee's

manager, peers, and direct reports. A mixture of about eight to twelve people fill out an anonymous online feedback form that asks questions covering a broad range of workplace competencies. The feedback forms include questions that are measured on a rating scale and also ask raters to provide written comments. The person receiving feedback also fills out a self-rating survey that includes the same survey questions that others receive in their forms.

Managers and within organizations can use 360 feedback surveys with customer delight as one tentacle so that the customer demands could be appropriately assessed to get a better understanding of their strengths and weaknesses. The 360 feedback system automatically tabulates the results and presents those in a format that helps the feedback recipient create a development plan.

## **10. Leadership Skill Development Strategies**

### **Grid Analysis**

This method helps one to decide between several options, where one needs to take many different factors into account. To use the tool, lay the options as rows on a table. Set up the columns to show the factors one need to consider. Score each choice for each factor using numbers from 0 (poor) to 5 (very good), and then allocate weights to show the importance of each of these factors. Multiply each score by the weight of the factor, to show its contribution to the overall selection. Finally add up the total scores for each option. The highest scoring option will be the best option.

## **11. Business Skill Development Strategies**

### **RADPAC - Model of Negotiation**

RADPAC Model of Negotiation is a widely used model of negotiation in corporates. Every alphabet in this model signifies something:

**R - Rapport:** As the name suggests, it signifies the relation between parties involved in negotiation.

**A - Analysis:** One party must understand the second party well

**D - Debate:** Nothing can be achieved without discussions. This round includes discussing issues among the parties involved in negotiation.

**P - Propose:** Each individual proposes his best idea in this round. Each one tries his level best to come up with the best possible idea and reach to a conclusion acceptable by all.

**A - Agreement:** Individuals come to a conclusion at this stage and agree to the best possible alternative.

**C - Close:** The negotiation is complete and individuals return back satisfied.

## **12. Analytical Skill Development Strategies**

### **The Fishbone Technique**

The Fishbone Diagram is a tool for analyzing process dispersion. It is also referred to as the "Ishikawa diagram," because Kaoru Ishikawa developed it, and the "fishbone diagram," because the complete diagram resembles a fish skeleton. The diagram illustrates the main causes and sub causes leading to an effect (symptom). It is a team brainstorming tool used to identify potential root causes to problems. Because of its function it may be referred to as a cause-and-effect diagram. In a typical Fishbone diagram, the effect is usually a problem needs to be resolved, and is placed at the "fish head". The causes of the effect are then laid out along the "bones", and classified into different types along the branches. Further causes can be laid out alongside further side branches. So the general structure of a fishbone diagram is presented below.

### **6. Conclusion**

Managerial skills are inevitably the essential building blocks of any organizational work progress. This proposed model envisages enabling the managers to get empowered with their skills in such a way that they would become indispensable for their organization. The prevailing managers could be enriched in their managerial skills. Without proper attention on managerial skill development and training the development efforts will be ignored and delayed inconsistently, or ineffectively implemented, widening the managerial skill gap in the knitwear organizations. Without a supportive organizational culture management training and development efforts can easily be neglected. In the ultra competitive world of business failure to develop and train the managers in the organization could prevent one from getting the competitive advantage, and put one in a competitive disadvantage.

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