



Management Development Needs in SMEs in India

KEYWORDS

SMEs, Industrial sector, Economy and labour. Efficiency, Performance, Management skills

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ABSTRACT *The Small and Medium enterprises play a vital role in the Indian economic structure due to its significant contribution in terms of output, exports and employment. For a developing nation like India, where the labour is abundant and capital is scarce, the small sector is a major source of employment for millions of people. Keeping in view the importance of SMEs, the Indian government has included this sector in its five-year plans. The SMEs are still hampered by the problems of finance, marketing and low quality. In addition to this there are other problems also like employee development, career and growth opportunity and particularly development programmes for managers. Employee is a key element of the organization. The success or failure of the organization depends on employee performance. Therefore, organizations are investing huge amount of money on employee development. This paper analyses the views related to management development needs in SMEs.*

Taking into account the enormous potential of the small sector, the entrepreneurs and the policy-makers must act collectively to facilitate growth in this sector.

Among the many reasons for small business failure or slow growth, a lack of management skills within smaller businesses has been highlighted as a contributory factor. In recognition of this training provision and management development have dominated much of the academic and policy debate on small firm development since the late 1980s. No research has given theoretical explanations for what and how management skills are developed in organisations and the impact of such efforts. Whereas researchers assume that management development and training can be directly related to managerial performance, the focus has been on management development as a holistic intervention. According to some authors, the SME sector is not homogeneous and therefore identifying development needs and delivering training support is contextually specific and dependent on a variety of factors. Firm size and age is said to be one of the main determining factor for the extent and approach to training and development in SMEs and therefore will be explored in this paper.

The research is based on the results of a survey of 50 SMEs in India. The results indicate that while firm size influences the utilisation of management development techniques, firm age, business ownership or development responsibility has also such influence.

This suggests that the nature of management development has to be tailored according to needs of the group and organisation. The research also highlighted the positive relationship between management skill development and organisational performance. It appears that much of the observed difference between successful and unsuccessful firms lies in their decision to train and develop management skills/ techniques, the contribution of which varies according to the size of the business.

1. Introduction:

The economic significance of the small business sector in generating income and sustaining employment has been recognised by successive Governments of India. Govt. is taking several initiatives to boost this sector, had taken special skill development programme in 11th and 12th five year plan by planning commission of India. Special emphasis has been given to skill development program for unorganized sector and SMEs. In spite of successive Government initiatives in the area of management development and the plethora of courses and training programmes available to the small business sector, there is still a clear reluctance by SME managers to provide or engage in management development activities. This is cause for concern as the lack of management skills is still being highlighted as one of the contributory factors in either failure to grow or indeed the cessation of small businesses.

Whilst much research had been conducted on various aspects of small businesses, it was not until the 11th five year plan that a significant interest was shown in management development within small business. However, the theory of management development remains immature in the sense that there has been little attempt to empirically investigate what skill components are critical for management development within small firms and what factors are most influential in assessing the achievements of management development objectives. There has been a profusion of research that put

forward a number of reasons, some of which are conflicting, as to why management development does not take place, or is not accorded a high priority within small businesses.

The analysis presented in this paper covers part of a wider investigation into management development in Indian SMEs. In particular, it looks at the management development needs in terms of the management skills that are important to the running of the business. It aims to find the relationship between management development and SME performance in general and investigates how the company context could determine the skill needs and training and management development provision within SMEs.

2. Research Objectives

This research project will meet the following objectives:

1. To analyse the needs of management development in SMEs.
2. To find out the relationship between management development skills and organizational performance.

3. Literature Review:

This section on literature review is presented under the following sub headings;

Concept of SMEs in India

Concept of management development

In view of the commissioner of Micro, Small and Medium En-

terprises (2001), the sector has the credit of being the second highest in employment, which stands next to agricultural sector. The nature of the businesses in this sector plays an important role to alleviate poverty and propel sustainable growth and equitable distribution of income in India. The SMEs play an important role in efficiently allocating the enormous labour supply and scarce capital by implementing labour intensive production processes. SME triggers private ownership, boosts entrepreneurial skills and their flexibility in responding quickly to changing market demand and supply conditions are noteworthy.

3.1 Micro, Small and Medium Enterprises Development (MSMED) Act 2006

The Micro, Small and Medium Enterprises Development [MSMED] Act 2006 facilitate the development of the enterprises and enhance their competitiveness. The act provides legal framework for "enterprise" which includes the manufacturing and service entities. The definition of medium enterprises is given for the first time. It integrates the three tiers of the enterprises namely, micro, small and medium (Development Commissioner of MSME, 2009).

Annual report of Micro, Small and Medium Enterprises of India (2011) states that, MSMED Act 2006 was enacted to address issues affecting Micro, Small and Medium Enterprises (MSMEs) and to cover the investment ceiling of the sector. The salient features of the Act includes, setting up of a National Board for MSMEs, classification of enterprises, advisory committees for promotion, development and enhancement of MSMEs, schemes to Control delayed payments to MSMEs and enactment of rules by state governments to implement the MSMED Act, 2006 in their respective states.

In India, the enterprises have been classified broadly into manufacturing and those engaged in providing or rendering of services. These categories of enterprises have been further classified into micro, small and medium enterprises based on their investment in plant and machinery for manufacturing enterprises and on equipment for enterprises providing or rendering services (Development Commissioner of MSME, 2009).

Small and Medium Enterprises (SMEs) play a pivotal role in the development of the country. It has made significant contribution to industrial production, export and employment generation. In developing countries as well as developed countries they are important from the point of view of employment generations, which is very important in countries like India with huge backlog of unemployment in the urban sections of the economy. It has been observed that their composition depends upon the way the production is being organized in the economy. However in India Government deliberately planned the growth of SMEs to achieve certain economic and non-economic objectives.

India has registered a consistent high economic growth (6-9%) over the last decade and was able to survive and sustain world recession triggered in 2008. For the sustainability of this kind of growth proper nurturing of SME sector is imperative.

3.2. Definition of SMEs in India

According to the SME White book 2011-2012, the MSMEs (Micro, Small, and Medium Enterprises) sector has consistently registered higher growth than the rest of the industrial sector. A significant number of the MSMEs depend on the agriculture, horticultural, forest and non-forest produce. They do generate much required employment and thus prevent mass migration from the rural to urban areas thus reducing the clutters and burden on Tier 1 and Tier 2 cities in India.

According to the SME Times News Bureau (August 2012), "In India, SME definition is based not on number of employees but on amount of investment. Most Indian SMEs are labor-

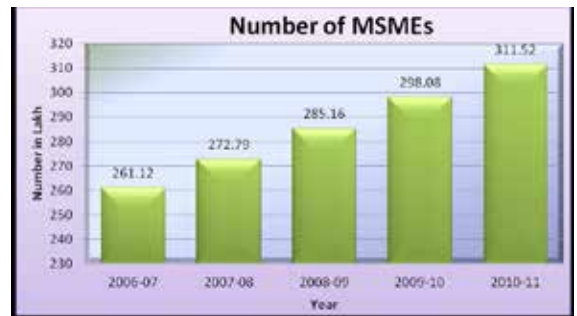
intensive and employ more than the prescribed workers as defined by European countries." Although European Union offers abundant fee concession to SMEs, but as the definitions of what constitutes a SME differs in India and Europe; most Indian SMEs do not fall under the SME category as defined by European countries.

Micro, small and medium enterprises as per MSME Act, 2006 are defined based on their investment in plant and machinery (for manufacturing enterprise) and on equipment for enterprises providing or rendering services. The defined limit on investment for enterprises to be classified as micro, small and medium enterprises is as follows:

Classification	Manufacturing Enterprises	Service Enterprises
Micro	Rs. 2.5 million / Rs. 25 lakh	Rs.1 million / Rs. 10 lakh
Small	Rs.50 million / Rs. 5 crore	Rs. 20 million / Rs 2 crore
Medium	Rs 100 million / Rs 10 crore	Rs. 50 million / Rs 5 crore

Growth Performance of SMEs or MSMEs in India

We observe that the SMEs or MSMEs in India continues to grow a growth trajectory from the last decade. It rose considerably in 2006-2007 from 261.12 points to 311.52 in 2010-2011. This is a remarkable jump in the number of MSME or SMEs in India.



* Projected data for the year 2009-10 to 2010-11. Source: Government of India, MSME Annual Report 2011-2012

3.3. Role of SMEs in Indian Economy

In order to understand the impact of SMEs on the Indian economy; one must study the trend and pattern that have been prevalent in the preceding years. Following texts help us to understand the present scenario and their contributions of MSMEs in India

Importance of SMEs

The importance of small and medium enterprises (SMEs) is well understood by national economies. World over half to two-thirds of all businesses are SMEs and in many regions this proportion is much higher. SMEs are capable of creating jobs with least amount of capital and in dispersed locations which makes SMEs attractive to policy makers. However they remain as a heterogeneous group, in different organizational structures ranging from proprietorship to corporate, engages in factories to service organizations activities and with different definition in different countries and in some countries they differ from industry to industry. The heterogeneous nature and small size needs adequate support from organized intermediaries. These intermediaries exist in every country in different forms. SMEs development agencies such as Small Business Administration (SBA) of the US, Small Business Service (SBS) of United Kingdom and SIDO (Small Industries Development Organization) in India are the intermediaries set

up by the Government (Chandra, 2004).

Contribution of SMEs

the contributions of individual SMEs are small but collectively they have emerged as a dominant player in the national economies. The unprecedented importance of Small and Medium Enterprises in India is due to the maximum number of units and its employment opportunities. This sector plays a significant role in the development and employment to minorities, backward class people and also to women. Annual report of Ministry of MSME (2010-11) show that, in terms of value, the sector accounts for about 45 per cent of the manufacturing output and 40 per cent of the total exports of the country. The sector is estimated to employ about 59 million people in over 26 million units throughout the country. There are over 6000 products ranging from traditional to high-tech items, which are being manufactured by the Micro, Small and Medium enterprises in India. The benefits of the SMEs have created a special status and importance in the Five-Year Plans right from its inception. In recent years, the MSME sector has consistent higher growth rate compared to the overall industrial sector. In this globalised environment the government of India has felt that, there is a need to enhance the global competitiveness of the MSMEs by simplifying systems and procedures, easy access to capital and taking the MSMEs in the global value chain by increasing their productivity. To promote and develop the MSMEs, the government has implemented several schemes/programmes to cater to the needs of the sector (Rai, 2009).

The attractiveness of SMEs can be summed up as, SMEs are usually started by a single or a group of people mainly to earn their livelihood, flexibility in deciding the price and product with response to the market changes, incur lower overheads thus reducing the cost of production up to a certain volume, capable of meeting the niche market requirements and also export their products in small quantity, create 80% of the jobs, found to be labour intensive compared to the larger counterparts, utilize the manpower locally, located in the dispersed location and emerge as "clusters" for similar kind of units. The dispersed location of SMEs has attracted from national and regional policy (Laghu Udyog Bharti, n.d).

To improve the internal efficiency and business performance of SMEs a number of initiatives have been introduced over the last decade by government. The provisions of training to SMEs have been based upon the following premises;

"Training can, and should, be a powerful agent of change, facilitating and enabling a company to grow, expand and develop its capabilities to compete, thus enhancing profitability.

Above literature and evidences proves significance of SMEs hence, we can't ignore the contribution of SMEs and development of its man power to meet the global challenges.

Management development (MD) in small and medium enterprises (SMEs) has attracted considerable research interest in recent years. Previous studies have examined scarcity and shortage of managerial skills and knowledge amongst small firms. The scarcity of skills suggests that SMEs need to engage in some form of management development (Kyriakidou & Maroudas 2010; Walker et al 2007; Gray, C. & Mabey, C. 2005).

Those who have examined and compared MD in both small and large firms maintained that MD activities are traditionally found in large firms with established human resource management systems. However, applying MD activities, theories and models to small firms is still not encouraging.

3.4. Management Development:

Employee development is one of the most important functions of Human Resource Management. Employee devel-

opment means to develop the abilities of an individual employees and organization as a whole. However managerial personnel's role is different than other employees of the organization, they have a complex nature of jobs and having challenging tasks hence, there contribution is significant in the performance of an organization.

Management skills are hailed as a critical component of a firm's resource base and are essential for long-term productivity and organisational success (Mabey 2008; McDonal et al 2007; Story 2004). Management development is self-development, which is concerned with developing the skills of the manager over his or her career with the firm. No person can actually develop another unless and until individual has willingness to do so. An organization can do is to create the atmosphere and opportunity for people to develop themselves. Management development is a dynamic process, and ideas and practices are constantly being challenged. It is only continually rethinking and re-examining management development provision, that standards can be maintained.

The literature suggests that improvement of managerial knowledge and skills contributes to survival and growth of firms (Fuller-Love 2006). In the Indian context, literature on MD suggests that there is considerable scope for further improvement in management knowledge and skills, especially in the small and medium enterprise (SME) sector.

Management development is recognised as a key process in delivering organisational transformation and renewal. It is defined as 'a conscious and systematic process to control the development of managerial resources in the organisation for the achievement of goals and strategies' (Molander, 1986).

In order for management development to be effective, it cannot be isolated from the organisational systems and processes, the skills associated with structural changes, staff selection and motivation, performance monitoring and organisational renewal and change all play a significant part in management development (Smith and Whittaker, 1999).

Although there is no single, definitive list of skills required by owner/manager(s) in small businesses in general, associated with differing business objectives and conditions, small business managers require a diverse range of skills (Small businesses skill assessment, 2002).

Following few definitions will highlight the concept of management development.

Banjoko (1996) sees the word 'development' in relation to the process of helping managerial employees who perform non routine jobs to improve their management, administrative and decision-making abilities and competence.

According to Armstrong (1999), management development contributes to business success by helping the organization to grow the managers it requires to meet its present and future needs. It improves managers' performance, gives them development opportunities and provides for management succession.

However Aina (1992) simply takes development as concerned with preparing the employees so that they can move with the organization as it develops changes and grows.

As defined by Mailick (1998), management development is "an organized effort to develop, increase, and improve managerial competencies, either in an individual manager or in a group of managers". Based on the above considerations related to the terms used in the process of managers' education, management development will be regarded as the sum of training, education and learning practices that are intended to help managers realise their potential, either for personal or organizational profit.

Management development is influenced by both organizational and external environments, including institutional frameworks and political activities (Doyle 2000).

Management development is recognized as a necessary tool in any kind of organization, whether it is a small or multinational, commercial or non-profit company. Organizations can compete in a today's environment only by updating the skills of their workforce. Management development aims at training new managers, but also at developing present managers. One of the most important of its objectives is to increase managers' competencies by letting them know what is expected from them now and in the future and to provide them with all the tools necessary to reach the defined goals.

Management development is of high importance also for an organization itself. The impact of executive development is not only the improvement of the managers' behaviour but also it is linked with a change of an organization's performance and results.

As explained by Buhler (2002), management development "improves individual performance, which ultimately improves corporate performance".

A critical review of the all meanings given for management development shows that the essence of it is that organizations want to avoid being caught badly without candidates for new jobs or without replacements for key people who died, retired or left for other jobs. Managers that can contribute to long-term objectives are being groomed. Management development is also intended to resolve or pre-empt performance difficulties as well as geared to individual career aspirations. Development involves learning that goes beyond today's job; it has a more long-term focus. Management development is best described as the process from which managers learn and improve their skills not only to benefit themselves but also their employing organizations.

4. RESEARCH METHODOLOGY

The general procedure for carrying out the study is presented here. Data was obtained from two major sources primary data and secondary data. Primary data was obtained through the administration of questionnaire to respondents from the selected SMEs. Secondary data were sourced from published materials, such as related journals and books.

Respondents for this study were selected using simple random sampling technique. In the study a research instrument was developed, pretested and validated. It was used to identify the Management development needs in SMEs and impact of management development skills and techniques on organizational performance. Sample size of 530 respondents from 50 SMEs randomly selected. A total of 530 of the questionnaire were administered on the respondents of the selected organizations and interviewed by the researcher.

Data gathered from the questionnaire was analyzed using both **descriptive and inferential statistics**. **Descriptive statistics** used is frequency distributions. **Inferential statistics** used **chi-square test**. The questionnaires when received were suitably coded to facilitate data entry. The data was then analyzed using Statistical Package for the Social Sciences (SPSS). That is to analyze the contribution of independent variables on the dependent variables.

Study relied on both qualitative and quantitative analysis of data.

The statements of hypotheses formulated for the study are as follows:

Ho: Management skills and techniques that does not contribute to the success of business.

Hi: Management skills and techniques contribute to the suc-

cess of business.

Ho: Management skills and techniques does not required for the development of individual and organization.

Hi: Management skills and techniques are required for the development of individual an organization.

H0: there is no relationship between management development skills and organizational performance.

Hi: there is a relationship between management development skills and organizational performance.

5. Data Presentation and Analysis

Here, the results of the analysis are reported and presented. The statistical programme used for the analyses and presentation of data in this research is the statistical package for the social sciences (SPSS). Data for the analysis was collected from 50 SMEs. Questionnaires were administered to 530 respondents personally and collected, and found suitable for further analysis.

Table 1: Demographic Characteristics of Respondents

Particulars of Respondents	Frequency	Percentage (%)
Rank		
Executive	106	20.00
Management	115	29.25
Supervisor	131	24.72
Junior	138	26.04
Total	530	100%

Source: Research Survey, 2012

Table- 1 shows the position of the respondents 106 (20%) of the respondents are executive level followed by management level staffs who are 115 (29.25%) While supervisor level staff 131 (24.72%) and junior level staff 138(26.24%) of the respondents.

Table-2.Years of Service

Years of Service	Frequency	Percentage (%)
0-5	205	38.68
6-10	163	30.7
11- 15	81	15.28
16 and above	81	15.28
	Total 530	100.00%

Source: Research Survey, 2012

Table-2 shows the year of service of the respondents. Majority of the respondents are having service tenure in the range of 0 -5 years (38.68%) followed by 6-10 years (30.7%), 11-5(15.28%) and 16 years and above 15.28%

Table 3: Age of the respondents

Age	Frequency	Percentage (%)
21-30	180	33.96
31-40	187	35.28
41-50	123	23.21
51-60	40	7.55
Total	530	100%

Source: Research Survey, 2012

Table-3 shows the age of the respondents. Majority of the respondents are in the range of age 21-30 years (33.96%) followed by 31-40 years (35.28%), 41-50(23.21%) and 51-60years 7.55%

Table 4: Firm Age

Age	Frequency	Percentage (%)
0-5 Yrs	188	35.47
06-10	190	35.85
11-20	103	19.43
21-30	49	09.25
Total	530	100%

Source: Research Survey, 2012

Table-4 shows the age of the firms. Majority of the firms are having age, 0-5 years 188 (35.47%) followed by 6-10 years 190 (35.85%), 11-20years 103(19.43%) and 21-30years 49(9.25%)

Table 5: Educational Qualification

Educational Qualification	Frequency	Percentage (%)
Graduates	160	30.75
Professional Degree	123	23.21
Post Graduate Degree	113	21.23
Engineering degree	131	24.72
Total	530	100%

Source: Research Survey, 2012

Table-5 shows the educational qualifications of the respondents. Majority of the respondents are graduates 160 (30.75%) followed by professional degree 123 (23.21%), post graduates 113(21.23%) and 131 (24.72%) are having engineering background.

Table 6: Gender

Gender	Frequency	Percentage (%)
Male	370	69.81
Female	160	30.19
Total	530	100%

Source: Research Survey, 2012

Table-6 shows gender difference of the respondents. 69.81% are male and 30.19 % are female this shows that male are more than females in SMEs.

Table 7: Influence of firm size on management development needs.

Degree	Frequency	Percentage (%)
To a large extent	367	69.25
To a considerable extent	81	15.28
To some extent	55	10.38
No response	27	5.09
Total	530	100%

Source: Research Survey, 2012

Above table -7 shows firm size and its influence on management development needs majority of the respondents 367(69.25%) are agreed to a large extent followed by 81(15.28%) to considerable extent, 55(10.38%) to some extent and 27(5.09%) not responded to this statement. This shows that firm size influences on management development needs in SMEs.

Table 8: Influence of firm age on management development needs.

Degree	Frequency	Percentage (%)
To a large extent	160	30.75
To a considerable extent	123	23.21
To some extent	113	21.23
No response	131	24.72
Total	530	100%

Source: Research Survey, 2012

Table -8 showed firm ages and its influence on management development needs. Majority of the respondents 160(30.75%) are agreed to a large extent followed by 123(23.21%) to a considerable extent, 113(21.23%) to some extent and 131(24.72%) could not respond to this statement. This shows that age of the influences on management development needs in SMEs. As firm age increases, influence on the management development needs also increases.

Table 9: A technological factor and its influence on management development needs

Degree	Frequency	Percentage (%)
To a large extent	380	71.69
To a considerable extent	110	20.75
To some extent	40	7.56
No response	0	0
Total	530	100%

Source: Research Survey, 2012

Above table -9 shows technological factors and its influence on management development needs majority of the respondents 380(71.69%) are agreed to a large extent followed by 110 (20.75%) to a considerable extent and 40(7.56 %) to some extent and there is no negative response to this statement. This clearly indicates that technological factors influences on management development needs in SMEs.

This section addresses the hypotheses of the study

Table 10: Hi1- Management skills and techniques contribute to the success of business.

Degree	Frequency	Percentage (%)
To a large extent	381	71.89
To a considerable extent	73	13.77
To some extent	26	4.91
No response	50	9.43
Total	530	100%

Source: Research Survey, 2012

Table -10 clearly shows that Management skills and techniques contribute positively to the success of business. There were 530 respondents for this question. Out of this (90.57%) respondents agreed to this statement.

Table 11: Hi2- : Management skills and techniques are required for the development of individual and organisation

Degree	Frequency	Percentage (%)
To a large extent	380	71.70
To a considerable extent	80	15.09
To some extent	40	7.55
No response	30	5.66
Total	530	100%

Source: Research Survey, 2012

Table -11 clearly shows that Management skills and techniques are required for development of individual and organization. There were 530 respondents for this question. Out of this (94.34%) respondents agreed to this statement.

Table 12: Hi3- there is a relationship between management development skills and organizational performance.

Degree	Frequency	Percentage (%)
To a large extent	373	70.38
To a considerable extent	68	12.83
To some extent	61	11.51
No response	28	5.28
Total	530	100%

Source: Research Survey, 2012

Table -12 clearly shows that there is positive relationship between management development skills and organizational performance. There were 530 respondents for this question. Out of this (94.72%) respondents agreed to this statement.

Since the SPSS output value is greater than the table value $7.815 > 541.6$, hence, the null Hypothesis is rejected. Rejection of null hypothesis is acceptance of the alternative hypothesis which says management development has positive relationship between management development skills and organizational performance.

The chi-square test reveals that Management development has positive relationship between management development skills and organizational performance. This study clearly indicates that management development programs play a significant role in employee development which leads to higher organizational performance.

6. Conclusions

Management development helps managers to learn how to use the resources in an approved fashion that allows organization to reach its desired output. Training is concerned with the meeting between two inputs to organizational effective-

ness, that is, people and technology. Management development could then be seen as a mixture of activities aimed at improving the performance of managerial personnel in organizations for the attainment of continuous improvement in productivity.

The main aim of the study is to determine if Management development is having positive relationship between management development skills and organizational performance.

It is seen from the study that management development are very important in the industry. The study revealed that management development has positive relationship between management development skills and organizational performance.

The research has provided an insight in to the management development skills and techniques for SMEs in India. Study also indicates that when employees' strength increases, those skills and techniques that could contribute to business success and development need increases significantly.

Firm age also influences on development needs of employees because of technological and other business factors. The research results revealed that there is greater consistency in terms of the skills required for business success and having a management development need for SMEs.

7. Recommendations

This paper examined management development needs in SMEs in India. In line with the assertion made by the literature and the evidences gathered in the process of the study, the following recommendations are made:

1. It is an established fact that no organization can be staffed by people having expertise and potentials in the various disciplines needed for its total functioning simply by recruitment and selection. It is the systematic training and development of personnel on continuous basis that can harness the totality of human resources in the organization particularly managerial personnel. It is therefore vital that managers must receive opportunity for development to meet the business challenges. Newly promoted and newly hired members of a group should also receive an opportunity for training and development. It is also advisable for senior executive to take related management development.
2. Industry should ensure that any management development which takes place is based on proper analysis of its contribution to the effectiveness and efficiency of an organization. In that organization is seen to be effective and efficient if there is demonstrable increase in productivity.
3. It must be noted that, training and development though primarily concerned with people, is also concerned with technology, the precise way an organization does the business.
4. It is found from study that SMEs see management development as important factors, as well as having motives for investing to meet the management development needs.
5. These needs are arises due to technology, performance, responding to skills deficiencies therefore, management development should be accorded more attention and seen from different perspectives for the survival and growth of SMEs.

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