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SWAZILAND TRAINING AND INSTITUTIONAL DEVELOPMENT PROJECT  
MANAGEMENT TRAINING NEEDS ASSESSMENT

Prepared For:

USAID/Swaziland

Under Sub-Contract to:

Aurora Associates, Washington, D.C.

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## ABBREVIATIONS

CNF	Management of Conflict and Change
FIN	Financial Management
LDR	Leadership
MIS	Management of Information Systems
MKT	Marketing Management
OD	Organizational Design and Development
PHY	Management of Physical Resources
PRD	Production Management
PSN	Personnel Management
SPV	Supervision

## ACRONYMS

CEO	Chief Executive Officer
ESAMI	East and Southern African Management Institute
IDM	Institute of Development Management
MAMC	Mananga Agricultural Management College
SEDCO	Small Enterprises Development Company
STRIDE	Swaziland Training and Institutional Development Project
SIMPA	Swaziland Institute of Management and Public Administration
UNISWA	University of Swaziland

## EXECUTIVE SUMMARY

As part of the Swaziland Training and Institutional Development project (STRIDE), the Ministry of Labour and Public Service and USAID will conduct a five-year training programme designed to improve the management skills of several hundred Swazi managers, with the overall goal of increasing the participation of Swazis in the private sector.

To identify the training needs of both existing and potential managers and supervisors in the private, and to a lesser extent the parastatal and public sectors, Aurora Associates, the prime contractor on the STRIDE project, contracted with a team of consultants to conduct a management training needs assessment during the beginning of this year.

During the assessment, the team interviewed the CEOs and managers of 106 private, parastatal and public organizations. The private firms surveyed operated in the service, manufacturing, commerce, financial and agri-business industries.

### TRAINING NEEDS

The assessment identified training needs for the following sub-groups of the overall sample:

According to Status:

#### 1. CEOs

##### Top Priority Training Needs:

Leadership  
Supervision

##### Medium Priority Training Needs:

Organizational Design & Dev.  
Financial Mgt  
Physical Resources Mgt  
Marketing Mgt

#### 2. Managers

##### Top Priority Training Needs:

Leadership  
Supervision  
Personnel Mgt

##### Medium Priority Training Needs:

Organizational Design & Dev.  
Financial Mgt  
Physical Resources Mgt

According to Sector:

#### 1. Private

##### Top Priority Training Needs:

Leadership  
Supervision

##### Medium Priority Training Needs:

Personnel Mgt.  
Organizational Design & Dev.  
Financial Mgt.  
Physical Resources Mgt.

2. Parastatal

Top Priority Training Needs:

Leadership  
Supervision  
Personnel Mgt.

Medium Priority Training Needs:

Organizational Design & Dev.  
Financial Mgt.  
Marketing Mgt.

3. Public

Top Priority Training Needs:

Leadership  
Supervision  
Personnel Mgt.

Medium Priority Training Needs:

Organizational Design & Dev.  
Mgt. of Conflict and Change  
Mgt. of Information Systems

According to Size:

1. Small

Top Priority Training Needs:

Leadership  
Supervision

Medium Priority Training Needs:

Personnel Mgt.  
Organizational Design & Dev.  
Financial Management  
Mgt. of Conflict and Change

2. Medium-Sized

Top Priority Training Needs:

Leadership  
Supervision  
Personnel Mgt.

Medium Priority Training Needs:

Organizational Design & Dev.  
Physical Resources Mgt.  
Marketing Mgt.

3. Large

Top Priority Training Needs:

Leadership  
Supervision

Medium Priority Training Needs:

Personnel Mgt.  
Organizational Design & Dev.  
Financial Mgt.  
Marketing Mgt.

According to Major Activity:

1. Financial

Top Priority Training Needs:

Leadership  
Supervision  
Personnel Mgt.

Medium Priority Training Needs:

Organizational Design & Dev.  
Financial Mgt.  
Marketing Mgt.

## 2. Service

### Top Priority Training Needs:

Leadership  
Supervision  
Personnel Mgt.

### Medium Priority Training Needs:

Organizational Design & Dev.  
Financial Mgt.  
Physical Resources Mgt.  
Marketing Mgt.

## 3. Commerce

### Top Priority Training Needs:

Leadership  
Supervision

### Medium Priority Training Needs:

Personnel Mgt.  
Organizational Design & Dev.  
Financial Mgt.  
Physical Resources Mgt.  
Mgt. Conflict and Change  
Production Mgt.

## 4. Agri-Business

### Top Priority Training Needs:

Leadership  
Supervision  
Financial Mgt.

### Medium Priority Training Need:

Organizational Design & Dev.

## 5. Manufacturing

### Top Priority Training Needs:

Leadership  
Supervision

### Medium Priority Training Needs:

Personnel Mgt.  
Organizational Design & Dev.  
Financial Mgt.  
Physical Resources Mgt.  
Marketing Mgt.  
Mgt. of Information Systems

## GENERAL OBSERVATIONS

Some general observations about the training priorities that various sub-groups of the sample exhibited can be cited:

- Leadership and supervision are top priority training needs for managers of organizations of all sectors, sizes and industries;
- Marketing management is a top priority need for CEOs, but only a medium priority need for managers;

Personnel management is a top priority need for senior and middle managers, but is a medium level need for CEOs;

Parastatal and public sector managers and CEOs showed more of a need for personnel management training than their counterparts in the private sector;

Managers and CEOs working in private sector firms have a greater need for training in physical resources management than managers in parastatal and public organizations;

Public sector managers require training in conflict and change management and the management of information systems, both of which are of low priority for managers from the private and parastatal sectors;

Managers and CEOs of small firms show more of a need for training in conflict and change management than those of medium and large organizations;

Personnel management training is a high priority for managers of medium-sized firms (50 to 199 employees), but not for smaller (1-49 employees) or larger (>200 employees) organizations;

Physical resources management training is needed most by managers working in the commerce, service and manufacturing industries;

Managers engaged in commerce (retailing and wholesaling) need training in conflict and change management much more than managers working in other industries; and

Financial management training is of higher priority to the managers of agri-business firms than it is in organizations engaged in other types of activities.

## I. INTRODUCTION

The report herein contains the findings of the Swaziland Management Training Needs Assessment conducted earlier this year by the Ministry of Labour and Public Service and Aurora Associates. The assessment was implemented to support the design of the Swaziland Training and Institutional Development project (STRIDE), a five-year management training program focusing on enhancing the management skills of Swazi managers and increasing Swazi participation in the private sector.

### Background

Swaziland's private sector, one of the most vibrant in Africa, is largely dominated by foreign-owned companies. There is a relative dearth of Swazis participating in the private sector either as entrepreneurs, or as middle and senior-level managers.

Private companies are often unsuccessful in recruiting managerial candidates because of a shortage of Swazis with adequate training and experience; cultural differences in attitudes toward work, interpersonal relationships and responsibility; lingering negative prejudices and perceptions about the ability of Swazis to manage; and disparate remuneration packages offered to Swazis compared to expatriates, which encourages highly qualified Swazis to seek more equitable terms in South Africa.

However, because of the expense of employing expatriate managers, and the Government's growing reluctance to grant work permits to middle and junior-level managers, many private firms are becoming increasingly interested in identifying and grooming indigenous Swazis for managerial roles.

The Swaziland Training and Institutional Development Project (STRIDE) seeks to increase the numbers of Swazis meaningfully involved in the private sector through a program which emphasizes short-term, in-country management training for several hundred existing and potential Swazi managers.

To determine the specific topics on which training should focus, Aurora Associates, the prime contractor for the STRIDE project, contracted with a team of consultants to conduct a management training needs assessment which surveyed the CEOs and managers of 78 private, 17 parastatal and 11 public organizations operating in Swaziland.

## II. METHODOLOGY

The data collection process involved interviewing CEOs and managers, separately, using different instruments.

The most senior company employee working in Swaziland was designated by the research team as the CEO. In some cases, however, the CEO was either not available during the interviewing period, or felt that the head of the human resources department (in the case of very large companies) would provide more useful information. Substitutions were accepted whenever the proposed person was senior, and familiar enough with a cross section of functional departments to have a clear picture of the organization's overall management training needs. There was no suitable substitution in seven companies. In these cases, the research team conducted only manager interviews.

In the case of government ministries, heads of departments and assistant Permanent Secretaries were classified as CEOs.

At the time of the initial contact, the appointment-setter told the CEO that the interviewing process included talking to at least one or two managers, preferably from different managerial levels, and asked him or her to think of appropriate people. It became apparent very early in the project, however, that there are relatively few Swazi managers in the private sector. The methodology was changed to include information from and about supervisors as well, especially those who, in the CEOs judgement, had the potential to become managers.

The managers and supervisors selected were usually those whom the CEO considered to be candidates for further training. While the interviewers did not specifically ask to speak to only Swazi managers, this was implied by the explanation of the goals of the project, and CEOs suggested only Swazis as interviewees.

Whenever possible the interviewers asked to speak to women managers and supervisors. Where there was no woman occupying these positions, the CEO was asked to identify a woman who had the potential to become a supervisor or manager in the future.

CEO interviews took approximately 45 minutes to complete while manager/supervisor interviews lasted about 30 minutes. Both were typically held on the same day.

The majority of the interviews were conducted by a three person team made up of one of the project consultants and two lecturers from the University of Swaziland's Department of Extra-Mural Studies. All hold graduate degrees in business- or management-related subjects.

The research instrument centered around the critical incident technique. CEOs were asked to recall an incident when they, or a subordinate, failed to carry-out a managerial task acceptably well. Interviewers asked the CEO to relate the background of the incident, his or her actions and the outcome of those actions.

The critical incidents were later coded to determine the management functions that managers and supervisors found most problematic, or difficult to perform. The identification of these problem areas form the basis of the management training recommendations contained in this report since they reflect gaps between the skills that a manager possesses and the skills he or she is required to use.

Other items in the interview asked the CEO directly what he or she thought the training needs were for the organization's senior managers, middle managers and supervisors. The answers to these questions provided information about the opinions and desires of the respondent - his or her training demands. These demands were often influenced by past training, current training trends, advertising, etc.

Critical incidents representing actual needs and opinions representing demands, fall on opposite poles of a continuum. Critical incidents help designers shape useful products, while opinions give guidance as to how these products should be packaged.

In addition to relating critical incidents and opinions about training, CEOs answered questions about the size, activities and structures of their companies. They also gave information about their role in their firm's operations, some background information about their education and experience in the industry, and some specifics of past managerial training in the company. (See Appendix A, CEO variable list)

The manager/supervisor interview was structured very much the same as the CEO interview, except that the focus was on the manager's own critical incidents and training needs, rather than those of subordinates.

Managers and supervisors also gave information about their roles and background. They answered questions about their own training needs, and gave details of previous managerial training they had undergone. (See Appendix B, Manager variables)

### III. THE SAMPLE

#### Selection

Sample selection was carried out in three waves. The first was a random selection of firms from the Swaziland National Provident Fund list of all of the firms operating in the country with one or more employee. Because the majority of the companies operating in Swaziland employ fewer than five persons, the first wave was biased toward small companies. To correct this, the firms included in the second wave of the sample were randomly selected from a member list of the Swaziland Federation of Employers, which is comprised of larger firms.

The third wave was designed to include some of the organizations excluded from the first two waves, specifically, those from the public sector and Swazi and women-owned companies. The two latter groups were identified through a listing of the members of the Swaziland Business Women's Association, and by visiting the SEDCO Estates located in Manzini and Mbabane.

#### Organizational Characteristics

##### Sector

The primary focus of the needs assessment was on management training that would enhance the growth and productivity of Swaziland's private sector. Parastatals and public organizations, however, were also surveyed because of their supportive and interdependent relationship with the private sector.

Of the 106 firms interviewed, 74 percent were private, 16 percent were parastatal and 10 percent were public. (For a detailed list, see Appendix C)

TABLE 3.1

SECTOR

Public	78
Parastatal	17
Public	11
Total	<u>106</u>

Industry

The 106 companies fell into six broad industry classifications:

TABLE 3.2

INDUSTRY

Services	36
Commerce	23
Manufacturing	22
Financial	17
Agri-Business	8
Total	<u>106</u>

(See Appendix D, for expanded industry list)

Size

Although the size of the organizations in the sample ranged from 1 to 5,000 employees, the vast majority of firms (72%) employed between 1 and 99 people.

TABLE 3.3

EMPLOYEE SIZE

1 - 9	31
10 - 24	15
25 - 99	30
100 - 499	20
Over 500	10
Total	<u>106</u>

TABLE 3.4

ACTIVITY SIZE

	Small (1-49)	Medium (50-199)	Large (>200)
Agri-Business	14%	29%	57%
Commerce	50%	35%	15%
Finance	24%	52%	24%
Manufacturing	60%	15%	25%
Services	46%	31%	23%

Significance

.82

Predictably, companies in the agri-business industry tended to have more employees, because of the labor-intensiveness associated with agricultural production.

Most commerce, manufacturing and service companies were small, employing fewer than 50 persons. The majority of financial institutions had between 50 and 200 employees.

Managerial Levels/Number of Managers

Most of the firms (84%), had between one and three managerial levels. Sixty-nine percent had between 1 and 9 managers and supervisors. Twenty-four percent had between 10 and 24 employees acting in that capacity. Eight percent reported having 25 or more managers and supervisors.

TABLE 3.5

NO. OF MANAGERIAL LEVELS

One	38
Two	26
Three	25
Four	11
Five or More	6
Total	<u>106</u>

TABLE 3.6

NO. OF MANAGERIAL LEVELS BY SIZE

	1 - 2 Levels	3 or More Levels
Small (1-49)	88%	12%
Medium (50-199)	58%	42%
Large (>200)	13%	87%

Significance

1.0

TABLE 3.7

NO. OF MANAGERS/SUPERVISORS

One	27
2 - 4	29
5 - 9	17
10 - 24	25
25 or more	8
Total	<u>106</u>

TABLE 3.8

NO. OF MANAGERS/SUPERVISORS BY SIZE

	1 - 9 Mgrs/Spv	10 or More Mgrs/Spv
Small (1-49)	95%	5%
Medium (50-199)	55%	45%
Large (>200)	35%	65%

Significance

1.0

As would be expected, there is a strong relationship between size and managerial levels, and size and number of managers/supervisors.

### Ownership

Individuals and families owned 41 of the private companies surveyed. Nineteen of these individuals were indigenous Swazis. Thirty-three firms were subsidiaries or branches of larger, usually South African corporations. Seven firms were owned through joint partnerships between the Government of Swaziland and private companies.

### Markets

The majority of the firms (77 percent), produced goods and services primarily for the domestic market. The remaining companies catered to export markets in South Africa, Europe and N. America.

### Customers

The customer base of 48 percent of the organizations was composed mainly of other companies. Thirty percent sold directly to consumers. Twenty-two percent were government suppliers and contractors.

### CEO Characteristics

Of the 101 who answered the CEO interview, 29 held the title of managing director, 29 were general managers, 13 were company directors the rest bore the titles of partner, regional manager, branch manager or human resource manager.

Thirty-nine of the 101 CEOs interviewed were owners. Nineteen of the respondents were women.

### Educational Background

Sixty-seven per cent of the CEOs who gave background data, held certificates or diplomas, 15 per cent had completed undergraduate degrees, while 7 per cent held graduate degrees. The subjects of these qualifications tended to be technically related to the CEOs current industry (43%). Twenty-one per cent of the CEOs were trained in managerial or administrative areas related to their current positions. Nine per cent had received training that was unrelated to their current positions.

### Industry Experience

Forty-eight per cent had 15 or more years of industry experience. Thirty-one per cent had five to fourteen years experience. Eleven per cent had fewer than five years in the industry.

When asked about their previous positions, eight per cent reported that it was with the same company, 48 percent said that their previous position was with a different company in the same industry, while 30 percent had changed industry to take up their current jobs.

### Manager Characteristics

The research team interviewed 155 managers and supervisors from ten functional areas: Financial (28 percent), Personnel/Human Resources (16 percent) Administration (15 percent), Sales and Marketing (9 percent), Technical Areas (8 percent), Inventory/Stores (5 percent) Regional or Branch Management (4 percent) Public Relations (2 percent) and Quality Control (2 percent).

### Educational Background

Forty-nine percent of the managers who gave background information held diplomas or certificates. Fifteen percent of the respondents had undergraduate degrees, while 11% held graduate degrees. Twenty-two percent, however, reported that they had not undergone any formal post-secondary training.

Fifty-nine percent of the training received by managers covered a technical or managerial/administrative area related to the manager's current function.

### Tenure

Although most managers (77%), had worked for their current organizations for more than two years, nearly half (49%), had been promoted into their current positions within a year or less. Forty-five percent of the others had held their current positions for between 2 to 9 years.

Fifty-three percent said that their last position had been in the same functional area.

#### IV. OPINIONS ABOUT MANAGER TRAINING NEEDS

When interviewers asked CEOs an open-ended question about their opinions of the management training senior managers, middle managers and supervisors in their organizations needed, they answered with nearly eighty training topics. The topics were later classified into nine management training categories and five specialty areas. (For a list of sub-topics, see Appendix E)

TABLE 4.1 CEO OPINIONS OF MANAGER'S TRAINING NEEDS

Frequency of Mention:	S.Mgrs		M.Mgrs		Spvs	
	(%)	rank	(%)	rank	(%)	rank
General Management	25.9	(1)	29.1	(1)	21.1	(2)
Leadership	16.9	(2)	19.9	(2)	22.6	(1)
Personnel Management	2.1	(10)	2.6	(10)	.8	(11)
Supervision	7.3	(6)	9.9	(3)	20.3	(3)
Financial Management	11.9	(3)	4.6	(6)	6.0	(5)
Accounting	8.8	(4)	4.0	(9)	3.0	(8)
Marketing Management	8.8	(4)	4.6	(6)	2.3	(9)
Management Information Systems	4.1	(7)	2.0	(12)	6.0	(5)
Management of Conflict & Change	1.2	(14)	2.6	(10)	.8	(11)
Technical	2.6	(8)	7.3	(4)	6.8	(4)
Industry Qualification	2.6	(8)	1.3	(13)	.8	(11)
Physical Resources Management	-		1.3	(13)	-	
Production Management	2.1	(10)	4.6	(6)	2.3	(9)
Academic Qualification	1.5	(12)	.7	(15)	.8	(11)
On The Job	2.1	(10)	5.3	(5)	6.8	(4)

TABLE 4.2

MANAGER OPINIONS ABOUT THEIR OWN TRAINING NEEDS

Frequency of Mention:

	(%)	Rank
General Mgt	18.2	(1)
Leadership	12.3	(2)
Supervision	10.5	(3)
Physical Resources Mgt	9.5	(4)
Financial Mgt	9.1	(5)
Organizational Design & Development	8.4	(6)
Marketing Mgt	8.1	(7)
Mgt Information Systems	7.7	(8)
Accounting	4.6	(9)
Technical	4.6	(9)
Academic	2.1	(11)
Production Mgt	2.1	(11)
Industry Qualifications	1.1	(13)
Basic Skills	1.1	(13)
Mgt of Conflict & Change	.7	(15)

## V. CRITICAL INCIDENTS

The following tables group dichotomies of respondent subcategories and compare the subjects of the critical incidents that they related to interviewers. The degree to which the differences in critical incident subjects reflect actual differences in the two sub-populations is measured using a Chi Square test. The figure under the significance heading found on each table, refers to the probability that there is a consistent difference between the two sub-groups, and that the variances in answers are not coincidental or random. For example, a figure of .76 means that there is a 76% probability that the differences in responses illustrate a real difference in the two sub-populations.

TABLE 5.1

### CEO AND MANAGER RESPONSES

CEOs related 171 critical incidents, pertaining mostly to subordinates. Managers and supervisors cited 234 critical incidents relating to their own experiences.

Frequency of Mention:	CEO (%)	MGR (%)
Leadership	26.9 (1)	24.4 (1)
Supervision	21.6 (2)	17.9 (2)
Personnel Mgt	9.4 (3)	16.7 (3)
Organizational Design & Development	7.6 (5)	11.5 (4)
Financial Mgt	9.4 (3)	9.8 (5)
Physical Resources Mgt	5.8 (6)	4.7 (6)
Marketing Mgt	5.8 (6)	4.7 (6)
Management of Conflict & Change	4.7 (8)	3.4 (8)
Management Information Systems	2.3 (10)	3.4 (8)
Production Mgt	4.1 (9)	1.7 (10)

Significance

.64

As the table above shows, leadership and supervision issues were the most frequent subjects of both CEOs and managers critical incidents. One difference between the groups is that managers tended to relate critical incidents dealing with personnel management more frequently than CEOs.

A. CRITICAL INCIDENTS BY RESPONDENT CHARACTERISTICS

TABLE 5.2

OWNERSHIP

	Owners		Non-Owners	
	(%)	rank	(%)	rank
Leadership	18.3	(2)	28.2	(1)
Supervision	20.0	(1)	23.3	(2)
Personnel Mgt	15.0	(3)	6.8	(6)
Organizational Design & Dev	11.7	(4)	8.7	(4)
Financial Mgt	10.0	(5)	9.7	(3)
Physical Resources Mgt	10.0	(5)	6.8	(6)
Marketing Mgt	3.3	(9)	7.8	(5)
Mgt of Conflict & Change	6.7	(7)	3.9	(8)
Management Information Systems	0.0	-	1.0	(10)
Production Mgt	5.0	(8)	3.9	(8)

Significance

.40

The subjects of owner and non-owner critical incidents were very similar. Most dealt with leadership and supervision issues. Owners, however, cited more incidents involving personnel management and management of conflict and change than non-owners.

Marketing management featured more prominently in the critical incidents of non-owners than in those of owners.

TABLE 5.3

	<u>SEX</u>	
	Men	Women
	(%) rank	(%) rank
Leadership	27.1 (1)	20.9 (1)
Supervision	19.7 (2)	19.1 (2)
Personnel Mgt	11.5 (3)	19.1 (2)
Organizational Design & Dev	10.5 (4)	8.2 (5)
Financial Mgt	8.1 (5)	13.6 (4)
Physical Resources Mgt	7.1 (5)	7.3 (6)
Marketing Mgt	4.7 (7)	6.4 (7)
Mgt of Conflict & Change	3.7 (8)	4.5 (8)
Management Information System	3.7 (8)	.9 (9)
Production Mgt	3.7 (8)	0.0 (10)

Significance

.98

Leadership, supervision and personnel management were mentioned most often in the critical incidents of both men and women.

Financial management was a higher ranked subject in the critical incidents related by women.

TABLE 5.4

TENURE

	Short (%) (1-5 yrs)	Long (%) (More than 5 yrs)
	(%) rank	(%) rank
Leadership	26.2 (1)	23.5 (1)
Supervision	20.0 (2)	18.3 (2)
Personnel Mgt	12.8 (3)	15.7 (3)
Organizational Design & Dev	9.3 (4)	11.3 (5)
Financial Mgt	7.2 (6)	15.7 (3)
Mgt of Physical Resources	7.9 (5)	5.2 (6)
Marketing Mgt	5.9 (7)	3.5 (7)
Mgt of Conflict and Change	4.1 (8)	3.5 (7)
Mgt Information Systems	3.1 (10)	2.6 (9)
Production Mgt	3.4 (9)	1.9 (10)

Significance

.74

Leadership, supervision and personnel management ranked highest as the subject of critical incidents related by persons with both long and short tenure. One marked difference between the two groups was that CEOs and managers who had tenure of more than five years tended to cite critical incidents involving financial management issues more frequently than their counterparts who had tenures of five or fewer years.

TABLE 5.5  
QUALIFICATIONS

	Degree	No Degree
	(%) rank	(%) rank
Leadership	25.8 (1)	27.8 (1)
Supervision	18.8 (2)	21.4 (2)
Personnel Mgt	14.0 (3)	12.8 (3)
Organizational Design & Dev	10.8 (4)	8.6 (5)
Financial Mgt	9.7 (5)	9.1 (4)
Physical Resources Mgt	5.9 (6)	7.0 (6)
Marketing Mgt	5.4 (7)	4.8 (7)
Mgt of Conflict & Change	3.8 (8)	3.7 (8)
Mgt Information Systems	3.2 (9)	2.7 (9)
Production Mgt	2.7 (10)	2.1 (10)

Significance

.00

Surprisingly, possession of a university degree had no effect on the ranking of critical incident subjects. Experimentation with other combinations of educational qualifications, such as respondents with some formal post-secondary education versus those with none, showed the same lack of difference.

TABLE 5.6

AVAILABILITY OF MANAGERIAL TRAINING

	Available	Not Available
	(%) rank	(%) rank
Leadership	25.2 (1)	23.2 (1)
Supervision	18.1 (2)	18.3 (2)
Personnel Mgt	13.7 (3)	15.8 (3)
Organizational Design and Dev	9.8 (5)	13.3 (4)
Financial Mgt	11.1 (4)	5.8 (6)
Physical Resources Mgt	5.1 (7)	9.2 (5)
Marketing Mgt	6.4 (6)	5.0 (7)
Mgt of Conflict and Change	4.3 (8)	3.3 (9)
Mgt Information Systems	2.6 (10)	4.2 (8)
Production Mgt	3.0 (9)	1.7 (10)

Significance

.40

Leadership, supervision and personnel management featured among the most frequent subjects of the critical incidents cited both by respondents working in organizations where managerial training is available and by those who do not have access to such training.

Respondents who do not receive training, related more critical incidents concerning organizational design and development and physical resources management. Those for whom training is available tended to cite more critical incidents concerning their efforts in financial management.

## B. CRITICAL INCIDENTS BY ORGANIZATIONAL CHARACTERISTICS

TABLE 5.7

SECTOR (PRIVATE)

	Private	Others
	(%) rank	(%) rank
Leadership	26.5 (1)	21.6 (1)
Supervision	19.0 (2)	19.2 (2)
Personnel Mgt	11.9 (3)	17.6 (3)
Organizational Design and Dev	8.4 (5)	12.0 (4)
Financial Mgt	10.6 (4)	8.8 (5)
Physical Resources Mgt	8.4 (5)	3.2 (8)
Marketing Mgt	4.4 (7)	8.8 (5)
Mgt of Conflict and Change	4.4 (7)	3.2 (8)
Mgt Information Systems	2.2 (10)	4.0 (7)
Production Mgt	4.0 (9)	1.6 (10)

Significance

.82

Although the two highest ranked critical incident subjects were leadership and supervision for both private firms and organizations in other sectors, CEOs and managers of private firms tended to report fewer difficulties with personnel and marketing management.

They cited more critical incidents, however, pertaining to physical resources management than respondents working in parastatals and public organizations.

TABLE 5.8

SECTOR 2 (PARASTATALS)

	Parastatals		Others	
	(%)	rank	(%)	rank
Leadership	19.2	(1)	27.0	(1)
Supervision	19.2	(1)	19.0	(2)
Personnel Mgt	18.2	(3)	12.3	(3)
Organizational Design and Dev	13.1	(4)	8.3	(4)
Financial Mgt	10.1	(5)	4.4	(6)
Physical Resources Mgt	4.0	(7)	7.5	(5)
Marketing Mgt	10.1	(5)	4.4	(6)
Mgt of Conflict and Change	2.0	(8)	3.2	(9)
Mgt Information Systems	2.0	(8)	3.2	(9)
Production Mgt	2.0	(8)	3.6	(8)

Significance

.82

Like the CEOs and managers from private and public organizations, respondents working in parastatals related critical incidents concerning leadership, supervision and personnel management most frequently.

Persons working in parastatals, however, seemed to experience more critical incidents concerning organizational design and development and marketing than those working in private and public organizations.

TABLE 5.9

SECTOR 3 (PUBLIC)

	Public	Other
	(%) rank	(%) rank
Leadership	30.8 (1)	24.3 (1)
Supervision	19.2 (2)	19.1 (2)
Personnel Mgt	15.4 (3)	13.8 (3)
Organizational Design and Dev	7.7 (5)	9.8 (5)
Financial Mgt	3.8 (7)	10.5 (4)
Physical Resources Mgt	0.0 -	7.1 (6)
Marketing Mgt	3.8 (7)	6.2 (7)
Mgt of Conflict and Change	7.7 (5)	3.7 (8)
Mgt Information Systems	11.5 (4)	2.2 (10)
Production Mgt	0.0 -	3.4 (9)

Significance

.84

CEOs and managers working in the public sector seemed to have fewer difficulties meeting their organizations' expectations for financial, marketing and physical resources management than their counterparts in private companies and parastatals. They seemed, however, to have more difficulty managing conflict and change and satisfying their own and other's needs for information.

TABLE 5.10  
SIZE 1 (SMALL/MEDIUM)

	Small (1-49)	Medium (50-199)
	(%) rank	(%) rank
Leadership	26.0 (1)	19.8 (1)
Supervision	18.0 (2)	17.1 (3)
Personnel Mgt	10.0 (4)	18.0 (2)
Organizational Design and Dev	6.0 (7)	13.5 (4)
Financial Mgt	13.0 (3)	3.6 (8)
Physical Resources Mgt	7.0 (6)	10.8 (5)
Marketing Mgt	5.0 (8)	7.2 (6)
Mgt of Conflict and Change	8.0 (5)	2.7 (9)
Mgt Information Systems	4.0 (9)	4.5 (7)
Production Mgt	3.0 (10)	2.7 (9)

Significance

.94

After experimentation with various categories of employee sizes, 1 to 49, 50 to 199 more than 200, proved to be the divisions that offered the most insight into the types of critical incidents cited by respondents.

Leadership and supervision ranked as the top two subjects of the critical incidents related by the CEOs and managers of both small and medium organizations. The two groups differed, however, in the third and fourth ranked subjects. Attempts at financial management caused more critical incidents for those working in small organizations, while the managers of medium-sized firms experienced more difficulties with organizational design and development issues. The CEOs and managers of small firms also reported having more critical incidents involving the management of conflict and change than their counterparts from medium-sized firms.

TABLE 5.11

SIZE 2 (MEDIUM/LARGE)

	Medium (50-199)	Large (>200)
	(%) rank	(%) rank
Leadership	19.8 (1)	27.9 (1)
Supervision	17.1 (3)	21.4 (2)
Personnel Mgt	18.0 (2)	13.6 (3)
Organizational Design and Dev	13.5 (4)	9.3 (5)
Financial Mgt	3.6 (8)	12.9 (4)
Physical Resources Mgt	10.8 (5)	2.9 (8)
Marketing Mgt	7.2 (6)	5.7 (6)
Mgt of Conflict and Change	2.7 (9)	2.1 (9)
Mgt Information Systems	4.5 (7)	.7 (10)
Production Mgt	2.7 (9)	3.6 (7)

Significance

.98

CEOs and managers from medium and large firms related critical incidents involving leadership, supervision and personnel management more frequently than other topics. Those from medium-sized firms, however, had experienced more critical incidents dealing with organizational design and development issues, physical resources management and information systems. The managers of large firms had far more difficulty meeting their organizations' demands for financial management.

TABLE 5.12

MANAGERIAL LEVELS (CEO RESPONSES)

(The CEO and manager responses in this variable were dissimilar enough to be presented separately.)

	1 -2 Levels	>3 Levels
	(%) rank	(%) rank
Leadership	24.7 (1)	29.5 (1)
Supervision	21.5 (2)	21.8 (2)
Personnel Mgt	9.7 (5)	9.0 (3)
Organizational Design and Dev	10.8 (4)	3.8 (7)
Financial Mgt	12.9 (3)	5.1 (5)
Physical Resources Mgt	8.6 (6)	7.7 (4)
Marketing Mgt	3.2 (8)	9.0 (3)
Mgt of Conflict and Change	4.3 (7)	5.1 (5)
Mgt Information Systems	1.1 (10)	3.8 (7)
Production Mgt	3.2 (9)	5.1 (5)

Significance

.55

Most of the critical incidents from the CEOs of organizations with one or two levels, as well as those from firms with three or more levels dealt with leadership or supervision issues.

Personnel and marketing management tied for the third most frequent subject of critical incidents cited by CEOs from firms with three or more managerial levels. Financial management was the third most frequent topic of the critical incidents related by the CEOs from organizations with only one or two managerial levels.

Organizational design and development followed as the fourth most mentioned topic for CEOs from organizations with few managerial levels, but was one of the least mentioned subjects related by CEOs from firms with three or more levels.

TABLE 5.13

MANAGERIAL LEVELS (MANAGER RESPONSES)

	1 - 2 Levels	>3 Levels
	(%) rank	(%) rank
Leadership	24.0 (1)	24.8 (1)
Supervision	17.1 (2)	19.0 (2)
Personnel Mgt	15.5 (3)	18.1 (3)
Organizational Design and Dev	9.3 (5)	14.3 (4)
Financial Mgt	7.8 (6)	12.4 (5)
Physical Resources Mgt	10.1 (4)	1.9 (8)
Marketing Mgt	6.2 (7)	2.9 (6)
Mgt of Conflict and Change	4.7 (8)	1.9 (9)
Mgt Information Systems	3.9 (9)	2.9 (6)
Production Mgt	1.6 (10)	1.9 (9)

Significance

.77

Critical incidents dealing with organizational design and development issues and financial management were cited more frequently by managers from firms having three or more levels than managers from firms with fewer levels.

Managers from firms with one or two managerial levels tended to relate more incidents concerning physical resources and marketing management than their counterparts in firms with three or more levels.

It is also interesting to note the dissimilarities in the rankings of subjects between the CEO and manager critical incidents from firms with three or more levels. While the responses of the CEOs and managers of firms with one or two managerial levels are, for the most part, similar, the responses from the CEOs and managers from organizations with more levels are significantly different.

The managers of these firms were concerned with the difficulties they had experienced during their efforts to deal with organizational design and development issues and financial management. CEOs, on the other hand, were more aware of critical incidents pertaining to marketing, physical resources and production management and conflict resolution than their subordinates.

TABLE 5.14

NUMBER OF MANAGERS/SUPERVISORS (CEO RESPONSES)

	1-10 Mgrs/Spv	>10 Mgrs/Spv
	(%) rank	(%) rank
Leadership	26.2 (1)	28.2 (1)
Supervision	26.2 (1)	17.5 (2)
Personnel Mgt	9.8 (4)	8.7 (4)
Organizational Design and Dev	8.2 (5)	6.8 (7)
Financial Mgt	11.5 (3)	7.8 (5)
Physical Resources Mgt	4.9 (7)	10.7 (3)
Marketing Mgt	3.3 (8)	7.8 (5)
Mgt of Conflict and Change	6.6 (6)	3.9 (9)
Mgt Information Systems	1.6 (9)	2.9 (10)
Production Mgt	1.6 (9)	5.8 (8)

Significance

.40

CEO and manager responses for this variable are presented separately, because of the dissimilarities in the answers of the two groups.

Financial management was a more frequent subject of critical incidents, related by the CEOs of firms having nine or fewer managers and supervisors, than by CEO respondents from firms with more than nine such employees. They also cited more critical incidents involving the management of conflict and change.

CEOs from firms that had more than nine managers and supervisors tended to recall more incidents dealing with marketing, physical resources and production management.

TABLE 5.15

NUMBER OF MANAGERS/SUPERVISORS (MANAGER RESPONSES)

	1-10 Mgrs/Spv		>10 Mgrs/Spv	
	(%)	rank	(%)	rank
Leadership	19.1	(2)	25.3	(1)
Supervision	14.9	(3)	18.8	(2)
Personnel Mgt	23.4	(1)	15.1	(3)
Organizational Design and Dev	8.5	(5)	12.4	(4)
Financial Mgt	8.5	(5)	10.2	(5)
Physical Resources Mgt	10.6	(4)	5.4	(6)
Marketing Mgt	6.4	(7)	4.3	(7)
Mgt of Conflict and Change	4.3	(8)	3.2	(9)
Mgt Information Systems	0.0	-	4.3	(7)
Production Mgt	4.3	(8)	1.1	(10)

Significance

.60

Personnel management was the highest rated critical incident topic related by managers working in organizations with between 1 and 10 managers or supervisors. They had experienced more incidents involving physical resources than their counterparts working in firms with more managers/supervisors; and far more than the CEOs in their firms were aware of, judging from the relatively low ranking that physical resources management had in the critical incidents of CEOs from the same-sized firms.

TABLE 5.16

ACTIVITY 1 (FINANCIAL)

	Financial	Others
	(%) rank	(%) rank
Leadership	22.4 (1)	26.3 (1)
Supervision	16.5 (3)	20.3 (2)
Personnel Mgt	21.2 (2)	11.3 (3)
Organizational Design and Dev	14.1 (4)	8.8 (5)
Financial Mgt	14.1 (4)	8.4 (6)
Physical Resources Mgt	0.0 -	9.1 (4)
Marketing Mgt	7.1 (6)	4.7 (7)
Mgt of Conflict and Change	1.2 (8)	4.7 (7)
Mgt Information Systems	1.2 (8)	3.4 (9)
Production Mgt	2.4 (7)	2.8 (10)

Significance

99

Leadership was the most frequently mentioned topic of the critical incidents related by the CEOs and managers from both financial and other organizations. Respondents from financial institutions, however, cited more incidents involving personnel management issues than their counterparts from other types of firms. No one from a financial institution related a critical incident involving the management of physical resources.

TABLE 5.17  
ACTIVITY 2 (SERVICES)

	Services	Others
	(%) rank	(%) rank
Leadership	26.1 (1)	25.2 (1)
Supervision	15.7 (3)	21.0 (2)
Personnel Mgt	18.3 (2)	11.7 (3)
Organizational Design and Dev	9.6 (4)	10.0 (5)
Financial Mgt	6.1 (6)	11.0 (4)
Physical Resources Mgt	6.1 (6)	7.6 (6)
Marketing Mgt	7.8 (5)	4.1 (7)
Mgt of Conflict and Change	3.5 (8)	4.1 (7)
Mgt Information Systems	3.5 (8)	2.8 (9)
Production Mgt	3.5 (8)	2.4 (10)

Significance

.56

Like their counterparts in financial institutions, CEOs and managers working in service industries placed more emphasis on critical incidents involving personnel management than respondents from other types of industries. They also experienced more critical incidents dealing with marketing management, but fewer involving financial management.

TABLE 5.18  
ACTIVITY 3 (COMMERCE)

	Commerce		Others	
	(%)	rank	(%)	rank
Leadership	24.1	(1)	25.8	(1)
Supervision	21.5	(2)	19.0	(2)
Personnel Mgt	6.3	(6)	15.3	(3)
Organizational Design and Dev	6.3	(6)	10.7	(4)
Financial Mgt	10.1	(4)	9.5	(5)
Physical Resources Mgt	11.4	(3)	6.1	(6)
Marketing Mgt	3.8	(9)	5.5	(7)
Mgt of Conflict and Change	8.9	(5)	2.8	(9)
Mgt Information Systems	2.5	(10)	3.1	(8)
Production Mgt	5.1	(8)	2.1	(10)

Significance

.94

CEOs and managers retailing and wholesaling firms tended to relate fewer incidents involving personnel management and organizational design and development than respondents from other industries. Financial and physical management were higher ranked topics in their critical incidents. They were also more likely to cite incidents concerning the management of conflict and change than persons working in other types of organizations.

TABLE 5.19  
ACTIVITY 4 (MANUFACTURING)

	Manufacturing		Others	
	(%)	rank	(%)	rank
Leadership	21.2	(2)	26.1	(1)
Supervision	25.0	(1)	18.7	(2)
Personnel Mgt	9.6	(4)	14.2	(3)
Organizational Design and Dev	7.7	(5)	10.2	(4)
Financial Mgt	7.7	(5)	9.9	(5)
Physical Resources Mgt	11.5	(3)	6.5	(6)
Marketing Mgt	5.8	(7)	5.1	(7)
Mgt of Conflict and Change	3.8	(9)	4.0	(8)
Mgt Information Systems	5.8	(7)	2.5	(10)
Production Mgt	1.9	(10)	2.8	(9)

Significance

.25

Although significance is rather low, the table shows some differences between manufacturing firms and other types of organizations that seem intuitively correct. The highest ranking critical incident topic mentioned by the CEOs and managers of manufacturing firms was supervision, not leadership. They also mentioned more critical incidents involving physical resources management and management information issues than their counterparts in other industries.

TABLE 5.20

ACTIVITY 5 (AGRI-BUSINESS)

	Agri-Business		Others	
	(%)	rank	(%)	rank
Leadership	40.0	(1)	24.7	(1)
Supervision	25.0	(2)	19.2	(2)
Personnel Mgt	0.0	(6)	14.3	(3)
Organizational Design and Dev	10.0	(4)	9.9	(4)
Financial Mgt	20.0	(3)	9.1	(5)
Physical Resources Mgt	5.0	(5)	7.3	(6)
Marketing Mgt	0.0	(6)	5.5	(7)
Mgt of Conflict and Change	0.0	(6)	4.2	(8)
Mgt Information Systems	0.0	(6)	3.1	(9)
Production Mgt	0.0	(6)	2.9	(10)

Significance

.69

Nearly half of the CEOs and managers from agri-businesses cited critical incidents involving leadership issues, compared to 25 percent of respondents working in other industries. They also related critical incidents concerning financial management more frequently than their counterparts from other types of organizations.

They did not, however, relate critical incidents dealing with personnel, marketing and production management, or management of conflict and change and management information systems.

## VI. TRAINING AND PROMOTION

### Training That Will Lead To Senior Manager Promotion

The CEOs interviewed said that typically their senior managers required general management training before they could be promoted. Other frequently mentioned subjects were financial management, technical skills, personnel management and marketing management. CEOs reported that another important factor in senior management promotion was the overall seasoning and experience of the candidate.

TABLE 6.1 TRAINING LEADING TO SENIOR MANAGER PROMOTION

	(N)	(%)
General Management	27	17.3
Financial Management	14	9.0
On the Job	12	7.7
Technical	10	6.4
Personnel Management	9	5.8
Marketing	9	5.8
Training of Trainers	7	4.5
Administration	5	3.2
Communication	5	3.2
Interpersonal Relations	5	3.2
Industrial Relations	4	2.6
Planning	4	2.6
Master's Degree	4	2.6
Accounting	3	1.9
Budgeting	3	1.9
Production Management	3	1.9
Sales	3	1.9
Human Resources Mgt	2	1.3
Staff Appraisal	2	1.3
Time Management	2	1.3
Labor Laws	2	1.3
Bachelor's Degree	2	1.3
Public Relations	2	1.3
Delegation	1	.6
Leadership	1	.6
Negotiation	1	.6
Presentation Skills	1	.6
Supervision	1	.6
Team Building	1	.6
Shipping/Receiving	1	.6
Stores Management	1	.6
Grievance Procedures	1	.6
Office Procedures	1	.6
Banking	1	.6
Computers	1	.6
Customer Relations	1	.6
Decision Making	1	.6
O Levels	1	.6
Disciplining	1	.6
	<hr/> 155	<hr/> 100

## Training That Will Lead to Middle Manager Promotion

As the table below shows, general management training was also the most frequently mentioned topic leading to middle management promotion. Technical performance however is more important to middle managers seeking promotion than it is to senior managers. CEOs also rated the ability to communicate and train others as important.

TABLE 6.2      TRAINING LEADING TO MIDDLE MANAGER PROMOTION

	(N)	(%)
General Management	18	14.8
Technical	12	9.8
Communication	8	6.6
Training of Trainers	8	6.6
Accounting	7	5.7
Delegation	5	4.1
Personnel Management	5	4.1
On the Job	5	4.1
Interpersonal Relations	4	3.3
Supervision -	4	3.3
Financial Management	4	3.3
Administration	3	2.5
Budgeting	3	2.5
Bachelor's Degree	3	2.5
Computers	3	2.5
Leadership	2	1.6
Team Building	2	1.6
Labor Laws	2	1.6
Banking	2	1.6
Marketing	2	1.6
Planning	2	1.6
Sales	2	1.6
Systems	2	1.6
Master's Degree	2	1.6
Human Resources Mgt.	1	.8
Negotiation	1	.8
Costing	1	.8
Production Management	1	.8
Shipping/Receiving	1	.8
Office Procedures	1	.8
Coordination	1	.8
O Levels	1	.8
Operations	1	.8
Public Relations	1	.8
Credit Management	1	.8
	<u>122</u>	<u>100</u>

Training That Will Lead to Supervisor Promotion

CEOs said that technical skills are of primary consideration when making decisions about the promotion of supervisors. General management and accounting training, and the ability to communicate were also rated as important.

TABLE 6.3                      TRAINING LEADING TO SUPERVISOR PROMOTION

	(N)	(%)
Technical	22	15.7
General Management	15	10.7
On the Job	11	7.9
Communication	8	5.7
Accounting	8	5.7
Training of Trainers	7	5.0
Interpersonal Relations	6	4.3
Supervision	6	4.3
Administration	5	3.6
Product Management	4	2.9
Marketing	4	2.9
O Levels	4	2.9
Personnel Marketing	3	2.1
Banking	3	2.1
Public Relations	3	2.1
Sales	3	2.1
Delegation	2	1.4
Team Building	2	1.4
Costing	2	1.4
Office Procedures	2	1.4
Bachelor's Degree	2	1.4
Planning	2	1.4
Assertiveness	1	.7
Human Resources Mgt.	1	.7
Negotiation	1	.7
Budgeting	1	.7
Financial Management	1	.7
Pricing	1	.7
Stores Management	1	.7
Grievance Procedures	1	.7
Computers	1	.7
Coordination	1	.7
Customer Relations	1	.7
Decision Making	1	.7
Insurance	1	.7
Systems	1	.7
Credit Management	1	.7
Master's Degree	1	.7
	<u>140</u>	<u>100</u>

## Tasks That Senior Managers Will Perform After Promotion

When interviewers asked CEOs what tasks they would expect various levels of managers to perform after their next promotion, they answered with specific skills as well as with behavioral differences.

The CEOs interviewed, expected senior managers to accept more formal and informal responsibility after they were promoted. CEOs want newly promoted senior managers to have increased sectional and divisional responsibility, while providing better leadership and being more accountable for results. Senior managers are also be expected to play a greater role in the overall development of their organizations including representing the organization, seeking new opportunities and setting policy.

TABLE 6.4

### TASKS AFTER SENIOR MANAGER PROMOTION

	(N)	(%)
Have Divisional or Sectional Responsibility	32	30.5
Be Accountable	10	9.5
Provide Leadership	10	9.5
Coordinate	9	8.6
Promote Business/Public Relations	8	7.6
Develop Business	7	6.7
Set Policy	6	5.7
Approve Projects	4	3.8
Train Staff	4	3.8
Technical	3	2.9
Be Part of a Team	2	1.9
Supervise Professionals	2	1.9
Monitor the Environment	2	1.9
Control Inventory	2	1.9
Set Targets	1	1.0
Control Quality	1	1.0
Partnership	1	1.0
	<u>105</u>	<u>100</u>

Tasks That Middle Managers Will Perform After Promotion

CEOs also expected middle managers to have greater divisional responsibility and to provide better leadership after their next promotion. They, however, placed less emphasis on middle managers playing development or promotional roles in their new positions.

TABLE 6.5

TASKS AFTER MIDDLE MANAGER PROMOTION

	(N)	(%)
Have Divisional or Sectional Responsibility	35	42.7
Provide Leadership	12	14.6
Coordinate	6	7.3
Approve Projects	4	4.9
Be Accountable	4	4.9
Supervise Professional Staff	4	4.9
Promote Business/Public Relations	3	3.7
Technical	3	3.7
Control Inventory	2	2.4
Set Policy	2	2.4
Develop Business	2	2.4
Be Part of a Team	1	1.2
Train Staff	1	1.2
Control Quality	1	1.2
	<u>82</u>	<u>100</u>

Tasks That Supervisors Will Perform After Promotion

Supervisors are expected to take on divisional or sectional responsibility after their next promotion, although in fewer numbers than more senior managers. CEOs said that it is important, also, that supervisors be better coordinators and provide stronger leadership to subordinates.

TABLE 6.6

TASKS AFTER SUPERVISOR PROMOTION

	(N)	(%)
Have Divisional or Sectional Responsibility	16	18.8
Coordinate	15	17.6
Provide Leadership	12	14.1
Technical	7	8.2
Be Accountable	6	7.1
Supervise Professional Staff	6	7.1
Promote Business/Public Relations	6	7.1
Be Part of a Team	5	5.9
Approve Projects	4	4.7
Control Inventory	3	3.5
Set Targets	2	2.4
Train Staff	1	1.2
Monitor the Environment	1	1.2
Invest Company Funds	1	1.2
	<hr/> 85	<hr/> 100

## VII. PAST TRAINING

CEOs and managers tended to disagree about the availability of appropriate management training in their organizations. CEOs reported that 75 percent of their managers received the type of training that they suggested during the interview. Fifty-two percent of the managers interviewed, however, claimed to never receive the type of management training that they desire most.

TABLE 7.1

FREQUENCY WITH WHICH MANAGERS RECEIVE THE TYPE OF TRAINING SUGGESTED

CEO Responses:		Manager Responses:	
Frequently	75.3%	Never	51.8%
Never	14.3%	Frequently	46.0%
Occasionally	10.4%	Occasionally	2.2%

Preventions

CEOs and managers were asked what factors prevented managers from receiving the training that they and their superiors deemed appropriate.

TABLE 7.2

CEO RESPONSES:

Lack of Availability	33%
Lack of Time	15%
Company is Too Small	12%
Lack of Money	12%
Staff Shortages	6%
Training Not a Priority	5%
Problem Selecting Courses	6%
Training is Not Needed	3%
Problem with Retention	3%
Timing of Courses	3%

TABLE 7.3

MANAGER RESPONSES:

Lack of Company Support	28%
Lack of Time	23%
Training Not Needed	16%
Lack of Money	14%
Lack of Availability	11%
Not in Trainable Group	4%
Problem Selecting Courses	3%

Participants

CEOs reported that senior managers were the most frequent training participants. Forty-two percent said that senior managers received training, compared to 32 percent of middle managers and 24 percent of supervisors. Eighteen percent said that all levels of managers and supervisors have attended courses.

Providers

Local and regional training institutes were the usual providers of management and industry-specific training. Consultants and company-based training programs were the next most popular choices. The most frequently mentioned local and regional trainers were IDM, UNISWA, MAMC, SIMPA, Liwati and ESAMI.

Venues

Most training (63%) was held at local or regional venues, although, nearly a fifth of those who received training, including company-based training, had gone overseas to attend courses.

TABLE 7.4

VENUES

Local	29%
Regional	21%
Overseas	19%
Other Africa	17%
In-House	13%

## Previous Topics

Predictably, general management was at the top of the list of courses previously taken by managers. Financial and marketing management courses, however, were attended more than the opinions about training needs and critical incidents would suggest.

### TABLE 7.5

#### PREVIOUS TOPICS

General Management (26%)

including:

- Administration
- Planning
- Systems
- Operations
- Time Management

Financial Management (10%)

including:

- Auditing
- Costing
- Taxation
- Pricing
- Credit Management

Marketing Management (9%)

including:

- Sales
- Customer Relations
- Public Relations

Leadership (8%)

including:

- Communication
- Interpersonal Relations
- Leadership
- Team Building

Organizational Design and Development (8%)

including:

- Training

Accounting (7%)

Industry Qualification (5%)

Management Information Systems (5%)

including:  
- Computers  
- Grievance Procedures  
Personnel Management (4%)

Technical (4%)

Supervision (4%)

Production Management (3%)

Physical Resources Management (3%)

including:  
- Shipping/Receiving  
- Stores Management  
- Inventory Management

Management of Conflict and Change (3%)

including:  
- Negotiation

Academic (2%)

including:  
- MBA

### Length

Short courses lasting a few weeks or less were the most popular, although, longer courses were also well attended by the sample group.

TABLE 7.6

### LENGTH

Few Weeks	34%
Few Days	29%
One to Two Months	12%
Three to Six Months	12%
Longer than Six Months	11%

### VIII. SUB-CATEGORIES BY TRAINING NEEDS

The table below is a matrix which acts as a summary of previous sections. It shows the relationships between critical incident subjects and the various sub-populations of the overall sample. The cells in the matrix contain T (top), M (medium) or L (low) which indicate the priority that each topic has to a specific sub-group, based on frequency of mention.

Top priority topics were the subject of at least 15 percent of the critical incidents cited by a sub-group. Medium priority topics were the subject of between 5 and 15 percent of critical incidents. Low priority was assigned to any subject appearing in fewer than 5 percent of the critical incidents related to interviewers.

TABLE 8.1

#### SUB-CATEGORIES BY TRAINING NEEDS

	LDR	SPV	PSN	OD	FIN	PHY	MKT	CNF	MIS	PRD
<b>STATUS</b>										
CEO	T	T	M	M	M	M	M	L	L	L
Manager	T	T	T	M	M	M	L	L	L	L
<b>OWNERSHIP</b>										
Owner	T	T	M	L	M	M	L	L	L	L
Non-owner	T	T	M	L	M	M	L	L	L	L
<b>SEX</b>										
Men	T	T	M	M	M	M	L	L	L	L
Women	T	T	T	M	M	M	M	L	L	L
<b>TENURE</b>										
1-5 Yrs	T	T	M	M	M	M	M	L	L	L
>5 Yrs	T	T	T	M	T	M	L	L	L	L
<b>QUALIFICATIONS</b>										
Degree	T	T	M	M	M	M	M	L	L	L
No Degree	T	T	M	M	M	M	L	L	L	L
<b>TRAINING?</b>										
Yes	T	T	M	M	M	M	M	L	L	L
No	T	T	T	M	M	M	L	L	L	L

	LDR	SPV	PSN	OD	FIN	PHY	MKT	CNF	MIS	PRD
CTOR										
Private	T	T	M	M	M	M	L	L	L	L
Parastatal	T	T	T	M	M	L	M	L	L	L
Public	T	T	T	M	L	L	L	M	M	L
SIZE										
Small	T	T	M	M	M	M	L	M	L	L
Medium	T	T	T	M	L	M	M	L	L	L
Large	T	T	M	M	M	L	M	L	L	L
NO OF MANAGERS (CEOS)										
1-3	T	T	M	M	M	L	L	M	L	L
>3	T	T	M	M	M	M	M	L	L	M
NO OF MANAGER (MGRS)										
1-3	T	M	T	M	M	M	M	L	L	L
>3	T	T	T	M	M	M	L	L	L	L
NO OF LEVELS (CEOS)										
1-2	T	T	M	M	M	M	L	L	L	L
>2	T	T	M	L	M	M	M	M	L	M
NO OF LEVELS (MGRS)										
1-2	T	T	T	M	M	M	M	L	L	L
>2	T	T	T	M	M	L	L	L	L	L
BUSINESS ACTIVITY										
Financial	T	T	T	M	M	L	M	L	L	L
Service	T	T	T	M	M	M	M	L	L	L
Commerce	T	T	M	M	M	M	L	M	L	M
Agri-Business	T	T	L	M	T	L	L	L	L	L
Manufacturing	T	T	M	M	M	M	M	L	M	L

## TOP AND MEDIUM PRIORITY TRAINING NEEDS

The following is a list of some high and medium training priorities shown by the assessment data:

According to Status:

### 1. CEOs

#### Top Priority Training Needs:

Leadership  
Supervision

#### Medium Priority Training Needs:

Organizational Design & Dev.  
Financial Mgt  
Physical Resources Mgt  
Marketing Mgt

### 2. Managers

#### Top Priority Training Needs:

Leadership  
Supervision  
Personnel Mgt

#### Medium Priority Training Needs:

Organizational Design & Dev.  
Financial Mgt  
Physical Resources Mgt

According to Sector:

### 1. Private

#### Top Priority Training Needs:

Leadership  
Supervision

#### Medium Priority Training Needs:

Personnel Mgt.  
Organizational Design & Dev.  
Financial Mgt.  
Physical Resources Mgt.

### 2. Parastatal

#### Top Priority Training Needs:

Leadership  
Supervision  
Personnel Mgt.

#### Medium Priority Training Needs:

Organizational Design & Dev.  
Financial Mgt.  
Marketing Mgt.

### 3. Public

#### Top Priority Training Needs:

Leadership  
Supervision  
Personnel Mgt.

#### Medium Priority Training Needs:

Organizational Design & Dev.  
Mgt. of Conflict and Change  
Mgt. of Information Systems

According to Size:

1. Small

Top Priority Training Needs:

Leadership  
Supervision

Medium Priority Training Needs:

Personnel Mgt.  
Organizational Design & Dev.  
Financial Management  
Mgt. of Conflict and Change

2. Medium-Sized

Top Priority Training Needs:

Leadership  
Supervision  
Personnel Mgt.

Medium Priority Training Needs:

Organizational Design & Dev.  
Physical Resources Mgt.  
Marketing Mgt.

3. Large

Top Priority Training Needs:

Leadership  
Supervision

Medium Priority Training Needs:

Personnel Mgt.  
Organizational Design & Dev.  
Financial Mgt.  
Marketing Mgt.

According to Industry:

1. Financial

Top Priority Training Needs:

Leadership  
Supervision  
Personnel Mgt.

Medium Priority Training Needs:

Organizational Design & Dev.  
Financial Mgt.  
Marketing Mgt.

2. Service

Top Priority Training Needs:

Leadership  
Supervision  
Personnel Mgt.

Medium Priority Training Needs:

Organizational Design & Dev.  
Financial Mgt.  
Physical Resources Mgt.  
Marketing Mgt.

3. Commerce

Top Priority Training Needs:

Leadership  
Supervision

Medium Priority Training Needs:

Personnel Mgt.  
Organizational Design & Dev.  
Financial Mgt.  
Physical Resources Mgt.  
Mgt. Conflict and Change  
Production Mgt.

4. Agri-Business

Top Priority Training Needs:

Leadership  
Supervision  
Financial Mgt.

Medium Priority Training Needs:

Organizational Design & Dev.

5. Manufacturing

Top Priority Training Needs:

Leadership  
Supervision

Medium Priority Training Needs:

Personnel Mgt.  
Organizational Design & Dev.  
Financial Mgt.  
Physical Resources Mgt.  
Marketing Mgt.  
Mgt. of Information Systems

## IX. COMMENTS ABOUT COURSE DESIGN

Some suggestions about using the data contained in this assessment as an input to course design, are as follows:

1. Attention should be paid to possible groupings of course topics. Medium and low priority topics can be presented along with those of high, universal demand. For example, financial management for which there is medium/high priority could be combined with physical resources management, which is generally a medium/low priority topic, in a non-human resources management course.

Two other possible groupings are:

Human Resources Mgt.  
sub-options:

Leadership  
Supervision  
Personnel Management  
Management of Conflict and Change

Mgt. of Operational Functions  
sub-options:

Management of Physical Resources  
Marketing Management  
Production Management

2. Information about the length and venues of past training can be used as a aid in designing future training.

3. The data give guidance to course content, as well as overall packaging. While the critical incident data point to the content of management courses geared for various sub-groups, the listing of training needs opinions gives marketing guidance by suggesting course titles and target groups. For example, the data collected through critical incidents suggest that personnel management is a top or medium priority training need for most managers, although it tended to rank at the bottom of the CEOs' list of needs which was dominated by general management training. Thus, a course entitled 'Personnel Management' may not elicit much interest, but a general management course which includes a personnel management module would perhaps create interest while at the same time address an important, if unrecognized training need.

4. The list of tasks that CEOs expect managers to perform after their next promotion supports other data suggesting the need for leadership, supervision and general management training. CEOs reported that managers can expect to have more divisional and sectional responsibility, and be required to provide more effective leadership. It is understandable, therefore that CEOs recommended general management training more frequently than specific functional training. When looking at the data derived from critical incidents, leadership and supervision are identified as top priority training needs for most managers, while specific functional topics usually rate as medium or low priority. This suggests that there may be more of a need for general management training than for in-depth training in any specific functional area.

5. Treatment of various topics should vary with the level of the manager and the size of his or her organization. For example, leadership training was of high priority for all levels of managers and sizes of companies. Leadership training for a supervisor working in a small company may include assertiveness training, and interpersonal and communication skills. Leadership training for a senior manager in a large organization might include such issues as developing appropriate corporate culture and team building. The tasks that CEOs expect managers of various levels to perform after their next promotion give clues about the level at which subjects should be treated.

6. The information about manager promotion provides a measure with which to judge the success of training. The extent to which managers are promoted after receiving the training that CEOs say will lead to promotion will give an indication of the appropriateness of that training.

APPENDIX A

(List of Organizations Interviewed)

Private Companies

AMI (Transportation)  
Apollo Printers (Pty) Ltd.  
Arcade Jeweller (Pty) Ltd.  
Art Signs (Pty) Ltd.  
Associated Insurance Brokers  
Atlantis (Swaziland) (Pty) Ltd. (Automobile Mechanics)  
Auto Metal Panel Beaters  
B.M.N. Wire Products (Pty) Ltd.  
Bambi Stewart (Auctioneers and General Agents)  
Bank of Credit and Commerce  
Barnet Auto Spares  
Beral Swaziland (Pty) Ltd. (Automobile Parts Manufacturer)  
Big Bend Sugar Estate  
Boiler Services (Pty) Ltd.  
Bromor Foods (Pty) Ltd.  
Cathula Dressmaking (Pty) Ltd.  
Centrepont (Pty) Ltd. (Office Rental and Services)  
Cletta's Uniforms  
Computronics (Computer Sales and Training)  
Conco Limited (Beverage Syrup Manufacturer)  
Conway Nyman (Pty) Ltd. (Construction)  
Crookes Plantations (Pty) Ltd. (Ranch)  
Dream Dresses  
Dulux (Pty) Ltd. (Paints Sales)  
Ekhaya Bottle Store  
Electrical Wholesale (Pty) Ltd.  
Expertype (Pty) Ltd. (Secretarial Service)  
Express Textile Mills  
Farm Chemicals  
Fisher Hoffman Stride & Company (Insurance Broker)  
Gardini & Sons (Pty) Ltd. (Construction)  
Hytec (Pty) Ltd. (Hydraulic Engineering)  
Injiliva Swaziland Metal Tanks (Pty) Ltd.  
Inter Africa Supplies (Pty) Ltd.  
Inyoni Yami Swaziland Irrigation Scheme  
J.J. Rudolph & Sons (Poultry Farm)  
Kadekwasa Sibona Maswati (Pty) Ltd. (Retail)  
Khanyisa Trading (Tire Sales) .  
Kowloon Fast Foods (Pty) Ltd. .  
Lesco Engineering Works (Pty) Ltd.  
Macmillan Boleswa (Book Publisher)  
Magnum Panel Beaters (Pty) Ltd.  
Manica Freight Services  
Master Motor Engineering  
Metro Cash & Carry  
National Refrigeration & Scale (Pty) Ltd.  
National Textile Corporation  
OK Bazaars (Pty) Ltd. (Retail)  
Progressive Engineering (Pty) Ltd.

R.G.R. Services (Pty) Ltd. (Construction)  
 Sikanye Footwear (Pty) Ltd.  
 Spar (Pty) Ltd. (Retail)  
 Standard Chartered Bank of Swaziland  
 Swazi Brake & Clutch (Pty) Ltd.  
 Swazi Mills  
 Swazi Paper Mills  
 Swazi Tie & Dye  
 Swazi Timber Products (Pty) Ltd.  
 Swaziland Cement Products  
 Swaziland Contract Furniture  
 Swaziland Cotona Cotton Ginning Co.  
 Swaziland Printing & Publishing  
 Swaziland Property Market  
 Swaziland Sales & Services  
 Swaziland United Bakeries  
 Swaziland Warehouse  
 Swazipharm Wholesale (Pty) Ltd.  
 Tate & Lyle Engineering  
 Trans-National (Pty) Ltd. (Transportation)  
 Trupeg Stores (Pty) Ltd.  
 Union Bank of Swaziland Limited  
 Unozidumo & Sons (Pty) Ltd. (Retail)  
 Unozidumo Investments (Woodwork)  
 Village Crafts & Curios  
 Webster Print (Pty) Ltd

#### Parastatals and Public Organizations

Barclays Bank of Swaziland Ltd.  
 Central Bank of Swaziland  
 Central Transport Administration  
 Community Development  
 Jubilee Printing & Publishing  
 Mbabane Town Council  
 Ministry of Commerce, Industry & Tourism  
 Ministry of Finance  
 Ministry of Labour  
 Ministry of Natural Resources  
 National Agricultural Marketing Board  
 Post & Telecommunications  
 Protea Piggs Peak Hotel & Casino  
 Regional Administration, Rhoohho  
 Royal Swazi Airways  
 Royal Swaziland Sugar Corporation  
 Sebenta National Institute  
 Small Enterprise Development Company  
 Swaziland Building Society  
 Swaziland Development Bank  
 Swaziland Electricity Board  
 Swaziland Industrial Development Corp.  
 Swaziland National Provident Fund  
 Swaziland Royal Insurance Corporation  
 Swaziland Television Authority  
 Veterinary Services  
 Water & Sewerage Board

## APPENDIX B

### (List of CEO Variables)

#### Company Variables

Sector  
Company's activities  
Ownership of firm  
Nationality of owner  
Major clients  
Nationality of major clients  
Number of employees  
Number of managers  
Number of managerial levels

#### CEO Variables

CEO's title  
CEO's sex  
CEO's qualifications  
CEO's experience in the industry  
CEO's previous position  
Person to whom the CEO reports  
Areas that the CEO oversees  
Functions that the CEO does not delegate  
Most senior person who reports to CEO  
Most junior person who reports to CEO

#### Training Variables

Critical Incident  
Training for Senior Managers suggested by CEO  
Training for Middle Managers suggested by CEO  
Training for Supervisors suggested by CEO  
Frequency with which managers receive suggested training  
Levels of managers who have received training  
Length of previous managerial training  
Factors that prevent managerial training  
Training that could lead to a promotion for Senior Managers  
Training that could lead to a promotion for Middle Managers  
Training that could lead to a promotion for Supervisors  
Future tasks that would necessitate suggested Senior Manager training  
Future tasks that would necessitate suggested Supervisor training  
Suggested ways to strengthen the private sector and increase the participation of Swazis in that sector

APPENDIX C

(List of Manager Variables)

Manager Variables

Title  
Person to whom manager reports  
Role in company  
Years in company  
Years in current position  
Previous position  
Years in industry  
Qualifications  
Most senior person who reports to manager  
Most junior person who reports to manager

Training Variables

Critical Incident  
Desired areas of managerial training for self  
Frequency with which manager receives desired training  
Conductors of previous managerial training  
Topics of previous managerial training  
Length of previous managerial training  
Venues of previous managerial training  
Factors that prevent training  
Training that would lead to the manager's promotion  
Anticipated future tasks that would necessitate suggested training

APPENDIX D

(Expanded Industry List)

Agri-Business

Cotton Ginning  
Fruit Cannery  
Forestry  
Fruit Canner  
Sugar

Financial

Commercial Bank  
Insurance  
Real Estate  
Other Financial Institutions

Manufacturing

Footwear  
Metal Products  
Textiles  
Other Manufacturer

Services

Sales and Repairs of Vehicles  
Transportation  
Building and Construction  
Communications  
Tourism  
Other Services

Commerce

Retail  
Wholesale

## APPENDIX E

(Expanded List of Training Topics)

### LEADERSHIP

Communicating  
Decision Making  
Developing Staff  
Motivating

#### In Respondents' Words

Assertiveness  
Communication  
Decision Making  
Interpersonal  
Leadership  
Motivation  
Presentation Skills  
Responsibility  
Team Building

### SUPERVISION

Correcting Performance  
Evaluating Performance  
Measuring Performance  
Developing Performance Standards

#### In Respondents' Words

Discipline  
Staff Appraisal  
Supervision

### PERSONNEL MANAGEMENT

Forecasting  
Developing Objectives  
Reviewing Policies  
Reviewing Procedures  
Action Plan  
Obtaining Staff

#### In Respondents' Words

Hiring Staff  
Human Resources  
Industrial Relations  
Personnel  
Training

### ORGANIZATIONAL DEVELOPMENT

Developing Organizational Structure  
Delegating Responsibility and Authority

Developing Relationships  
Organizing

In Respondents' Words  
Delegation

### FINANCIAL MANAGEMENT

Correcting Performance  
Evaluating Performance  
Measuring Performance  
Developing Performance Standards  
Obtaining Finance  
Forecasting  
Developing Objectives  
Reviewing Policies  
Reviewing Procedures  
Action Plans

In Respondents' Words

Auditing  
Bookkeeping  
Budgeting  
Costing  
Credit Management  
Finance  
Financial Statements  
Pricing  
Taxation

### MANAGEMENT OF PHYSICAL RESOURCES

#### Machines

Correcting Performance  
Evaluating Performance  
Measuring Performance  
Developing Performance Standards  
Forecasting  
Developing Objectives  
Reviewing Policies  
Reviewing Procedures  
Action Plan  
Obtaining Machines

#### Materials

Correcting Performance  
Evaluating Performance  
Measuring Performance  
Developing Performance Standards  
Forecasting  
Developing Objectives  
Reviewing Policies  
Reviewing Procedures

Action Plan  
Obtaining Materials

In Respondents' Words  
Inventory  
Shipping and Receiving  
Store Management

Facilities

Correcting Performance  
Evaluating Performance  
Measuring Performance  
Developing Performance Standards  
Forecasting  
Developing Objectives  
Reviewing Policies  
Reviewing Procedures  
Action Plan

MARKETING MANAGEMENT

Forecasting  
Developing Objectives  
Reviewing Policies  
Reviewing Procedures  
Action Plan

In Respondents' Words

Customer Relations  
Marketing  
Public Relations  
Sales

MANAGEMENT OF CONFLICT AND CHANGE

Managing conflict  
Managing change

In Respondents' Words

Negotiation

MANAGEMENT OF INFORMATION SYSTEMS

Correcting Performance  
Evaluating Performance  
Measuring Performance  
Developing Performance Standards  
Developing Organizational Structure  
Delegating Responsibility and Authority  
Developing Relationships  
Obtaining Finance  
Forecasting

Developing Objectives  
Reviewing Policies  
Reviewing Procedures  
Action Plan

In Respondents Words

Computers  
Government Regulations  
Grievance Procedures  
Labor Laws  
Office Procedure  
Record Keeping

PRODUCTION MANAGEMENT

Correcting Performance  
Evaluating Performance  
Measuring Performance  
Developing Performance Standards  
Forecasting  
Developing Objectives  
Reviewing Policies  
Reviewing Procedures  
Action Plan

In Respondents' Words

Production Management  
Quality Control

ADDITIONAL TRAINING NEEDS THAT APPEAR IN TRAINING OPINIONS SECTION  
(In Respondents' Words)

GENERAL MANAGEMENT

Coordination  
General Management  
Operations  
Planning  
Systems  
The 6Ms  
Time Management

ACCOUNTING

Accounting

INDUSTRY QUALIFICATION

Accounting Qualification  
Banking Qualification  
Insurance Qualification

ACADEMIC

Bachelor's Degree  
Master's Degree  
O' Levels

TECHNICAL

Technical

BASIC SKILLS

Writing

ON THE JOB

Experience  
On the Job

APPENDIX F

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