

**MANAGEMENT TRAINING FOR SMALL AND MEDIUM
INDUSTRIES A CASE STUDY APPROACH**

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by

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ABSTRAK

Pada masa kini, penekanan tuala diberikan oleh pihak kerajaan Malaysia untuk meningkatkan kemahiran pengurus dan pekerja bagi tncapai tahap negara perindustrian pada tahun 2020. Tambahan pula, peranan penting yang dimainkan oleh industti-i kecil dan sederhana telah mewujudkan minat dalatn melatih pengurus dan membangunkan industri ini. Penyelidikan ini mengkaji keperluan latihan untuk pihak pet-gut-us dari segi isi kandungannya dan cara ipersembahkanannya. Objektiv yang kedua adalah untuk menggunakan masalah penyelidikan penguntsan sebagai satu rangka di mana ia dapat digunakan untuk merangka suatu kaedah penyelidikan yang inovatif. Ini adalah untuk mengurangkan atau mengatasi masalah yang berkaitan dengan penyelidikan pengurusan.

Oleh yang demikian, bagi memenuhi kedua-dua objektif tersebut, dua kajian kes 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 kes ini adalah hasil penemuan peringkat pertama yang seterusnya akan digunakan sebagai suatu proses untuk tnetnperkukuhkannya lagi. Ini dapat dilakukan apabila pelatih dan usahawan bekerja bersama-sama untuk tmemehatni secara mendatatn dengan menggunakan hasil analisis tersebut sebagai asas untuk tmembolehkan usahawan tersebut mengidentifikasi, mengenali dan menerima tnasalah pengut-usan yan dihadapi dan mengemukakan latihan yang sesuai untuk mengatasi tnasalah yang telah dinyatakan.

Kes pertatna adalah sebuah industri kecil yang bat-u memulakan perniagaan. Tujuan kajian ini adalah untuk mengidentifikasi masalah, tindakan yang mungkin boleh diambil bagi mengatasi masalah tersebut dan tnenyatakan isu pengurusan latihan yang nyata. Kes kedua pula berkaitan dengan kejayaan sebuah syarikat yang menghadapi pet-tutnbuhan yang pesat. Objektif kes ini adalah untuk memahami tindakan pengurusan dan akitiviti-aktiviti yang, telah membawa kejayaan kepada syarikat ini. Isu latihan pengurusan turut ditimbulkan untuk tndapatkan faedah dari segi penguntsan perniagaan yang sedang dilakukan dengan jayanya. Masalah perniagaan turut dinyatakan bersama dengan latihan untuk pihak pengurus pada tnasalahan hadapan. Secara kesimpulanya, penyelidikan ini tnenyatakan faedah menganalisis perniagaan kecil secara menyeluruh dan memikirkan hubungan “value chain” dan perhubungan di antara kotnponen “value chain” yang lain(cth pembekal, pengedar dan sebagainya). Penekanan turut diberikan ke atas latihan untuk pihak pengurus setelah menganalisa kekuatan dan kelemahan proses dan sub-proses tersebut. Dalam analisis terakhir ini, pemindahan pengetahuan yang sebenar melalui progratn latihan mungkin memberi itnplikasi yang terhad ke atas perniagan kecil. Sebaliknya mengenali kelemahan proses dan sub-proses dan tmemupuk langkah-langkah yang betul dan bersesuaian mungkin akan memberi kesan yang lebih ketara.

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 li-ames 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 firms 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

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LIST OF TABLES

Table I. 1	Reasons for not attending training.
Table 2.1	The small firms sector : Statistical Definitions.
Table 2.2	Small and Medium sized business(companies act in IOS5 criteria)
Table 2.3	Apparent business failure causes.
Table 2.4	Single most important business problem.
Table 2.5	Major business difficulties encountered by small and medium firms, 1985.
Table 2.6	Major financial and marketing problems encountered by small and medium firms.
Table 2.7	Malaysia : Total employment by employment size group, 1978 to 1984.
Table 2.8	Actual and perceived areas of small business training need.
Table 2.9	Probability of successful response in training according to management style classification.
Table 2.10	Reasons for not participating training.
Table 3.1	Total number of employees in 1993-96
Table 4.1	Total number of employees from 1992-95
Table 4.2	Total number of male and female employees

Table 4.3	Employee turnover from 1993-95
Table 4.4	Financial position from 1992-95

LIST OF FIGURES

Diagram I I	The value chain model by ME Porter.
Diagram 2.1	Steps in training and development.
Diagram 3.1	Organization chart of Tekno Logam.
Diagram 3.2	Metal stamping production flow chart.
Diagram 3.4	Course attended in Finance Management by owner manager.
Diagram 3.5	Courses attended in Finance Management by the Finance Manager.
Diagram 4.1	Ling Dnamic organisation chart
Diagram 4.2	Operation chartflow
Diagram 4.3	Personnel and General Management Training attended by the Owner-Manager.
Diagram 4.4	Personnel and General Management Training attended by the Personnel Manager.
Diagram 4.5	Financial' Management Training program attended by the Owner-Manager
Diagram 4.6	Financial Management Training programs attended by Finance Manager.
Diagram 4.7	Production Management Training programmes at tended by Owner-Manager.

- Diagram 4.8 Production Management Training programmes attended by Owner-Manager.
- Diagram 4.9 Marketing Management courses attended by the Owner-Manager.
- Diagram 4.10 Preferred courses to attend in General and Personnel Management by the Owner-Manager.
- Diagram 4.1 I Preferred courses to attend in General and Personnel Management by the Personnel Manager.
- Diagram 4.12 Preferred courses to attend in Financial Management by the Owner-Manager.
- Diagram 4.13 Preferred courses to attend in Financial Management by the Finance Manager.
- Diagram 4.14 Preferred training programmes in Production Management by the Owner-Manager.
- Diagram 4.15 Preferred training programmes in Production Management by the Production Manager.
- Diagram 4.16 Preferred training programmes in Marketing Management by the Owner- Manager.

TABLE OF CONTENT

	page
PERMISSION TO USE	ii
ABSTRAK	iii
ABSTRACT	iv
ACKNOWLEDGEMENT	v
LIST OF TABLES	vi
LIST OF FIGURES	viii
CHAPTER	
1 .0 INTRODUCTION	1
1.1 Background	1
1.2 Research Objectives	
1.3 Stating The Problem And Developing An Innovative Research Method	4
1.3.1 Stating Problem	4
1.3.2 Developing The Research Methodology	8
1.4 Highlighting Major Pitfalls and Shortcomings in Management Research	10
1.5 The Sequential Research Approach in Detail	11
1.6 Analysis And Presentation Of Findings	12
1.7 Value In Terms Of The Possible Outcomes	19

1.8 Notes on Terminology and Classification	19
2.0 DEVELOPING THE BOOTSTRAP	20
2.1 Definition of Small and Medium Business	20
2.2 Importance of Small and Medium Business/Industries	24
2.3 Problems Faced by Small and Medium Industries	26
2.2 Training and Development	49
2.2.1. <i>Training Definition</i>	49
2.2.2 <i>Different Approaches To Training</i>	
2.2.3 <i>Importance of training</i>	53
2.2.4 <i>Steps to Training and Development</i>	54
2.2.5 <i>Management Training</i>	56
2.3. Management Training in Small and Medium Business	60
3.0 CASE STUDY I- TEKNO LOGAM SDN BHD	
3.1 BACKGROUND OF THE COMPANY	81
3.2 Case Analysis	84
3.2.1 <i>Internal Analysis</i>	86
3.3 Training programmes undertaken by Tekno Logam,s Owner Manager and Functional Managers	108

3.4 Conclusion	113
4.0 CASE 2 -LING DYNAMIC SDN BHD	116
4.0 Company's Background	116
4.1 Case Analysis	120
4.2 Internal Analysis	124
4.3 Perception of Training Programmes undertaken by Ling Dynamic's owner-manager and functional managers	151
4.4 Future Training Programmes	161
4.5 Conclusion	168
5.0 CONCLUSION	171
REFERENCES	177

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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