
Managerial Skill Gap- An Overview of Literature Review

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Introduction

In sum, a literature review identifies, evaluates and synthesizes the relevant literature within a special area of inquiry. It illuminates how knowledge has evolved within the area, highlighting what has already been executed, what is mostly accepted, what is coming out and what is the current state of thinking on the subject. In increase, within research-based texts such as a Doctoral thesis, a literature review identifies a research gap (i.e. Unexplored or under-researched areas) and articulates how a particular research project comes up to this gap. Literature refers to a collection of published information/materials on a peculiar region of research or topic, such as books and journal articles of academic value. Nevertheless, it does not need to be inclusive of every article and book that has been written on your topic because that will be excessively liberal. Instead, it should include the key sources related to the main debates, trends and gaps in your research field. Here the reviews are based on the Managerial skill.

REVIEW OF LITERATURE

Managerial Skill

MC Knight and Naylor (2000)¹ GRADUATE EMPLOYABILITY: POLICY AND PERFORMANCE IN EDUCATION IN THE UK”, found the probability of

student leavers being employed six months after graduation is positively linked to the class of degree and its also strongly in fluted to the subject studied, measure of prior educational attainment. Age at graduation and social class background. Most of the factors are also found to strongly involve the chance of student leader in employment being in a ‘graduate occupation’, although long time at graduation has only a weekly significant effect for female graduate and holds no important effect for males.

Schumacher (2001)² study aimed to analyse knowledge worker’s hold key of garment industry’s future. The work found that development does not bulge out with goods, it commences with ‘people’ and their education, ‘organizing’, and ‘discipline’. Without these three, all other resources remain latent, untapped potential. Success in any field lies in developing and educating people. Technology up gradation alone will not get the desired solutions.

Whetten and Cameron (2002)³ study found that the two famous researchers in an article as " Most-common skills of effective managers", classify the basic skills of managers in two groups, personal and communication sciences. They have divided managerial skills into three groups in their newest study, include: Personal skill like self-awareness, stress management, problem solving skills, Interpersonal skills like, communication skills, power of influencing others, dispute management, skills of motivating people. Group skills like

empowerment, team building and authority delegation.

Green *et al.* (2003)⁴ find that higher value products are linked with higher skill levels and skill needs. Up-Skilling the workforce can positively affect productivity, increase workforce performance through high caliber leadership and management, develop people's skills and improve workplace organization and job operations. It can increase the scope of choices available to employers in growing their business schemes and creating higher performing systems.

Bloom *et al.*, (2004)⁵ "Performance is a function of Ability/skill + Motivation + Opportunity" For people to perform at high levels they must not only have the ability to do so but possess the necessary skills, experience and knowledge. They must also be motivated, financially and intrinsically, to knead and act comfortably. Moreover, in order to perform, employees must be afforded the opportunity to do so. High performance companies therefore enhance customer experiences, realize their preferences and align the organization capabilities with client demands. To make this happen employees must be equipped with skills in general and soft skills in particular.

Altenburg, et al., (2006)⁶ study highlights the challenges small- and medium-sized firms face in responding to shifting market conditions. To fit these standards, many producers must raise their efficiency and consistently increase productivity.

Abraham (2007)⁷ study aimed to dissect the comparative importance of the top management team's management skills. The survey found that the extent to which the managerial skills possessed by top management teams affect the operation of municipal organizations in Israel.

Managerial skills are a dependable predictor of performance criteria that can be interchanged in the short term rather easily. There are too many private establishments that offer preparation in specific skills, such as project, communication and leadership accomplishments, and organisational growth.

Wadhwa et al., (2008)⁸ this research paper found that in modernizing countries, traditional workforce development organizations often do not provide the skills demanded by global industries, and thus greater coherence is needed between the skills imparted by education and grooming and the capabilities required by the private sector.

BPAP, (2009)⁹ study found that the Filipino government has produced special programs to promote workforce development in the offshore services industry. This industry is considered a strategic sector to drive both exports and employment. The PGMA Training for Work scholarship, created by the government in 2008, has awarded 40,000 scholarships for workers in the offshore services value chain, specifically in the ITO and BPO segments. The program invited "recent high school graduates, employees looking for a career change, underemployed or unemployed" to apply. More than 30,000 people have already completed their training, and 67% of graduates are shaping in the sector.

Pihie, et al., (2011)¹⁰ study found that the influential factors affecting intention to become an entrepreneur, entrepreneurial attitude orientation and self-efficacy of students have been one of the primary centers of entrepreneurship research in Malaysia.

Divya Shukla (2012)¹¹ in her study entitled "EMPLOYABILITY SKILL AMONG PROFESSIONALS – CHAGRIN OF HR EXECUTIVES IN INDIAN

LABOR MARKET: A STUDY ON ENGINEERING GRADUATES OF BHOPAL”The aim of the study was, to identify the point of employability skill among students. Its differences based on the respondents’ demography details and to facilitate suggestive measure in this esteem. Tools such as used t-test. The study concluded that, the redesigning of the university curriculum with more apprenticeship and live industry projects will facilitate the pre job training which will surely raise the employability among graduates.

VarwandkarAjit (2013)¹² in his study entitled “FACTORS IMPACTING EMPLOYABILITY SKILLS OF ENGINEERS” The aims of the study were, to identify the factors affecting the employability of engineering graduates in the state of Chhattisgarh. Tools such as used Regression analysis. Regression analysis. The study concluded that, the means of the variables domain knowledge, empathy, communication skills & managerial ability have significant impact on the employability of engineering grads. Yet the independent variable ‘Motivation’ has not been discovered to have caused any significant impact on the employability of engineering graduates.

Kapil (2014)¹³ study aimed to analyse the methods in bridging gap between industry and academia. The survey found that the companies have adopted several new methods and schemes to acquire best and unsurpassed human resource to pull through and succeed commercially in the highly competitive marketplace. These schemes range from identification of accomplishments, shortfalls which may occur, efforts to impart the requisite skills, and adapt existing skills by orienting to new requirements. Since the gap between academia and industry is widening day by

day, the government, academic establishments and industry must come ahead with some advanced and research based ideas to bridge the gap.

Gowsalya et al., (2015)¹⁴ study aimed to analyze employability skills like analytical skills, self-understanding, general management and workplace culture, leadership and problem solving ability and communication. The study found that being good at the one skill cannot facilitate the competency in other. So today’s scenario is that the applicant who is multi-tasking can sustain and gain in the employment. Hence the focus towards the learning should start from the education and then should proceed farther till the conclusion of the learning.

Balaraman et al., (2016)¹⁵ study aimed to assess the global aerospace industry as well as Indian scenario, and tries to measure the skill gaps and training demands of the Indian aerospace industry. The study found varied results on existing generic expectations of aerospace industry, specific needs of aerospace industry, identification of aerospace job categories unique to aerospace industry, key issues of training in Indian scenario and recommendations. The report in summary reflects the current scenario of aerospace industry potentials for India and its probable impact on skills gap and training demands.

Geetika et al., (2017)¹⁶ study aimed to assess skill gap between the employer’s expectation and skills possessed by employee’s. The aim of this report is to emphasis on demand, supply skill gap of human resources in India, which would help generate reasons for the same and the necessary steps to be adopted to improve the situation and bridge the skill gap helping maximum number of the students becoming employable. It will put an impact on various stakeholders about the steps to be taken in bridging the gap in India. The

determinations of the paper implicitly point out that a vast skill gap is holding in the Indian labor market and there is a shortage of human intellectual capital in India. Also, it emphasizes on the function of several stakeholders in bridging the skill gap by investing in the workforce of today for a better tomorrow.

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