

TRAINING AND DEVELOPMENT FOR MANAGERIAL EFFECTIVENESS: A DIAGNOSTIC STUDY IN THE INDIAN ENTREPRENEURIAL CONTEXT

by

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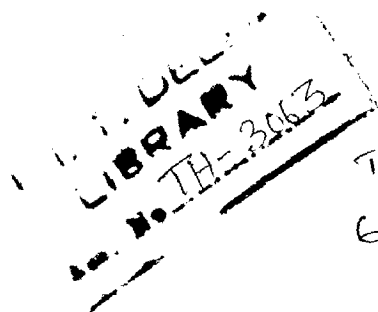
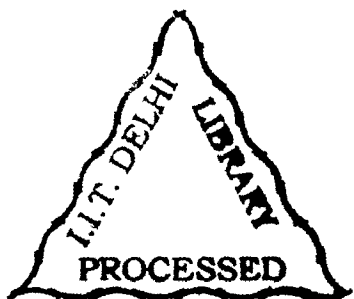
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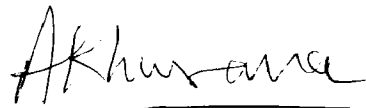


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Managerial effectiveness,

CERTIFICATE

I am satisfied that the thesis entitled **“Training and Development for Managerial Effectiveness: A Diagnostic Study in the Indian Entrepreneurial Context”** being presented by Kavita Sethi, to the Indian Institute of Technology, Delhi, is worthy of consideration for the award of the degree of Doctor of Philosophy, and is a record of the original bonafide research work carried out by her under my guidance and supervision and that the results contained in it have not been submitted in part or full to any other University or Institute for award of any degree/diploma.



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ABSTRACT

The present study aims at investigating the impact of training and development on the dimensions of managerial effectiveness, in the Indian entrepreneurial enterprises, as they transit through different stages of venture development.

The sample consisted of 464 respondents from 36 entrepreneurial enterprises, from the Engineering, Electronic, Construction, and Service sectors. Four of these enterprises were in the maturity stage of venture development, twelve in the growth stage and twenty in the birth stage, respectively.

The research hypotheses were examined by using pretest-posttest control group design. A structured Training Needs Questionnaire (TNQ) was developed to identify the training needs at each stage of venture development. Specifically designed training and development programmes were thereafter developed to address these training needs. The Managerial Effectiveness Questionnaire (MEQ) developed by Gupta (1996) was used to measure the dimensions of managerial effectiveness. In addition, an entrepreneurial enterprise was qualitatively studied through a longitudinal case study, spanning over five years, as it transited through different stages of its life cycle. The data collected were analysed using various univariate, bivariate and multivariate techniques, as applicable.

The results show that training and development has a significant positive impact on the dimensions of managerial effectiveness in all the stages of venture development of entrepreneurial enterprises. It was also found that there exists a significant difference in the perceived training and development needs among the three stages of the lifecycle of entrepreneurial enterprises. The dimensions of managerial effectiveness also varied significantly across the three stages of venture development.

On the basis of the findings of this study, an integrated framework of

training and development has been proposed for use in the Indian context, with a view to improving managerial effectiveness in the entrepreneurial enterprises.

The implications of the study have been summarized and suggestions for further research are made.

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