

## **Importance of imparting managerial training to technical staff of an organization**

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### **Abstract-**

*Training is an essential part in an organisation for all staffs. The main issue with the term 'training' is its type. There are different roles of each staff in an organisation. Which type of training needs to be provided to which staff, is a main issue to be discussed here in this article. Any company, which is involved in manufacturing and production of goods, needs to hire technical staff. It is the duty of organisation that they provide proper training to newly recruited technical staff. The engineers and technical concerned staffs need to be emphatically trained for "production management". Bare knowledge of machines, tools and production steps is not called proper training of technical staffs. For example only a technical staff can estimate of cost of production and manage the fund of production and hence completely responsible for financial and cost management of production. So without imparting proper training of 'management' to engineer and technical staff it is really an impossible task for achieving the targeted goal.*

**Keywords:** *Training, Technical staff, Production, management, Engineer manager.*

### **Introduction**

From the core view of the term 'Management', it is mainly concerned with 'planning', 'organizing', 'staffing', 'directing' and 'controlling'(i.e. management function) in an organisation. To manage an event or an organisation (official or unofficial) is a part of science as well as an art. As far as when it is concerned with an organisation, which are chiefly related to the production, manufacture or design work, can be divided into two main parts i.e. 'Management' and 'Technical'. Those staffs are concerned with management part are responsible for accounts, marketing, HRM, finance, etc. and those staffs who belong to technical part of an organisation are mainly think of as responsible for designing, making, packaging etc. of production goods in an organisation. Generally it is assumed that these two parts of an

organisation needs different training session as per the need of work responsibility of staffs which simply means, those staffs who are responsible for management task, needs to be trained for their core concerned work and those who are responsible for technical task are only needs to be trained for engineering and tech part. An important question arises here is, “is it really needs to be so?”

This article mainly focusing on the fact that, there is a need to be peeping inside a very big aspect of management inside the technical job. Top to bottom level technical and engineering staffs are concerned not only with the technical but also concerned with the management part of the organisation. This article suggests the importance of formal and official managerial training to technical staffs in an organisation.

### **Method and material**

The term ‘Training’ is the kingpin and real matter of concern when discussing function of organisation. Here in this article we are discussing the importance of imparting managerial training to technical staff. All the facts and materials shown here are taken from reliable and real time functioning organisation such as D.W.&S. department, Road construction department etc to present sound argument in favour of the article.

Moreover some of the hypothetical situation has also been added to favour the arguments. Little information is also collected from Wikipedia encyclopedia, and from some of the eminent books as mentioned in reference.

### **Results and discussion**

From the ancient time, human being has benefitted from many of the outstanding engineering constructions where lot of exemplary deduction can be visualized. Among all those construction few are listed below,

1. The stone bladed axe which was a very useful tool and the irrigation system used to promote crop growing – 6000 to 3000 B.C.;

2. The pyramids of Egypt – 3000 to 600 B.C.;
3. Road building by Romans – 600 to A.D. 400;
4. The production of paper and gunpowder by the Chinese – 100 A.D. to 1600 A.D.;
5. The production of steam engine and the spinning and weaving machinery- 1601 to 1799 A.D.;
6. The manufactures of cars and household appliances – modern times

Engineers are known for their great works to develop the living standard of mankind and upgrade the civilization of world. Engineering activities need to be managed and engineers are sometimes placed in position where they have to learn management skills. Many a times it becomes necessary to make a decision on the ground of some entangled situation by engineers. Here it is very essential to have some outstanding decision making on the basis of sound arguments by engineers. Decisions are made at various management levels and at various management functions (i.e. planning, organizing, directing and controlling). Here in this kind of situation it is desired to have engineers and tech staffs of any organisation to be equipped with the proper knowledge of managerial skill along with the authority he/she has to make decision.

At the time of training it is essentially required for any organisation to impart distinct managerial training for their technical and engineering staffs so that such conditions to be solved during their tenure which arises technically and can be solved only on the ground of managerial function. During the managerial training session of technical staffs it is primarily very important to introduce them with the level of authority, inside the ambit of which they will be taking managerial decision. If a manager wants to make a decision, his first move must be to identify the problem.

An expert once said “identification of the problem is the tantamount to having the problem half solved.” And if talking about problem then the problem arises where, there the desired condition not met with the real condition. It is exactly cannot be judged where the problem will be raised. It is completely uncertain. Here the role of management becomes crucial and it proves the management as an art. Now it depends on the common sense of site engineer to make a smart decision and manage the situation. At this kind of moment a well trained engineer can take

decision with the proper knowledge and sense of their authority. Following is a very absolute hypothetical example for this fact:

Let us suppose an organisation involved in construction business and somewhere, some construction project work is going on and on the project site only engineer, technical staffs and labours are present. Suddenly some unavoidable circumstances (say an accident occurs and all labour starts raising demands for something, for which, the then organisation's representative cannot fulfill then ) occurs where it is crucial to manage all situation by technical staffs present there then only can a trained technical staffs are efficient to manage those type of conditions. So as it is exactly cannot be judged that when and where the situation comes so that an organisation's technical staff needs to skillfully tackle the situation. A good and skilled engineer can be treated as the jewel for an organisation. This jewel can be turned into a precious one by trained them in a versatile manner so that in this competitive era an organisation with its highly skilled and professional engineer manager can set the trends for their concerned work field.

### **Objective**

Present article is mainly emphasizing the fact that, all engineering and technical staffs of any organisation needs to be properly trained not only in terms of their core concerned work but also in terms of managerial functions. So the main objective of this article is as follows:

1. To discuss the importance of types of training which will be imparting to the staffs of any organisation.
2. To make the technical staffs more efficient in terms of managerial functions.
3. In managerial training, technical staffs are needed to be trained such that they take managerial decision within the ambit of their authority.
4. To analyse the empirical relation between management and authority.

### Managerial function by engineers

Following are some situation where engineering staffs need to take manager position and follow management function with sound precision.

Scene	Place	Duration of work	Cost estimation	Decision
1. Work of widening and strengthening of road Part I from kilometer 0.000 to 30.500	Gumla at Manjhatoli (NH-78)-chainpur Dumri – Mahuadanr	Twelve months From 17.08.2013	Estimated Cost of work = 226315908.73(rupees twenty two crore sixty three lacs fifteen thousand nine hundred eight and seventy three paise)	Decision made by Executive Engineer Road construction department, Gumla.
2. Hiring civil junior engineer(no. of post = 07) on contract basis for C.P.W.D. Dept. through an interview taken by Chief engineer	chennai	For 3 years (can be renewed on the basis of requirement )	Rs. 15000/month	Decision made by chief engineer, C.P.W.Department, Chennai
3. Construction of a 30” pipe line from booty more to karamtoli	Ranchi, Jharkhand	One year (till march 2014)	Estimated cost of work = 10000000.00 (round figure)	Decision made by cabinet of Jharkhand on the report of Superintendent engineer D.W. &S. depratment
4. Making a short documentary film on the the importance of sanitation	Ranchi, Jharkhand	One Month(year 2011)	Estimated cost of work is Rs. 50,000	Decision made by the Chief Engineer D.W.&S. department

The above mentioned boxed content clearly mentions the role of core technical person in a public enterprise or public undertaking company as a manager who manages sometimes cost of production i.e. cost management, and sometimes plays an important role of HR

Manager. Without being properly trained, no engineer or technical staffs can estimate the cost of required work or can play a vital role to hire next generation engineers. All this type of work clearly exhibits that some times engineers has to play a significant role of manager and needs to involve in managerial function with greater accuracy. So it is well understood that for any organisation which is involved in production, manufacturing, construction or design, needs to hire engineers and necessarily trained them on technical as well as management issues. During the management training session it is very important to introduce the engineers and technical staffs with their limit of authority, within which he can take decision.

**Decision making Authority chart of D.W. &S. Department**

Executive Engineer	Upto Rs. 2500000
Superintending Engineer	From Rs. 2500001 to 10000000
Chief Engineer	From Rs. 10000001 to 50000000
Engineer in chief, with the advice of Cabinet	From Rs. 50000001 to 250000000
Cabinet	Amount > 250000000

**Note: - Newly passed rupee basis tender publishing authority chart of different level of engineers in D.W.&S. department by the cabinet of Jharkhand for financial year 1<sup>st</sup> April 2013 to 31<sup>st</sup> March 2014.**

So the scene suggests that for each level of engineering work, engineers are compelled to indulge in managerial function. For that it is crucial to provide proper training session on cost management, tender process, selection management etc and after this training session an engineer of an organisation is successfully execute his/her work of responsibility.

**Conclusion**

Thus in the light of all above mentioned facts and arguments we can strongly conclude that imparting managerial training to engineers and technical staffs are very vital to exist and compete the present competitive scenario. From ancient to modern time we can observe that engineers are the solution provider of civilized world and time to time some exemplary construction and invention proved this fact. From cost calculation to financial aid for any project, engineers play very significant role in an organisation. Hence engineers can be made more efficient by trained them from technical as well as managerial point of view.

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