

MAURITIAN INSTITUTE OF MANAGEMENT

How Do Mauritian Managers Manage?



INTRODUCTION

by

MR AMOORDALINGUM PATHER

INTRODUCTION

- The Mauritian Institute of Management (MIM) was established in January 1974
- To foster professional management & development

BACKGROUND OF THE PROJECT

Why this project?

- To provide empirical data about strengths and shortcomings of Mauritian Managers & the challenges facing them
- To provide a basis for making proposals for improving their competencies and achieving better results in vital areas
- To aim at continuous improvement of managerial talents and competences in order to achieve and sustain competitive advantage through high performing Mauritian Managers

Research objectives

- Establish the profile of Mauritian Managers in relation to age, experience, education and training, designation and gender
- Understand how Mauritian Managers set objectives, priorities and determine current management practices

Research objectives

- Explore the style of management in the private sector, public sector, family businesses, multinational organisations and small businesses, etc
- Analyse how managers are adjusting in a global context
- Determine the characteristics that organisations look for in Mauritian Managers

The Research Team

- Principal Investigator
Mr Amoordalingum Pather
- The Research Team Investigators
Mr Parmaseeven Veeraragoo
Mrs Aisha Oozer
Ms Yasmin Jeetun
- Technical Support
Mrs Brinda Harjan

Methodology

- Research of appropriate literature to identify existing management style and profile on the international scene
- Design, administration and analysis of a comprehensive questionnaire (Phase I)
- Site visits and interviews of a representative sample of companies that had answered the questionnaire (Phase II).

“Management is tasks. Management is a discipline, but management is also about people. Every success of management is a manager. Every failure of management is a manager”.

(Peter Drucker, 1977)

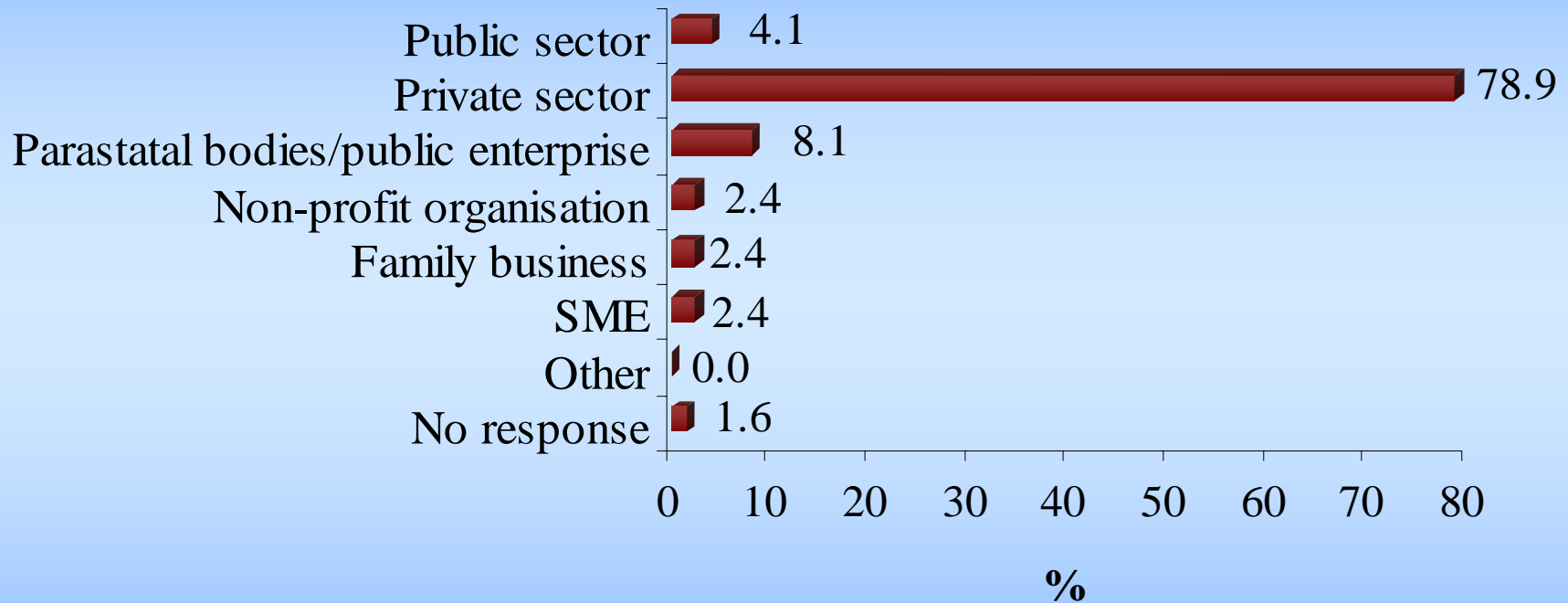
HOW DO MAURITIAN MANAGERS MANAGE?



Breakdown of Enterprises by Sector

SECTORS	NO. OF FIRMS	% OF TOTAL
Agriculture	8	6.5
Manufacturing & Quarrying (including of Water, Gas & Electricity)	14	11.4
EPZ	12	9.8
Wholesale & Retail Trade	16	13.0
Financing, Insurance, Real Estate & Business Services	49	39.8
Community, Social & Personal Services	14	11.4
Others	10	8.1
TOTAL	123	100.0

Breakdown of Entreprises by Sector

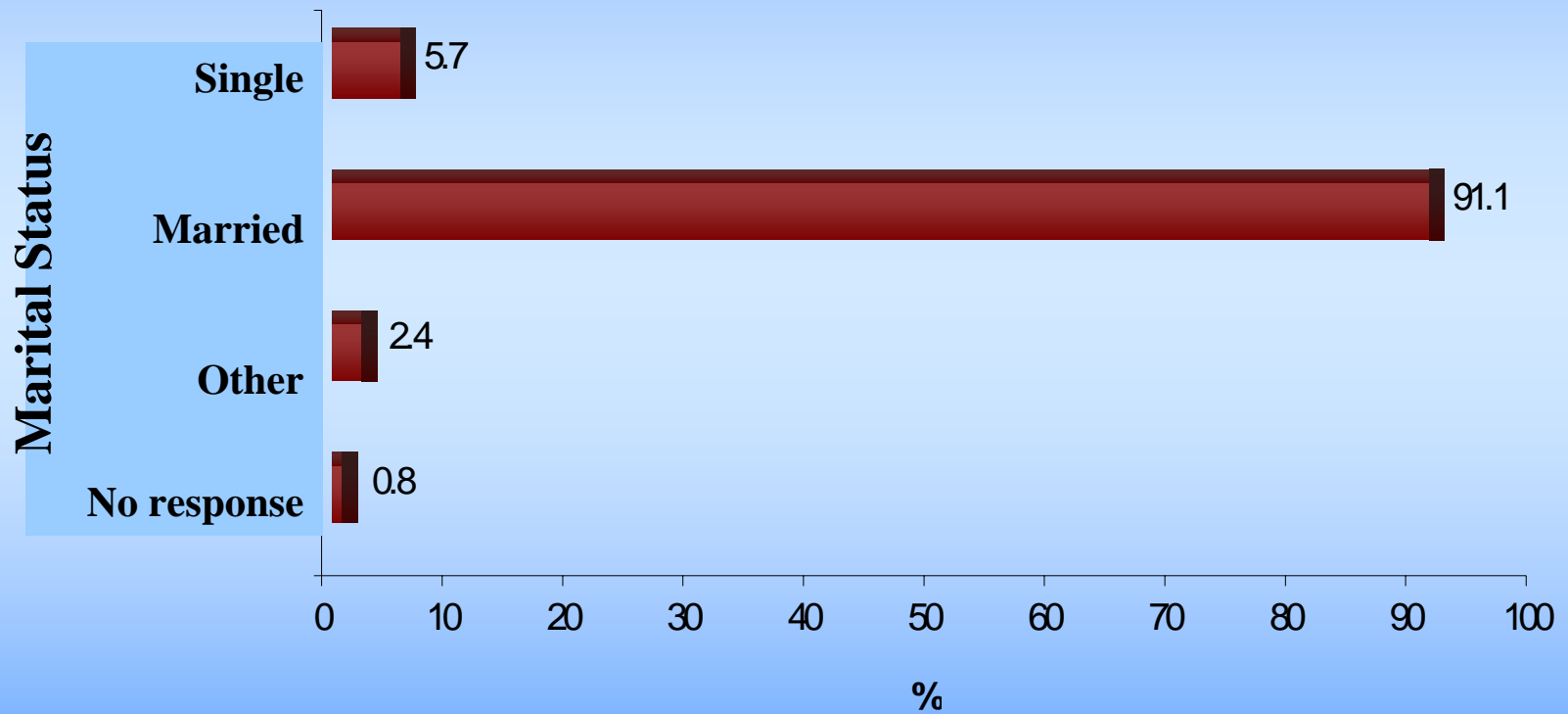


Gender

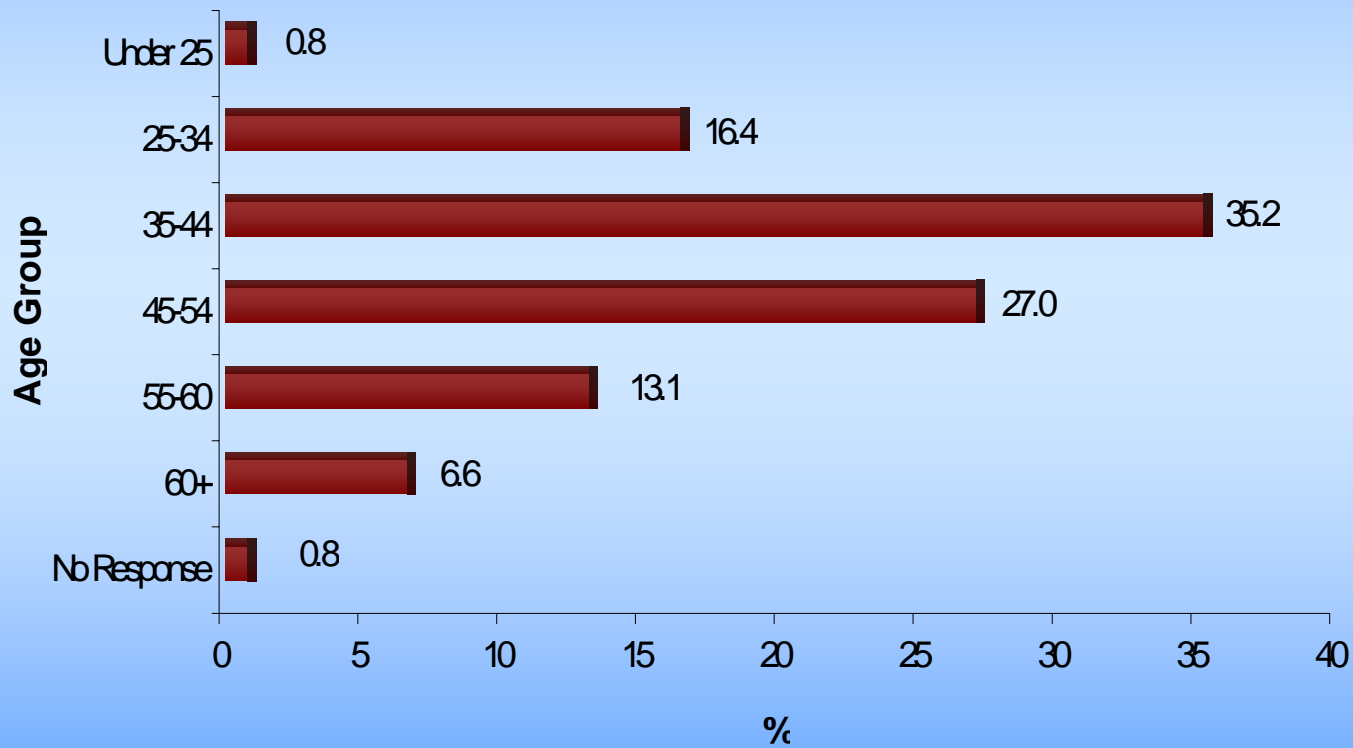
Female
19%

Male
81%

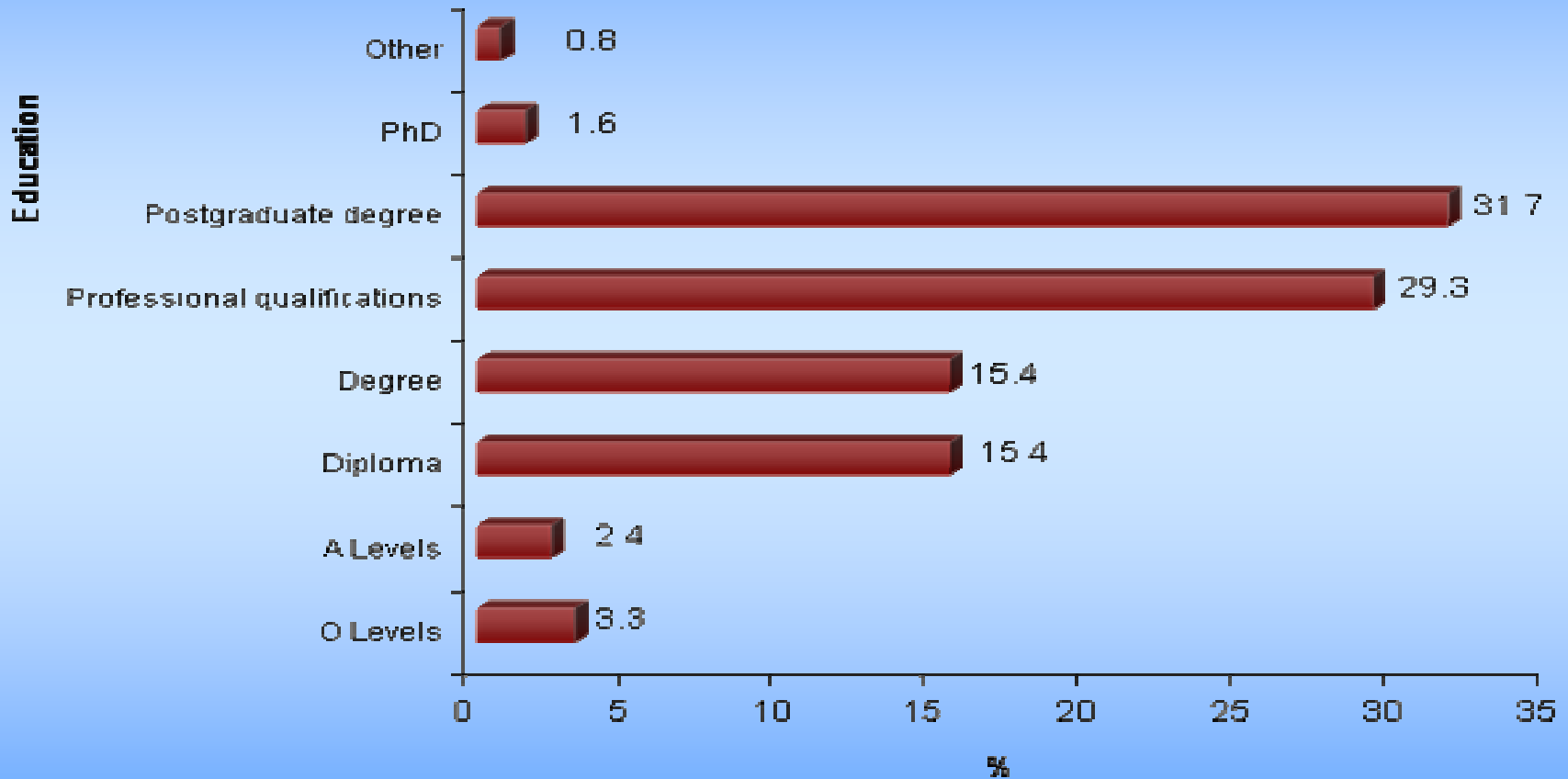
Marital Status



Age Profile

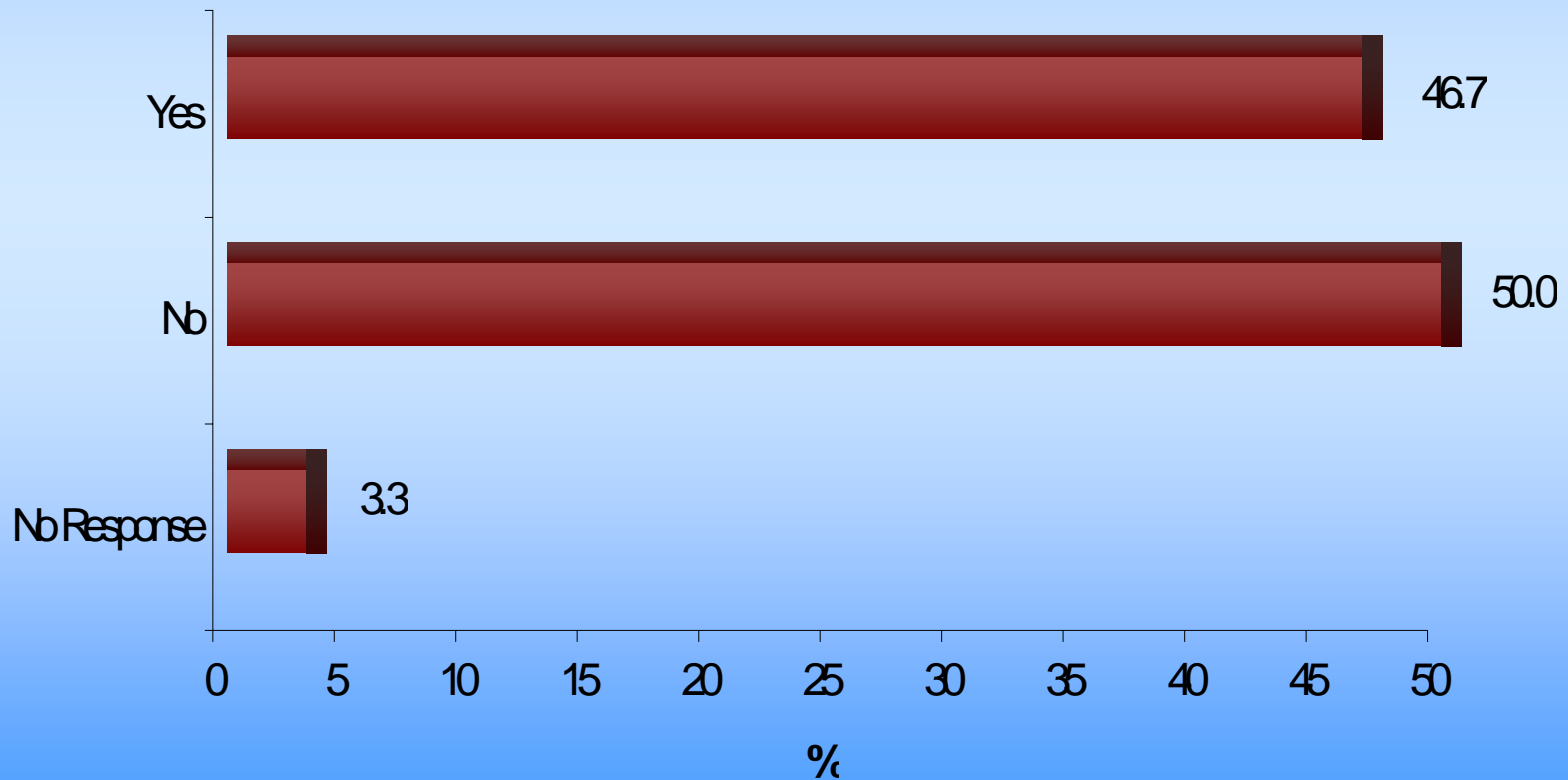


Education

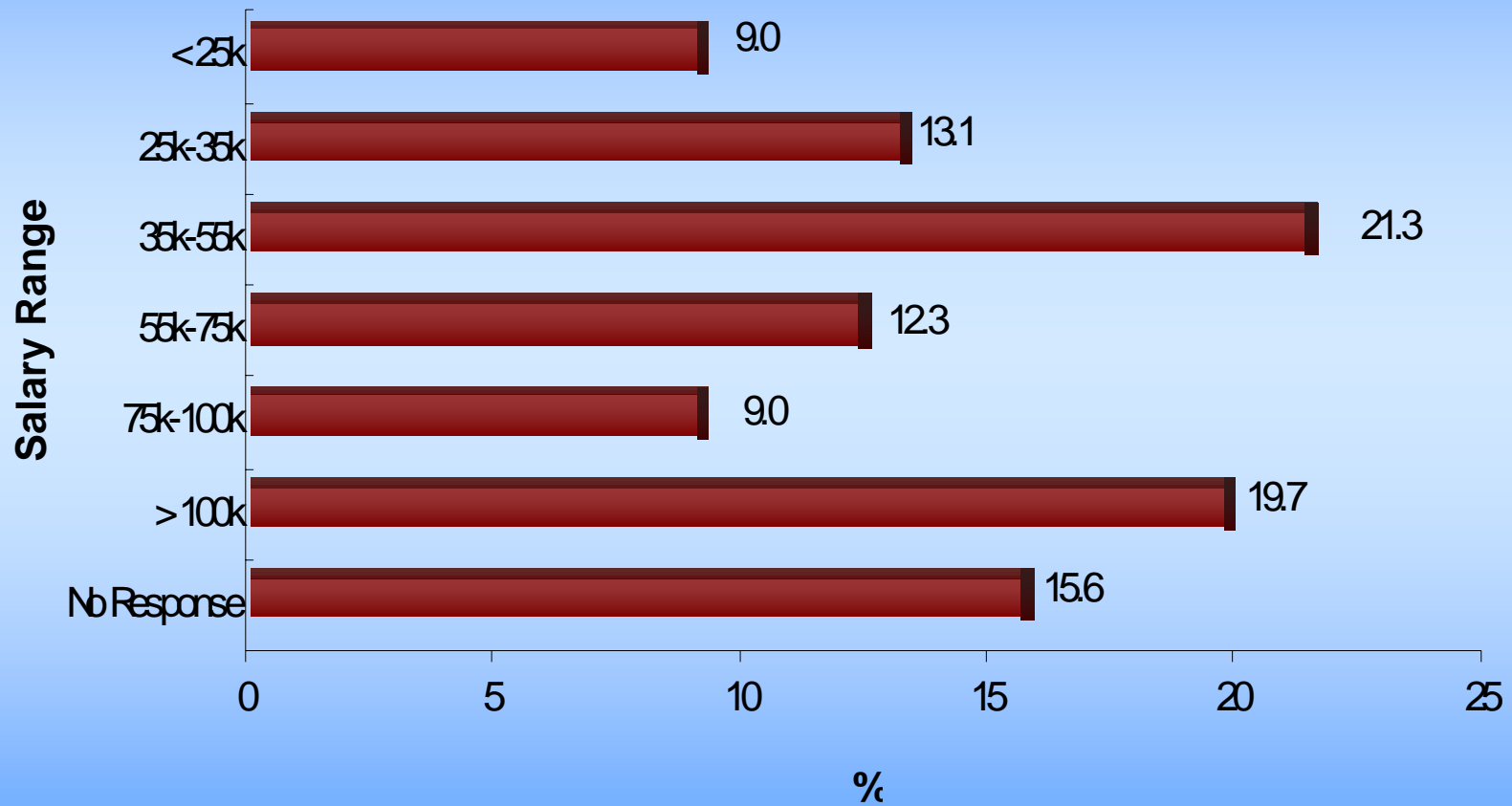


Membership to a Professional Organisation

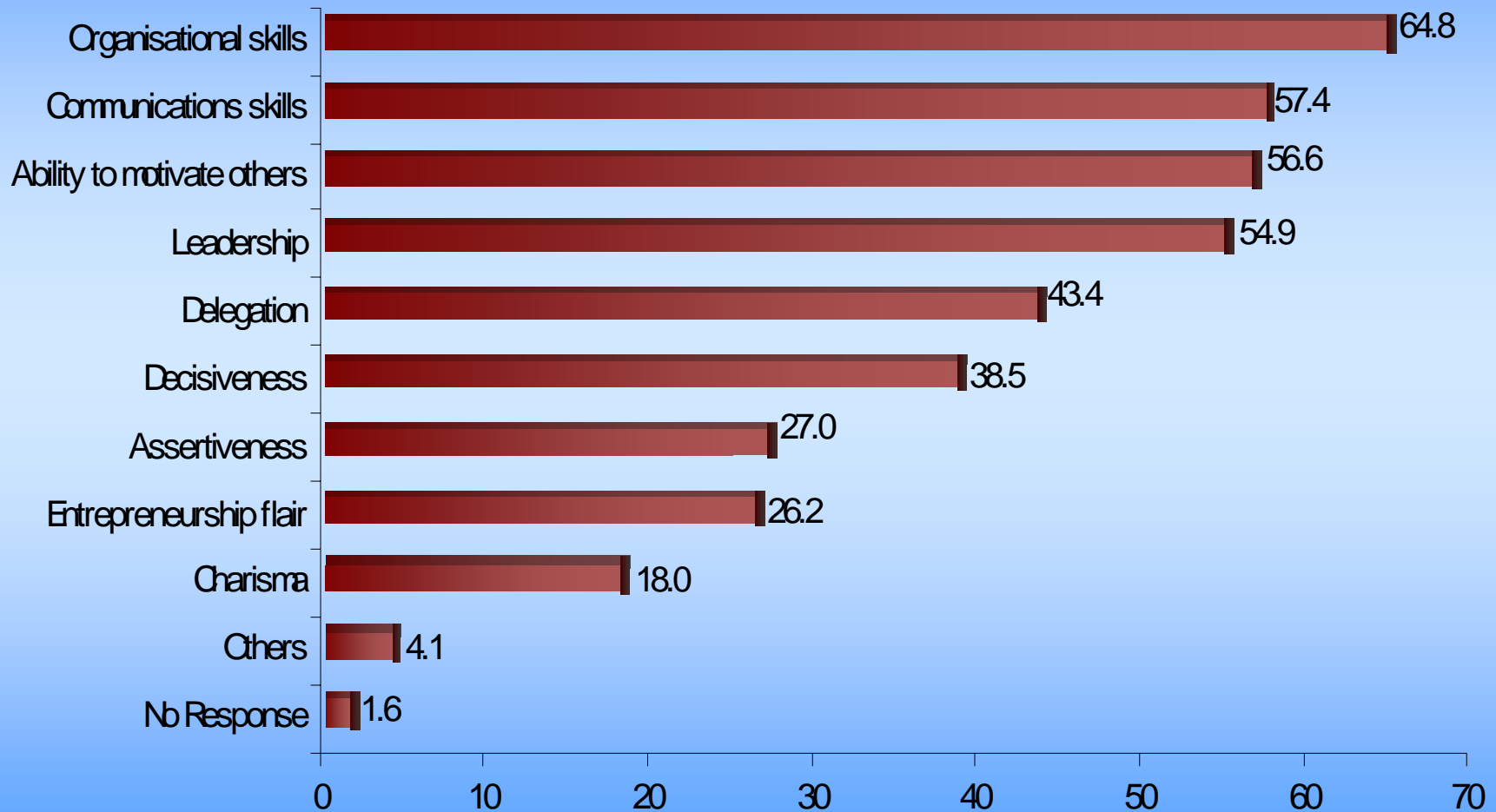
HOW DO MAURITIAN MANAGERS MANAGE?



Salary Range



Strengths of Managers



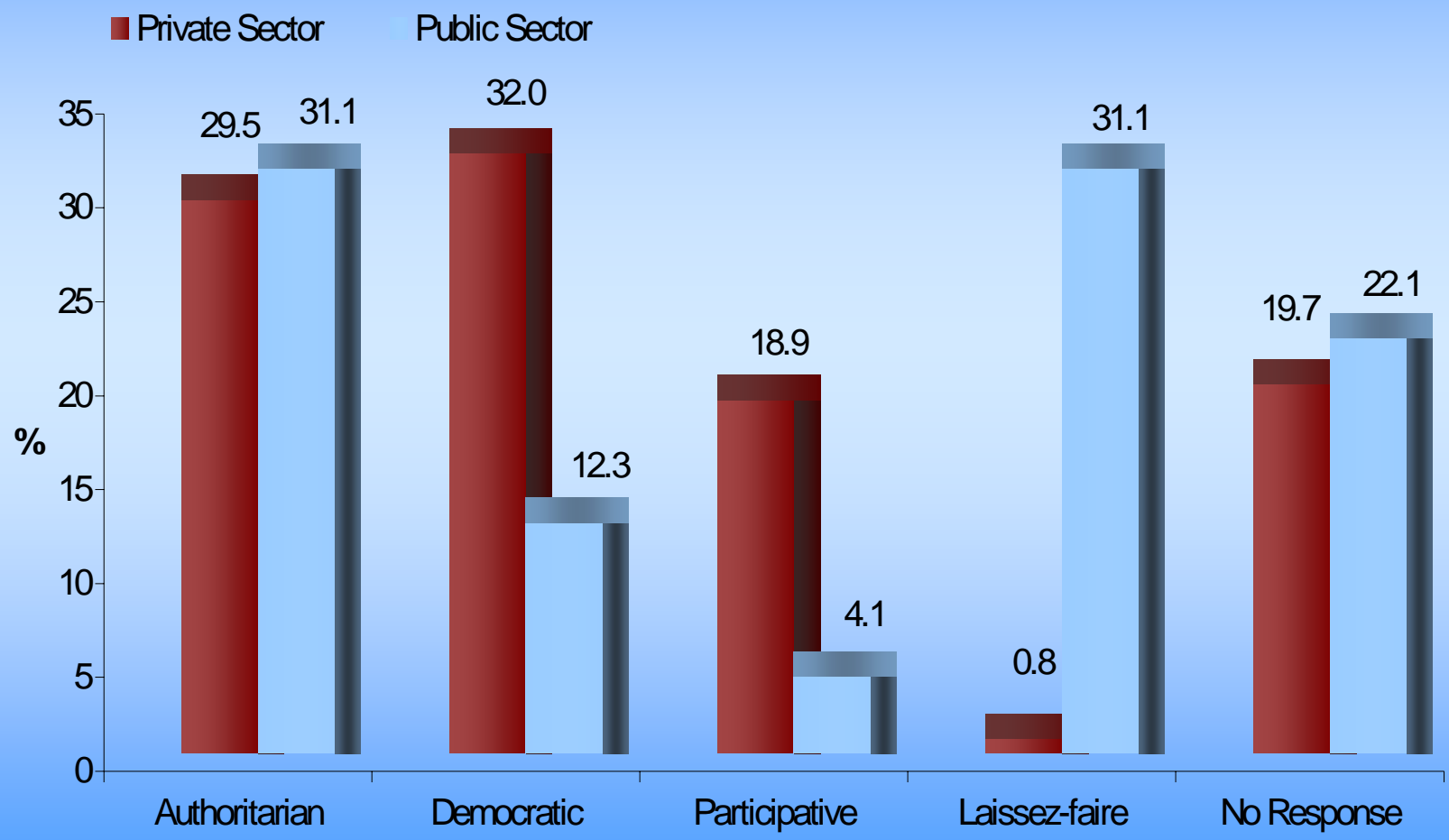
Strengths of Managers

- Organisational skills
- Communications skills
- Ability to motivate
- Leadership

Weaknesses of Managers

- Poor Time Management
- Ignorance of New Technology
- Failure to contain costs

Management Style in the Private Sector and the Public Sector



Leadership Style ***

- Values and Integrity 76%
- Communication Skills 68%
- Interpersonal Skills 52%

Decision Making ***

- Strategic decision-making 90%
- Setting objectives for the short term 90%
- Setting objectives for the long term 77%
- Objectives realistically attainable & sufficiently challenging more than 90%

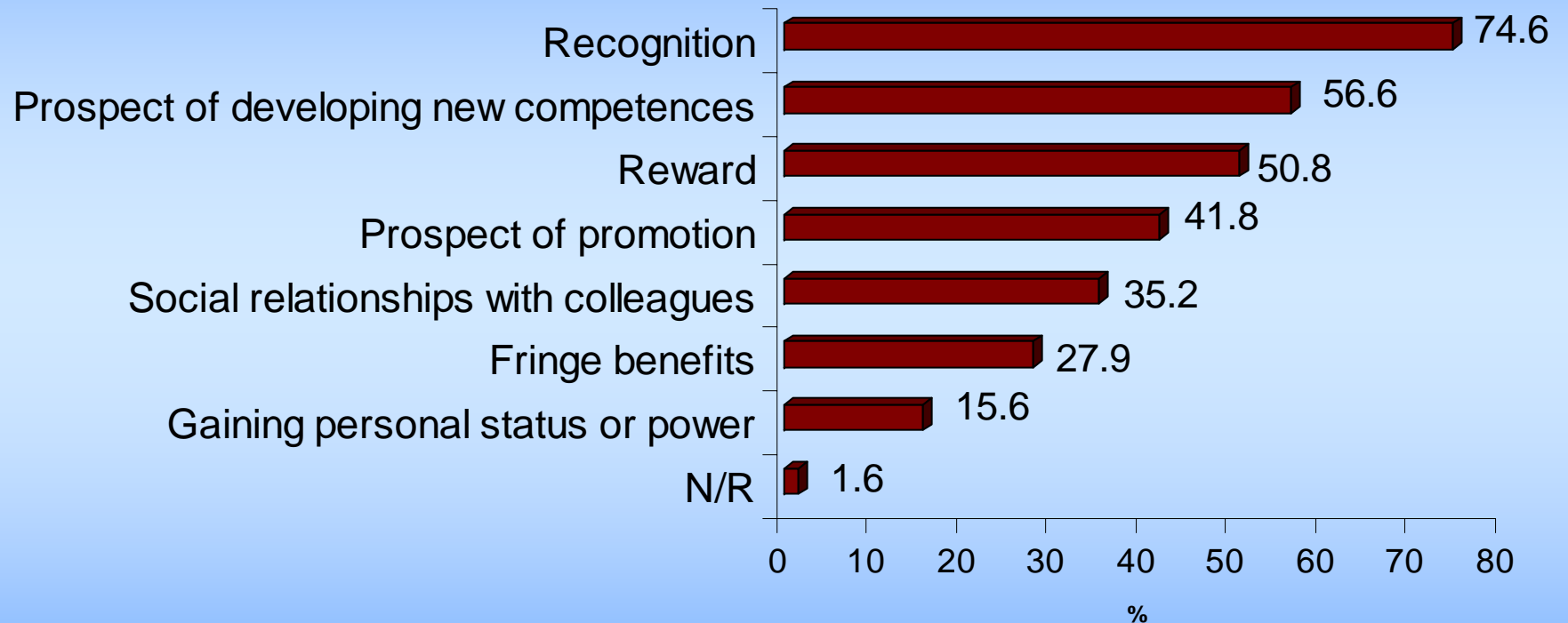
Decision Making ***

- Establishing priorities 96%
- Potential bottlenecks in planning process 72%
- Contingency plans 65%

Managing People

- Staff working as team 96%
- Mutual support 95%

Factors Motivating the Teams



Handling Conflicts

- Mediating 74%
- Smoothing 39%

Managing Communication

- Meetings 89%
- Informal face-to face interaction 84%
- Group discussions 68%
- Communication downward 69%
- Communication upward 56%

Principles Applied

- Emphasis on results 91.0%
- Clear responsibility for action 90.1%
- Clear standards and objectives 86.9%
- Letting Managers Manage 87.0%

PHASE II

INTERVIEWS

by

PARMASEEVEN VEERARAGOO

Interviews

Objectives

- Test the validity of selected responses from Phase I
- Explore some additional areas which were not covered in Phase I
- Analyse how managers are adjusting in a global context
- Determine the leadership competencies that are most important today and will be most important in 10 years

Interviews

- Questions
 - Globalisation
 - Leadership
 - Decision Making
 - Training
- 21 respondents
- Diverse Types of Sectors

Globalisation

- Managers in general think more local instead of global
- A rapidly changing business environment with increasing competition from multiple global sources

Globalisation

- Top five single issues in Mauritius
 - High competition
 - Mobility of labour
 - High costs
 - Changes in international legislation
 - No creativity / No quality consciousness

Globalisation

Adjust to the global context

- Providing better customer service
- Fostering innovation
- Diversification
- Managing relationship
 - Training, re-skilling and empowering the employees
 - Restructuring and new technology

Globalisation

Tools used to attain the objectives and to adjust to the dynamic environment

- Strategic planning and development of vision and mission
- Formation of strategic alliances
- Benchmarking
- Performance management
- Adopting growth strategies

Delegation

Communication

Globalisation

- To respond to the challenges of globalisation, managers were unanimous in recognising the need for adopting strategic management, developing a vision and a mission of the organisation
- All enterprises had written Mission and Vision statements
- In a few cases strategic alliances have been developed and have become an integral part of the organization culture

Leadership

Three key elements of organisation culture/processes necessary for effective leadership development

- Leadership development strategy
- Top management support
- Succession planning

Leadership

- It is not uncommon for a team of top people in the organisation to organise a big workshop with a high-priced consultant for three days of strategy development
- The strategy is written and distributed with little thought given to the people needed to achieve this business strategy

Leadership

- It is a partial strategy because the exercise does not fully reflect the reality
- All employees may take ownership of the mission and vision of the organisation
- One company fully emphasizes employee participation in the business strategy

Leadership

- There is often encouragement for change but top management practises control and adherence to established policies and practices
- The leader must be able to develop people with a high performance track
- The leader must have a combination of skills and competencies to lead the organisation and mobilise all resources to ensure the success of the organisation

Leadership

Consistency about leadership in general

- Components
 - Communication
 - Strategy development skills
 - Empowerment

Leadership

- Components
 - Knowledge of the customer
 - Knowledge of the business
 - Team building
 - Competencies

Decision Making

- Level of management involved in decision-making
- Measurable indicators to evaluate objectives set
- Benchmarking decision making process with other organisations/countries
- Source of importance that impact on decision-making

Decision Making

It was clearly indicated that strategic decisions were taken at Top Management level whereas lower level management was mainly involved in day-to-day and operational decisions

Decision Making

They believe that awareness showing the importance of measurable indicators must be a common practice in all enterprises if we want to make Mauritius a competitive country

Decision Making

Indicators to monitor performance

- Turnover (Sales Volume)
- Profitability ratios
- Key performance Indicators (KPI)
- Market share

Decision Making

Indicators to monitor performance

- Productivity indicators
- HR retention rate
- Energy saving
- Qualitative indicators

Decision Making

- 50% do not have any benchmarking in place due to their product/market not amenable to benchmarking
- A few organisations, which have developed strategic alliances, are able to benchmark their decision-making process with their strategic partner.

Training

- Leadership and management development are top training priority
- Most of the managers are unanimous to say that competencies are developed through continuous professional development

Training

- Overseas training
- Exchange programme and study visits
- Conferences, seminars, workshops, and fairs
 - Customised training
 - Knowledge management
 - Reading and self-learning
 - Internet

RECOMMENDATIONS

- Vision
- Human Relations
- Democratic Style
- Innovation
- Delegation
- Strategic Models

RECOMMENDATIONS

- Corporate Social Responsibility
- Communication
- Focus and Action
- Customer Delights
- Recognition & Excellence

THANK YOU