

Application of Manager Training Programs in the Turkish Drug Industry

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Summary : Management is the integration of studies carried out to reach the most efficient and the most convenient result by achieving cooperation in the enterprise and by unification in production elements. The manager is the person who works in an appropriate manner to reach organizational objectives with the aid of subordinates in the organization. In recent years, management is considered as a different field of work and as a result, organizations give more importance to development of their managers.

The purpose of this study is to determine whether or not manager training programs are being used and to determine which type of program they use if they apply those programs, in the Turkish Drug Industry.

In this study, 19 questions are asked to managers of human resources departments or staff personnel of 51 firms in Istanbul. 38 of these 51 firms are members of the Pharmaceutical Manufacturers' Association and 13 are not, but these 13 firms also use the rights of the association.

In this study, it was observed that a majority of the managers in Turkish Drug Industry participate in specialized, manager education activities twice a year. These specialised training programs are applied by various methods both inside and outside the firm. In the programs applied inside the firm; it is decided that handing over responsibility is the most important method, then working under a chief and reporting preparation. Job rotation is regarded as unimportant. Among the programs applied outside the firm; role-playing, case study, seminars and courses were regarded as important. After the application of these programs an increased success was observed in the organization.

Key Words: Management, manager, manager training programs, Turkish Drug Industry.

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Yönetici Geliştirme Faaliyetlerinin Türk İlaç Endüstrisinde Uygulanması

Özet : Yönetim, işletmede işbirliğinin sağlanması ve bütün üretim öğelerinin birleştirilmesiyle en verimli ve en uygun sonuca varılması için yapılan çalışmaların bütünüdür. Yönetici, işletmedeki işleri, yönetiminden sorumlu olduğu kişiler aracılığıyla amaçlara uygun olarak yapan kişidir. Yönetimin günün şartlarına göre, en iyi şekilde olabilmesi için yöneticilerin geliştirilmesi gerekir. Son yıllarda yöneticiliğin ayrı bir meslek haline gelmesiyle birlikte, işletmelerin, yöneticilerinin geliştirilmesine verdikleri önem hızla artmaktadır.

Bu çalışmada Türk İlaç Endüstrisinde yönetici yetiştirme ve geliştirme programlarının uygulanıp uygulanmadığının ve uygulayan firmalardaki program türlerinin belirlenmesine çalışılmıştır.

Çalışma sırasında İstanbul ilinde bulunan İEİS (İlaç Endüstrisi İşverenler Sendikası) üyesi olan 38 ve sendika hizmetlerinden yararlanan 13 firma olmak üzere toplam 51 ilaç firmasının İnsan Kaynakları ya da Personel Müdürlerine 19 sorudan oluşan anket uygulanmıştır.

Çalışma sonucunda, Türk İlaç Endüstrisinde müdür seviyesindeki yöneticilerin büyük bölümünün yılda 2 kez kendileri için özel olarak hazırlanan geliştirme programlarına katıldıkları tespit edilmiştir. Yöneticiler için hazırlanan bu geliştirme programları hem firma içinde hem de firma dışında çeşitli yöntemlerle uygulanmaktadır. Bu programlardan iş başındaki yöntemlerden yetki devri çok önemli, bir üste bağlı çalışma ve rapor hazırlama önemli, iş rotasyonu önemsiz bulunmuştur. İş dışındaki yöntemlerden rol oynama, örnek olay, seminer ve kurslar ise çok önemli olarak değerlendirilmiştir. Program sonrasında hem kuruluşun hem de yöneticilerin başarısında artış gözlenmektedir.

Anahtar kelimeler : Yönetim, yönetici, yönetici eğitimi programları, Türk İlaç Endüstrisi

INTRODUCTION

Management is the integration of studies carried out

to reach the most efficient and the most convenient result by achieving cooperation in the enterprise and by unification in production elements. The manager

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is the person who works in an appropriate manner to reach organizational objectives with the aid of subordinates in the organization. In recent years, management is considered as a different field of work, and as a result, organizations give more importance to development of their managers¹⁻⁴.

Currently, as frontiers in the international open markets expand gradually, natural conditions vary indefinitely and technologies and economic standards grow continuously, hence, organizations give more importance to development of their managers for continuity of the organization^{5,6}.

To achieve this permanence, organizations need both productive and effective managers and for this they need specialized management and manager training programs^{7,8}.

Organizations introduce various programs for the development and education of expert managers and new manager candidates⁹. The purpose of these programs, which are applied inside and outside the firm, is to gain effective and productive managers¹⁰.

Manager training programs have been applied since a long time. Especially during the World War II, organizations gave more importance to these programs. Those programs applied to various kinds of industry can be categorized under 3 main topics¹¹:

- 1- Work Administration Training
- 2- Human Relation Training
- 3- Instructor Training

During the war, these methods were applied successfully and nowadays they are still being used as basic methods in management education activities.

Today, management development programs are examined in 2 sections^{12,13}:

- 1- Development inside the firm (on - the job)
- 2- Development outside the firm (off -the job)

Development inside the firm is practiced with 6 methods^{12,14-16}:

- 1- The unity of command
- 2- Job rotation
- 3- Education with committees
- 4- Delegation
- 5- Report preparation
- 6- Apprentice training

Development outside the firm is practiced with 7 methods¹²⁻¹⁸:

- 1- Role- playing
- 2- Case study
- 3- Sensitive training
- 4- Management games
- 5- Conference leadership
- 6- Seminars
- 7- Courses

The object of this study was to determine whether the organizations in the Turkish Drug Industry apply these programs or not; and to determine which type of education program they use if they apply those programs.

MATERIAL AND METHODS

In this study, 19 questions are asked to the managers of human resources departments or staff personnel of 51 firms in Istanbul. 38 of these 51 firms are members of the Pharmaceutical Manufacturers' Association and 13 are not, but these 13 firms also use the rights of the association¹⁹. This target population is also selected as a sample. Answers of managers of human resources or staff personnel departments form the material of this study. Questions of the survey form are prepared by the help of studies used in different industrial areas²⁰⁻²³.

After coding the answers of the survey, the statistical appraisal is analyzed using SPSS (7.5) software program.

RESULTS

The survey evaluations of manager training programs in the Turkish Drug Industry are given below. Figure 1, shows whether managers in organizations participate in these training programs or not, and the frequency of participation of managers in these programs during one year is given in Figure 2.

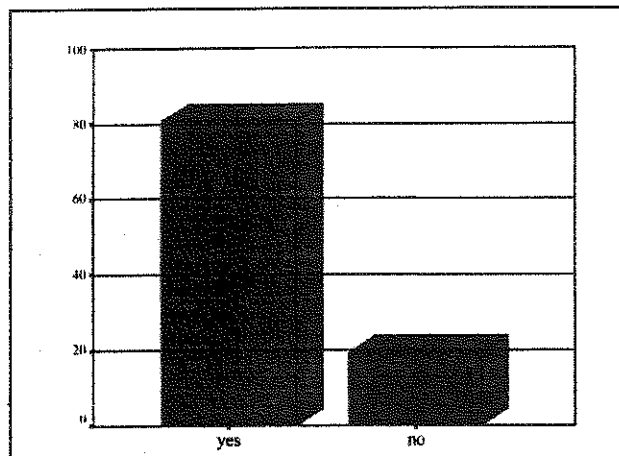


Figure 1. Participation of managers in training programs during their working life

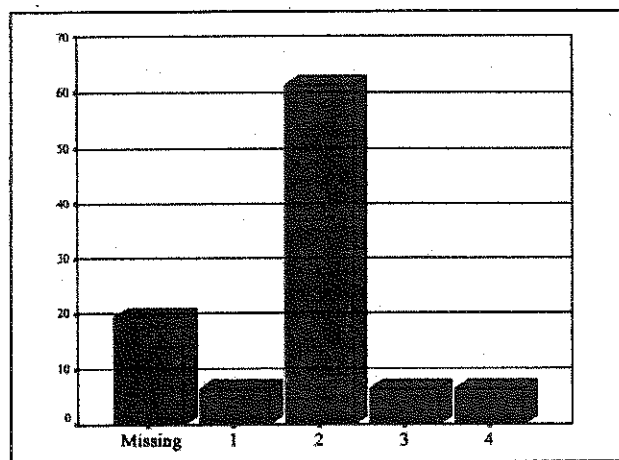


Figure 2. Number of participation time of managers in training programs during one year

The reason for the lack of participants in those programs in organizations are stated as follow:

- 1- Qualified managers in working areas
- 2- The continuity of application of development programs.
- 3- High application costs.
- 4- Lack of credibility of these programs.

Organizations use different methods to evaluate candidates for programs. They accept all the voluntary manager candidates as the most frequently used method; or they first evaluate the candidates in the career pool. As a different method, they accept new advanced managers, and as the last method, they prepare an examination to evaluate candidates. Data is given in Figure 3.

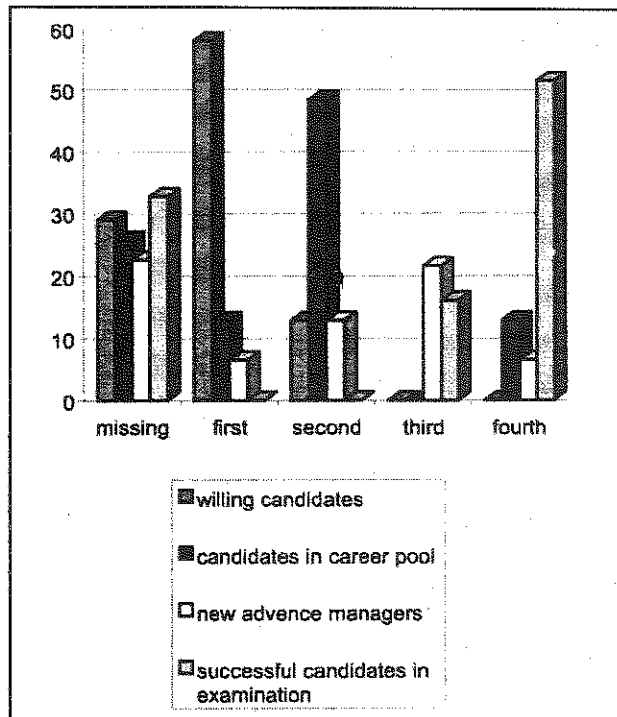


Figure 3. Importance of willing candidates, candidation in career pool, new advance manager and successful candidates to evaluate managers

Figure 4 shows the ways for provision of development programs. According to data, it is observed that organizations prefer programs that are prepared specifically for their managers.

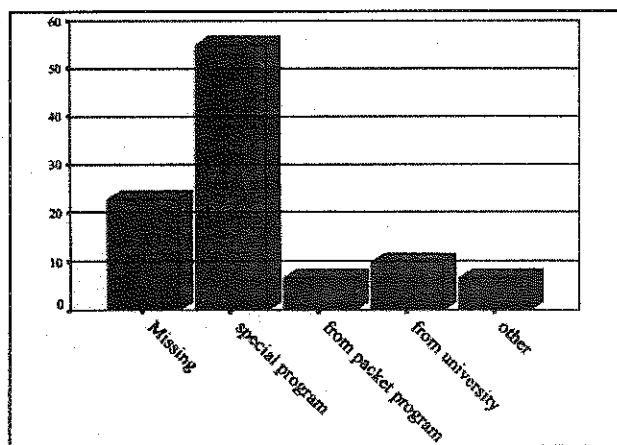


Figure 4. Method of provision of training programs

In the programs used inside the firm; it was decided that delegation is the most important, then comes unity of command and report preparation, and job rotation is assigned as unimportant. Data is given in Figure 5.

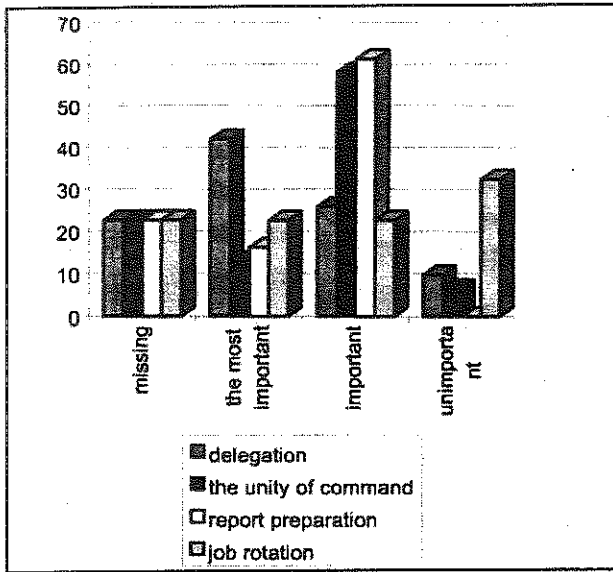


Figure 5. Importance of delegation, the unity of command, report preparation and job rotation inside the firm method for manager training

In the programs used outside the firm; role-playing, case study, seminars and courses are determined evaluated as important. Data is given in Figure 6.

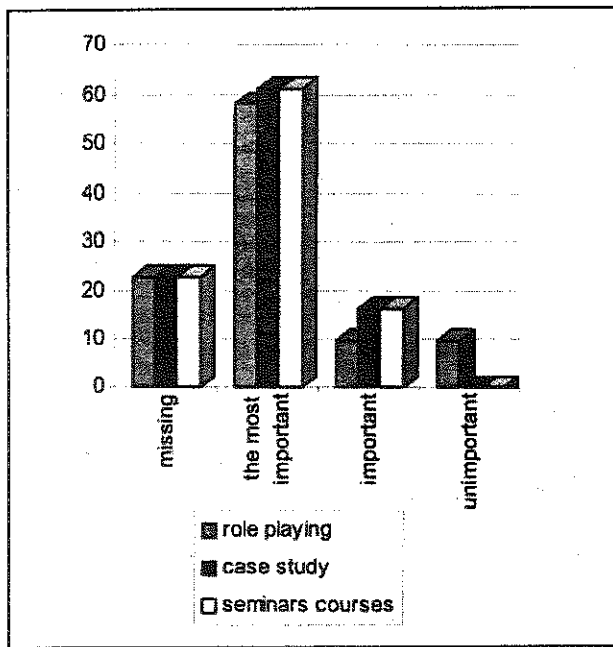


Figure 6. Importance of role-playing, case study and seminars, courses outside the firm methods for manager training

By application of those development programs an increasing success is observed both individually for

managers and in the working process of management.

DISCUSSION

At the end of the study the results are given below:

- 1- 6 of the 31 firms that answered the inquiry questions do not use manager training programs.
- 2- 18 of the 25 firms which have been using manager training programs are Turkish, 7 are foreign.
- 3- 19 of the 25 firms, which have been using manager training programs, used these programs twice a year.
- 4- At the end of the implementation of these programs, managers' success and motivation have increased in 15 of the 25 firms, which have been using the program.
- 5- The success of the firm has increased in 21 of the 25 firms, which have been using the program.

From this survey, it can be easily observed that the firms that apply development programs in their working process are mostly domestic. In Turkey, domestic firms apply and give more importance to those programs, because they believe that they can be carried out in the market and will have a permanent firm life among foreign capitalized firms just by educating managers, and to reach this objective they apply training programs.

An increasing success can be observed among the managers and in the working process of firms after applications of these programs. Therefore organizations which do not apply these programs, should give more importance to their managers' education.

After the survey results, and the interview with firm managers it is observed that the Turkish Drug Industry apply the same programs as other industries despite the fact that they have the different and special place among other industrial areas.

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