MANAGEMENT TRAINING FOR SMALL AND MEDIUM INDUSTRIES A CASE STUDY APPROACH

A thesis submitted to the Graduate School in partial fulfillment of the requirement for the degree of Masters of Science (Management)
Universiti Utara Malaysia

by

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ABSTRAK


Oleh yang demikian, bagi memenuhi kedua-dua objektif tersebut, dua kajian ini telah dijalankan berlandaskan kepada alat menemuduga yang telah diwujudkan dan dari rangka yang berbentuk analitik yang diwujudkan dari rangka-rangka yang diperolehi setelah melakukan ulasan karya yang berkaitan dengan industri kecil. Kajian ini adalah hasil penemuan peringkat pertama yang seterusnya akan digunakan sebagai suatu proses untuk menebuhukannya lagi. Ini dapat dilakukan apabila pelatih dan usahawan bekerja bersama-sama untuk memahami secara mendatang dengan menggunakan hasil analisis tersebut sebagai asas untuk membekalkan usahawan tersebut mengidentifikasi, mengenal dan menerima masalah pengurusan yang dihadapi dan mengemukakan latihan yang sesuai untuk mengatasi masalah yang telah dinyatakan.

ABSTRACT

In recent years, great emphasis has been placed by the Malaysian government on developing the skills of the managers and employees in order to input into the reaching of industrialised nation status by the year 2020. Also, there is considerable interest in management training and development in the small and medium size industries. This research examines the management training needs of small medium enterprises in terms of training content and method of delivery of the training. The secondary aim is to utilise insights into the shortcomings of management research as a frame within which to develop an innovative methodology to reduce and/or circumvent the shortcomings associated with management research.

Therefore to fulfill both of these objectives, two case studies were conducted with understanding being built out of the development of an interview instrument and analytical framework based on derived out of insights of insight produced by review of relevant small business literature. The resultant case studies offer findings as a “first stage case study insight” to form the basis for on-going “firming up” process whereby a later further working together between the trainer and owner-manager can take place to strive toward depth of processual understanding, with the foundations of case insights being used as a basis from which to allow owner-manager and trainer (or researcher) to work together to subsequently enable the owner-manager himself to identify, recognise and accept area of management difficulty and appropriate training actions to reduce those difficulties.

The first case relates to small business start-up where the aim is to identify in terms of the company’s problems, potential management action which it might undertake to counter these problems and raise apparent management training issues. The second case relates to a successful “post start up” high growth small business where the aim has been to derive understanding of management actions and activities which are driving this firm’s success. Management training issues are thus raised in terms of what insight can be gained from what this business management appears to be doing right. Inherent problems are also highlighted and implications for future management training are considered.

In total this research underlines the potential benefits of examining the small business in its full context and considering the firm value chain, linkages between components of the value chain and between other actors value chains (e.g. suppliers, distributors etc) and the firm’s own emphasis is on the need to consider training through analysis of strengths and weaknesses of processes and sub processes and involving the owner manager in the actual analysis. In the final analysis transfer of “pure knowledge” by training programmes may have limited application in small firms. Rather owner manager identification of weaknesses in particular processes or sub-processes and nurturing of appropriate corrective actions may have more credence.
ACKNOWLEDGEMENT

I would like to thank my supervisor Prof Dr Peter Wyer for his invaluable assistance, support and encouragement throughout the preparation of this dissertation. Also, my thanks goes to Prof Madya Dr. Mohd Salimi Mohd Sohad for his helpful comments and assistance.

Acknowledgments must also be made to both owner-managers of Tekno Logam and Ling Dynamic, Mr Kamal and Mr Ahmad Baharuddin for their assistance and approval in allowing their company to be my case study.

My thanks is also extended to the Dean of Graduate School, Prof Madya Dr. Hj Ibrahim Abd Hamid and all my friends who have supported me in various ways.

Finally but not least, my sincere gratitude is expressed to my parents Mr & Mrs Pritam Singh Johl, sister, Shireen, husband, Joe and my brother, Prem who all supported me with the moral support and encouragement throughout this study.
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CHAPTER ONE

INTRODUCTION

This chapter presents the background of this study, research objectives, stating the problem and developing an innovative research method, value in terms of the possible outcome, developing the research methodology, highlighting the major pitfalls and short comings in management research, research approach, analysis and presentation of findings and finally notes on terminology and classification.

1.1 Background

Currently, there has been great emphasis in developing the skills of managers and employees in order to reduce the gap between the requirements of the organisation and the capabilities of the employees, the hope being that this would lead organisations toward the maintaining of sustainable growth. Training and development are useful tools in minimising this gap.

There have been problems where small firms in particular suffer from shortages of human capability in terms of management and skilled labour. Furthermore, there is growing importance of smaller firms in terms of employment and output in the economy. Therefore, it is important to focus
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