

THE EFFECTIVENESS OF THE MANAGEMENT DEVELOPMENT PROGRAM IN SHREETIK INFOTECH

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ABSTRACT

The rapid evolution of the Infotech industry necessitates effective Management Development Programs (MDPs) to equip leaders with the skills required for dynamic business environments. This study examines the impact of MDPs on leadership effectiveness, innovation, and organizational performance in the Infotech sector. Key factors such as curriculum design, mentorship, real-world application, and technological adaptability are analysed to determine their influence on managerial growth. Findings indicate that well-structured MDPs improve decision-making, problem-solving, and digital transformation leadership, enhancing overall business agility. Organizations that integrate continuous learning, data-driven decision-making, and emerging technology trends into their MDPs demonstrate higher employee engagement and performance. Recommendations include leveraging AI-driven training modules, fostering cross-functional collaboration, and incorporating real-time industry challenges to maximize program effectiveness. This research underscores the critical role of tailored MDPs in sustaining competitive advantage and driving innovation in the Infotech industry.

Using a descriptive research design, primary data was collected from 33 top management through structured questionnaires. Key findings indicate that social media platforms.

I. INTRODUCTION

1.1. Background

In today's business environment, rapid technological advancements and globalization are reshaping the nature of leadership. A study by McKinsey & Company (2018) found that over 80% of executives believe their organizations will need to change their leadership practices in the coming years to meet new challenges (McKinsey, 2018). This context has driven the growing importance of MDPs as a means for developing adaptive, emotionally intelligent leaders who can guide organizations through times of uncertainty and change.

However, many companies fail to achieve the full potential of their MDPs due to several challenges, including poor alignment between program content and organizational goals, lack of follow-up support for participants, and inadequate measurement of outcomes. Understanding how MDPs can be optimized to deliver better results is a key motivation behind this study.

1.2. Problem Statement

Management Development Programs represent a significant investment for organizations, both in terms of time and financial resources. Yet, despite this investment, there is limited empirical evidence regarding the long-term impact of MDPs on managerial performance and organizational outcomes. While anecdotal evidence suggests that MDPs can lead to improved leadership, decision-making, and team management, there remains a lack of rigorous research that quantifies these benefits. Moreover, many organizations struggle to measure the ROI of their programs.

1.3. Objectives

The objectives of the research are:

1. To assess the effectiveness of MDPs in enhancing specific managerial competencies, such as leadership, decision-making, and emotional intelligence.
2. To identify the factors that most significantly contribute to the success or failure of MDPs, including the design, delivery method, and participant engagement.
3. To evaluate the short-term and long-term impacts of MDPs on both individual managers and the broader organization.

By achieving these objectives, the study aims to contribute to both academic knowledge and practical insights for businesses looking to improve their MDPs.

1.4.Hypotheses

This research will test the following hypotheses:

Hypothesis 1:

Management Development Programs significantly enhance managerial competencies.

- Rationale: Theoretical and practical components of MDPs are designed to develop leadership and decision-making skills. The research will assess whether participants show measurable improvements in these areas after completing the program.

Hypothesis 2:

Organizations that implement structured MDPs experience higher leadership performance compared to those that do not.

- Rationale: Companies that invest in MDPs typically seek to build a stronger leadership pipeline, which should result in improved leadership performance metrics. The hypothesis will be tested by comparing leadership performance indicators in companies with and without MDPs.

Hypothesis 3:

The effectiveness of an MDP is influenced by its design, including factors such as training delivery method ,duration, and content relevancy.

- Rationale: A key assumption is that not all MDPs are equally effective. This hypothesis will test whether specific design features (e.g., blended learning models, program length) have a significant impact on participant outcomes.

Hypothesis 4:

There is a positive correlation between employee engagement and the perceived effectiveness of MDPs.

- Rationale: Employee engagement has been shown to enhance learning outcomes. This hypothesis will test whether more engaged participants report higher satisfaction with their MDP experience and greater application of the skills learned.

II. LITERATURE REVIEW

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The main purpose of this study is identifying the various factors affecting change management success, as well as examine their relevance in the case of a Moroccan construction company. A combination of a literature review and research action was employed to this end. Specifically, an indepth review of 37 organizational change management models was conducted to identify the factors that affect change management success. Additionally, a research action approach validated the identified factors. Several factors that affect organizational change management success were identified and categorized into 12 categories relevant to the successful implementation of organizational change initiatives within the case company. While further research is needed to explore the relevance of the identified factors in other organizations and sectors, this study provides an integrated understanding of change management success based on the analysis of various organizational change models. Understanding success factors can help managers implement change initiatives in their organizations effectively.

III. RESEARCH METHODOLOGY

3.1 Study Design

Research design in research methodology is the process of planning and carrying out a study to collect and analyze data. A good research design should be objective, reliable, valid, and generalizable. It should also be transparent and provide enough detail to help readers assess the study and facilitate replicability.

3.2 Data Collection Method

Primary data was collected using a structured questionnaire to capture quantitative and qualitative insights. The questionnaire included:

Closed-ended questions: To gather measurable data on recruitment sources, effectiveness, and satisfaction levels.

Open-ended questions: To collect qualitative feedback on challenges and suggestions for improving recruitment processes.

3.3 Sampling Method

A purposive sampling method was employed to select participants actively involved in or affected by recruitment practices. This method ensures that the data collected is relevant to the study's objectives and provides meaningful insights into recruitment trends and challenges.

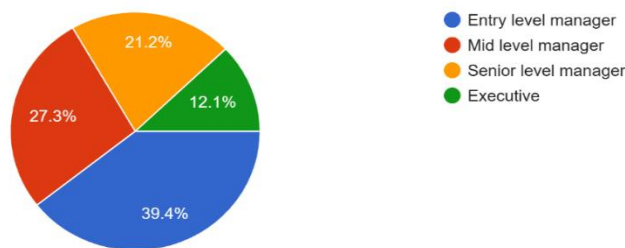
3.4 Sampling Frame

The sampling frame consists of 33 professionals working in the infotech. The sample size was determined to ensure adequate representation of diverse recruitment practices and perspectives.

IV. DATA ANALYSIS & INTERPRETATION

4.1 current managerial position

1.What is your current managerial position?
33 responses

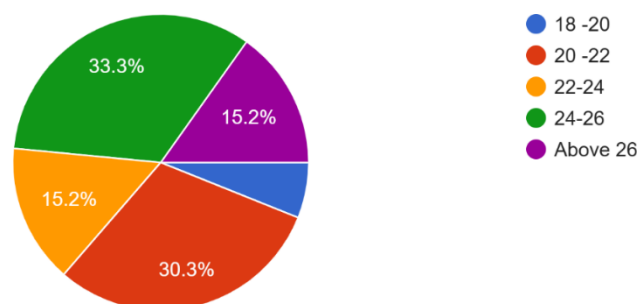


interpretation

The majority of respondents (39.4%) identify as entry-level managers, suggesting that the dataset includes a significant portion of junior professionals. Mid-level managers account for 27.3% of the responses, indicating a good representation of experienced managerial roles. Senior-level managers represent 21.2%, showing a smaller but significant share of higher-level professionals. Executives make up the smallest proportion, at 12.1%, highlighting that a minority of respondents are in top-tier management positions.

4.2 age

2.Age
33 responses



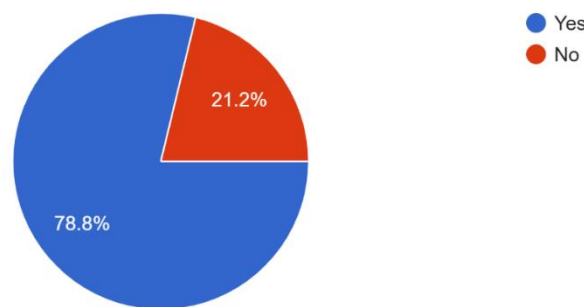
Interpretation:

The largest age group is 24-26 years, representing 33.3% of the respondents (11 out of 33). The second largest group is 20-22 years, accounting for 30.3% (10 respondents). Smaller proportions are observed in the 18-20 and 22-24 age groups, each making up 15.2% (5 respondents). The least represented group is "Above 26," with only 6.1% (2 respondents).

4.3 Participate in development programme

3. Have you participate in a management development program before?

33 responses

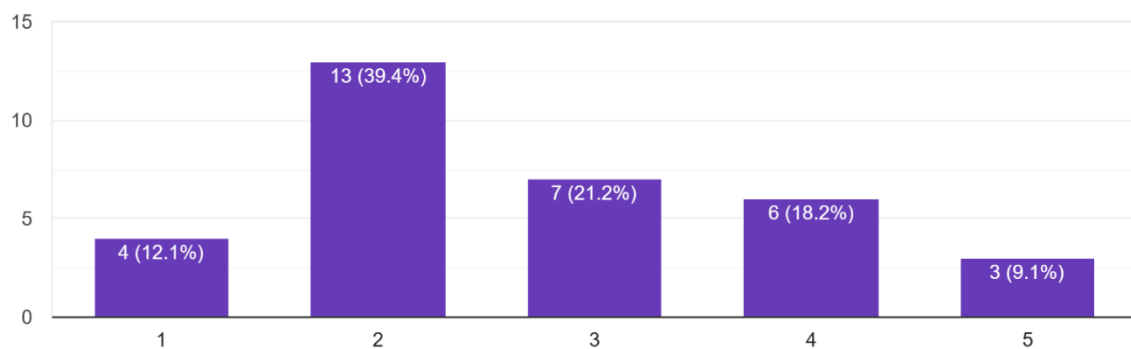

Interpretation:

78.8% of respondents have not participated in a management development program before. 21.2% of respondents have participated in a management development program before

4.4 MDP effect on leadership skill

4. How effective was the MDP in improving your leadership skills?

33 responses

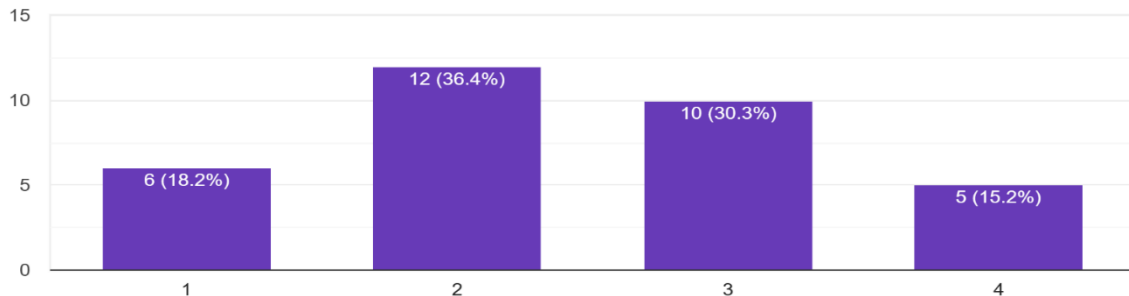

Interpretation:

The majority of respondents (39.4%) rated the MDP's effectiveness in improving their leadership skills as a 4 on a 5-point scale, indicating a high level of satisfaction. A significant proportion (21.2%) also gave a rating of 3, suggesting moderate effectiveness. Only a small minority (12.1%) rated it as 1 or 2, indicating low effectiveness.

4.5 MDP enhancing decision making abilities

5.To What extent did the MDP help in enhancing your decision making abilities

33 responses



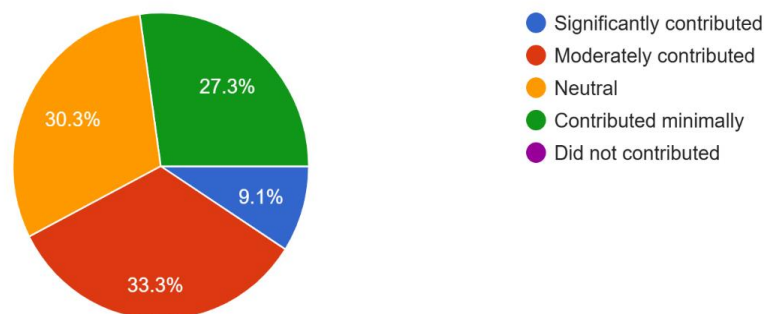
interpretation:

The majority of participants (36.4%) rated the MDP's impact on their decision-making abilities as a 2 on a scale of 1 to 4, indicating a moderate level of improvement. 30.3% of participants rated the impact as a 3, signifying a substantial enhancement in their decision-making skills. 18.2% rated the impact as a 1, suggesting a minimal improvement. A small percentage (15.2%) rated the impact as a 4, indicating a significant and transformative improvement in their decision-making abilities.

4.6 MDP contribute on development of emotional intelligence

6. How much did the MDP contribute to your development of emotional intelligence?

33 responses



Interpretation:

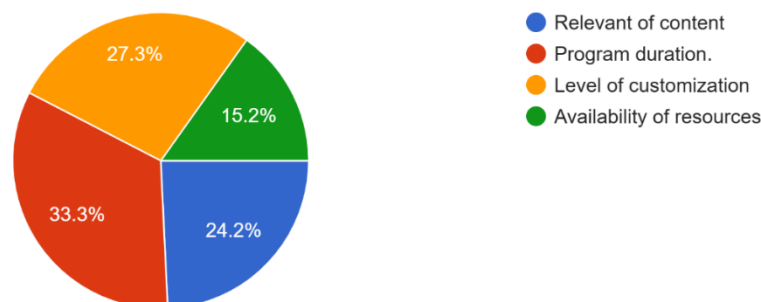
Significantly contributed:

The largest portion of respondents (33.3%) reported that the MDP significantly contributed to their emotional intelligence development. Moderately contributed: A substantial proportion (30.3%) felt the MDP contributed moderately to their emotional intelligence development. Neutral: 27.3% of respondents had a neutral stance, indicating that the MDP neither significantly contributed nor detracted from their emotional intelligence. Contributed minimally: A small percentage (9.1%) believed that the MDP contributed minimally to their emotional intelligence growth. Did not contribute: No respondents indicated that the MDP did not contribute to their emotional intelligence development.

4.7

7. Which aspect of the program design do you think had the most significant impact on its a successful or failure?

33 responses

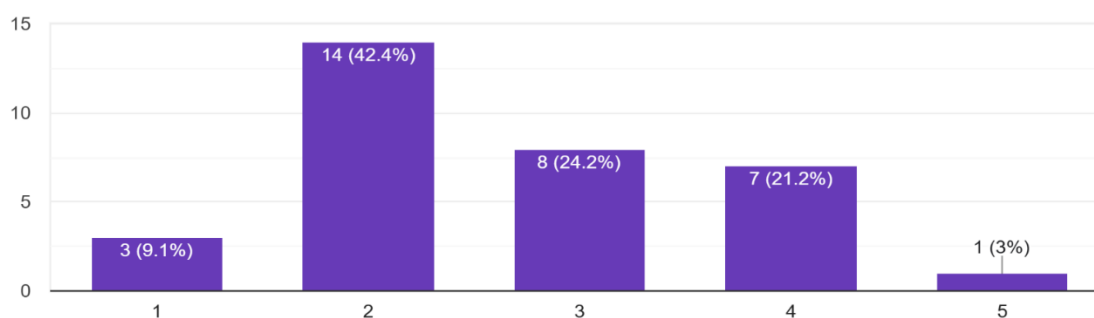


Interpretation:

Relevance of Content (33.3%): This factor was considered the most important, suggesting that the program's content and alignment with participants' needs played a crucial role in its success. Program Duration (27.3%): The duration of the program was also seen as a significant factor, implying that the length of the program either enhanced or hindered its effectiveness. Level of Customization (24.2%): The ability to tailor the program to individual needs was another crucial factor, indicating that participants valued a personalized experience. Availability of Resources (15.2%): While still considered important, the availability of resources had the least impact on the program's success or failure compared to the other factors.

8. How do you rate the effectiveness of the delivery method of the MDP.

33 responses

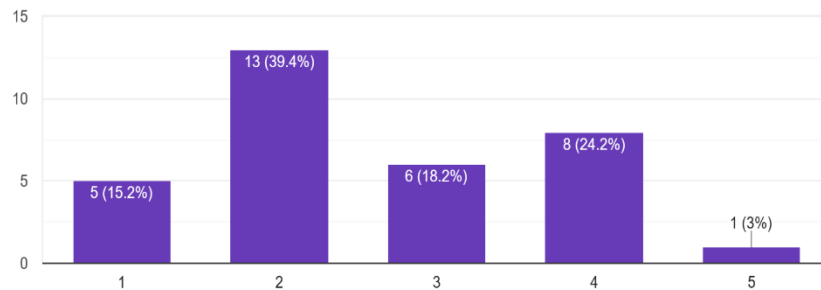


Interpretation:

The majority of respondents (42.4%) rated the effectiveness as a 2, indicating a somewhat low level of satisfaction. A significant portion (24.2%) rated it as a 3, indicating a neutral or moderate level of satisfaction. 21.2% of respondents gave a rating of 4, showing a relatively high level of satisfaction. A small number of respondents (9.1%) rated it as a 1, indicating low satisfaction.

9. How important is participant engagement in determining the success of an MDP

33 responses



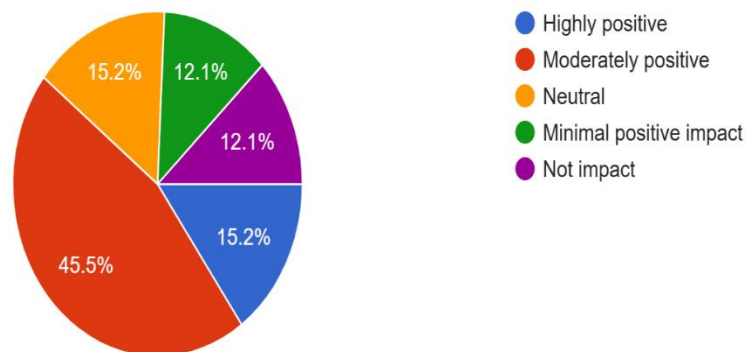
Only one respondent (3%) gave a rating of 5, indicating the highest level of satisfaction

Interpretation:

High Importance:The majority of respondents (39.4%) rated participant engagement as a 4 on a 5-point scale, indicating a strong belief in its importance.**Moderate Importance:**A significant portion (24.2%) rated it as a 3, suggesting that while they acknowledge its importance, other factors might also play a role.**Low Importance:**Only a small minority (3%) rated it as a 1, indicating that very few believe participant engagement is not important.

10. What has been the long term impact of the MDP on your career in organisational contributions?

33 responses

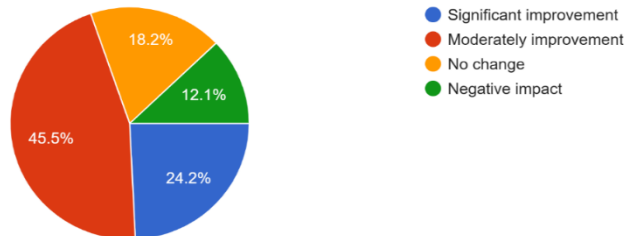


interpretation:

Highly Positive Impact:45.5% of respondents reported a highly positive impact, signifying a significant contribution to their career growth and organizational contributions.**Moderately Positive Impact:**15.2% experienced a moderate positive impact, indicating a noticeable but less pronounced benefit.**Minimal Positive Impact:**15.2% felt a minimal positive impact, suggesting a slight improvement in their career and organizational contributions.**Neutral Impact:**12.1% reported no significant impact, indicating that the MDP did not noticeably affect their career or contributions.**No Impact:**12.1% did not experience any impact, suggesting the MDP did not contribute to their career or organizational contributions.

11. What has been the short term impact of the MDP on your what has been the short term impact of the mdp on your performance as manager?

33 responses

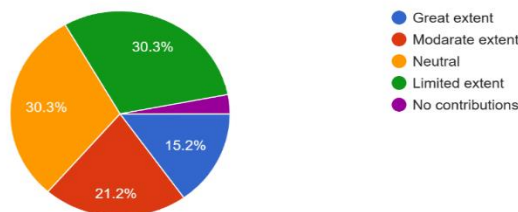


Interpretation:

Significant improvement: 18.2% of managers reported a significant improvement in their performance after completing the MDP. Moderate improvement: 12.1% experienced a moderate improvement in their performance. No change: 45.5% of managers did not notice any significant change in their performance after the MDP. Negative impact: 24.2% of managers reported a negative impact on their performance.

12. What extent did the contribute to organisation's success in productivity.

33 responses



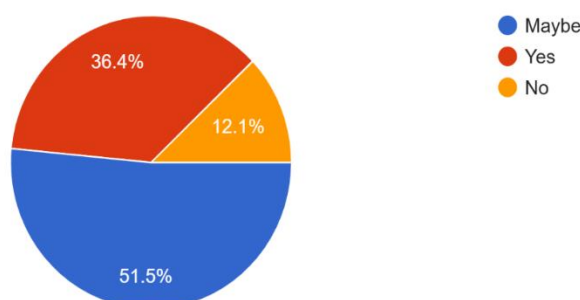
Interpretation:

The organization has a significant portion of employees who believe they are making a strong contribution to productivity, which is a positive sign.

The combined percentage of "Great extent" and "Moderate extent" responses (60.6%) suggests that the majority of employees feel they positively impact productivity. The "Neutral" responses indicate a need for clearer communication and performance feedback to help employees understand their contributions better. The small percentage of "No contribution" responses suggests that most employees feel engaged and involved in their work, which is beneficial for the organization.

13. Would you recommended the MDP to other managers in your organisation?

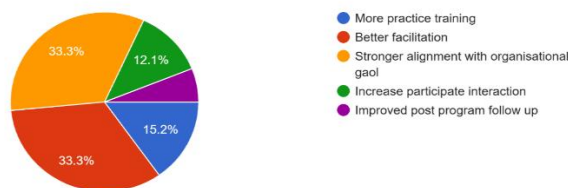
33 responses



Interpretation:

A significant 51.5% of respondents answered "Yes," indicating that most managers would recommend the MDP to their colleagues. This suggests a high level of satisfaction and perceived value in the program. 6.4% of respondents chose "Maybe," which indicates a degree of uncertainty or hesitation. These managers might have mixed feelings about the program, or they may need more information before making a definitive recommendation. A small percentage of respondents (12.1%) selected "No," indicating that they would not recommend the MDP. These managers might not have had a positive experience with the program or might not believe it is relevant to their colleagues.

14. In your opinion what is the most critical factor to improve the effectiveness of future MDPs?
33 responses



+

interpretation

More practice training and Improved post-program follow-up:

These two factors tied as the most critical ones, each garnering 33.3% of the votes. This indicates a strong emphasis on the importance of hands-on experience and continuous learning after the program concludes. This factor came in second with 15.2% of responses, highlighting the need for MDPs to be closely aligned with the overall objectives of the organization. This factor received 12.1% of the responses, indicating the significance of skilled facilitators in ensuring the program's success. This factor was considered least critical, receiving only 6.1% of the votes. This suggests that participants may not see a strong need for increased interaction during the program.

Chi-square Test (management development vs. Effectiveness)

Null Hypothesis (H_{01}): there is association between MDP participation and managerial effectiveness they are independent

Alternative Hypothesis (H_{11}): there is no association between MDP participation and managerial effectiveness they are not independent.

V. RESULT AND FINDING

The organization has a substantial proportion of entry-level and senior-level managers, indicating a potential focus on both developing new talent and leveraging experienced leadership.

Mid-level managers make up a smaller but significant portion, suggesting a possible need for further development or promotion opportunities at this level.

The relatively small percentage of executives could reflect a hierarchical structure with limited executive positions or a focus on empowering managers at lower levels.

The majority of respondents (78.8%) have participated in a management development program before.

This suggests that management development programs are relatively common among the surveyed population.

Further analysis could explore the types of programs attended, the benefits received, and the reasons for non-participation.

The majority of respondents found the MDP to be moderately to highly effective in improving their leadership skills, with a significant portion rating it as a 4 or 5.

The majority of respondents (36.4%) indicated a rating of 2, suggesting a moderate level of agreement that the MDP helped in enhancing their decision-making abilities. A significant proportion (30.3%) selected a rating of 3, signifying a higher level of agreement. Only a small percentage (18.2%) chose a rating of 1, which indicates a lower level of agreement.

The majority of respondents (63.6%) reported that the MDP either significantly contributed (33.3%) or moderately contributed (30.3%) to their development of emotional intelligence.

The most significant factor impacting the program's success or failure, according to the respondents, is the relevance of content (33.3%). This is followed closely by program duration (27.3%) and the availability of resources (24.2%). Level of customization was considered the least impactful factor (15.2%)

The histogram depicts the effectiveness rating of the MDP delivery method. The majority of respondents (42.4%) rated the delivery method as a 2, indicating a moderate level of effectiveness. A significant portion (24.2%) rated it as a 3, suggesting a good level of effectiveness. However, a notable minority (21.2%) rated it as a 4, indicating a less effective delivery method

The majority of respondents (39.4%) believe that participant engagement is very important (rated 4 out of 5) in determining the success of an MDP (Management Development Program). A significant proportion also considers it important, with 24.2% rating it 3 out of 5. Only a small minority (15.2%) rate it as somewhat or not important.

long-term impact of the MDP on career and organizational contributions based on 33 responses. The finding is that a significant majority (45.5%) reported a highly positive impact. This is followed by 15.2% experiencing a moderately positive impact, and another 15.2% reporting a minimal positive impact. A smaller percentage (12.1%) indicated a neutral impact, while the remaining 12.1% stated that there was no impact.

The majority of managers (45.5%) reported a significant improvement in their performance after the MDP. This suggests that the MDP is an effective tool for enhancing managerial skills and capabilities.

The majority of respondents (60.6%) believe that the factor in question contributed to the organization's success in productivity to either a "Great Extent" or a "Moderate Extent."

This indicates that the majority of respondents (51.5%) would recommend the "DP" to other managers in their organization.

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