



**SWP 32/87 CRANFIELD MBA'S REPORT: A MANAGEMENT
PROFILE OF BRITISH INDUSTRY**

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CRANFIELD MBAs REPORT

'A Management Profile of British Industry'

Industry Year Survey

Last summer we invited former MBAs to take part in an Industry Year survey of managers for Industry Year which I conducted with Gill Peppercorn of Ashridge Management College.

559 (510 MBAs and 49 Executive MBAs) accepted the invitation. Here is a summary of their results presented in question and answer format. I should be pleased to answer any questions regarding these results. The full results of the Survey will be published in a BIM Report in the spring.

My special thanks to Andrew Myers for help with computing and Sarah Willett for support services (both of Cranfield).

A handwritten signature in cursive script that reads "Gill Skoulding".

Gill Skoulding

A MANAGEMENT PROFILE OF BRITISH INDUSTRY

These findings are taken from a total sample of managers including the alumni of Ashridge and Cranfield management schools, and members of the British Institute of Management, Women in Management and other professional associations. In total, 15000 questionnaires were distributed and approximately 3000 completed yielding a 20% response rate.

SECTION ONE CAREER ASPIRATIONS

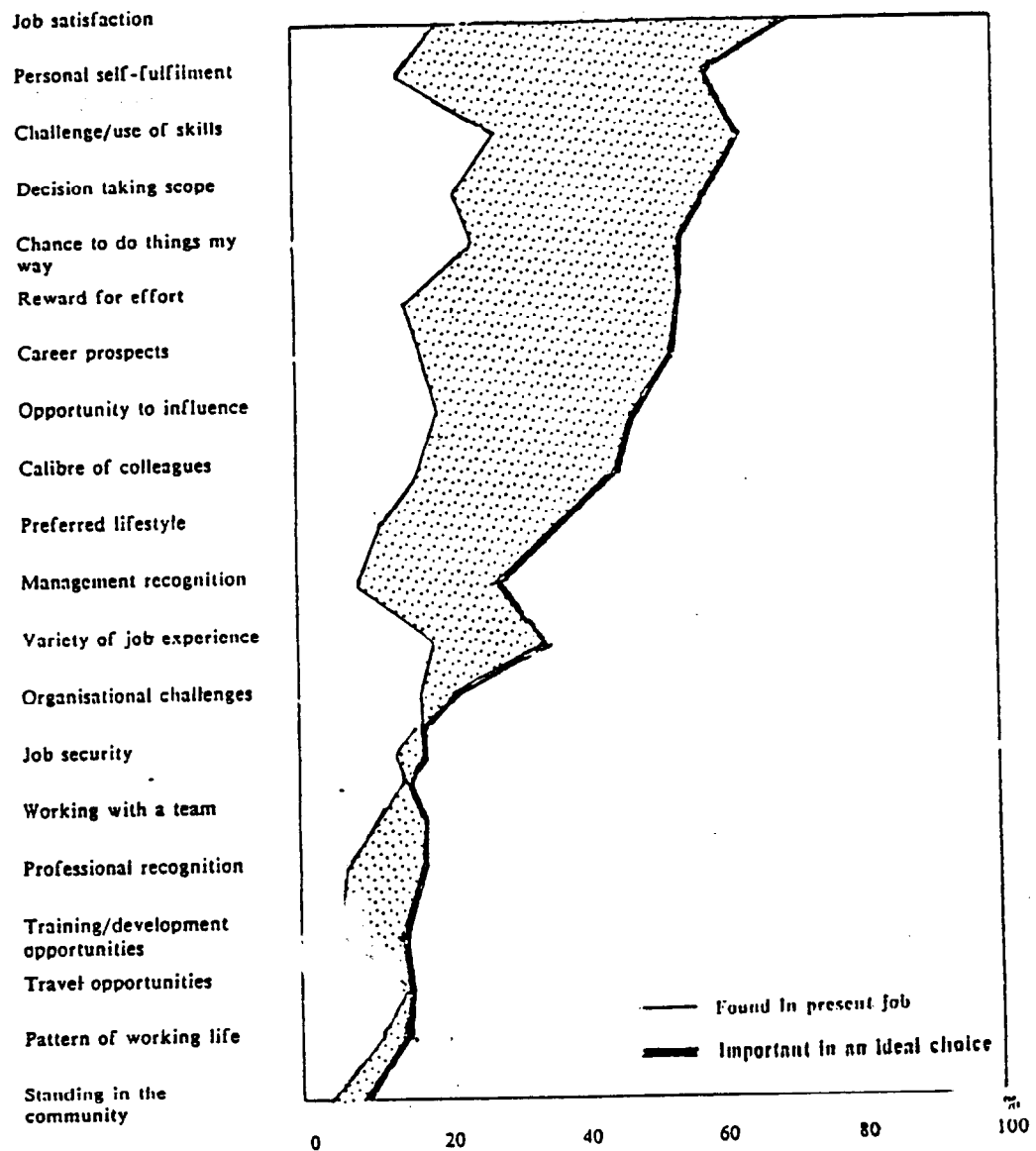
What kind of company do you work for now? What kind appeals to you most and which do you intend to work for in five to ten years time?

The major finding from this question was that those who are employees of small and medium sized companies seemed to be fairly stable with regard to their future intentions whilst of those who were currently working for large companies (41%) that will reduce to less than one in four (24%) if they carry out their intentions. In contrast, although only 12% now run their own business, this will increase nearly one and a half times to 29%.

	Run my own business	Small company	Medium company	Large company.	Other
Company Now	12(10)	19(18)	27(26)	41(43)	1(3)
Company which appeals	30(23)	20(20)	30(31)	18(24)	2(2)
Intentions 5-10 years	29(23)	15(15)	30(27)	24(30)	2(5)

() Total managers replies.

We then asked them to rate the importance of a number of reasons in making their choice of an ideal job and to indicate how much of each characteristic they have in their present job. This chart is shown on the following page.



The major differences between the characteristics of their present job and those desired in an ideal job shown on the above chart were as follows:-

	Percentage points difference
Job satisfaction	52
Personal self-fulfilment	43
Reward for efforts	39
Career prospects	36
Decision taking scope	35
Challenge and use of skills	34

So the major dissatisfiers seemed to be with the intrinsic rewards of their work. Maybe, the MBA course had raised their expectations!

Notably, job security was not a major concern. They appeared not to need as much security in an ideal job as is available in their present jobs.

Clearly, these results can be related to the desires expressed in the earlier part of the question with regard to future career, with the discrepancies helping to explain why some MBAs intended to move.

Those who wish to move appear to think that they will find the satisfactions they desire running their own business. Results for MBAs who were running their own businesses are shown on the following page. Large companies might need to be more flexible in their job designs to take account of some of these desires if they want to keep their MBAs.

Job Characteristics

Cranfield Stayers in Own Business

Job satisfaction

Personal self-fulfilment

Challenge/use of skills

Decision taking scope

Chance to do things my way

Reward for effort

Career prospects

Opportunity to influence

Calibre of colleagues

Preferred lifestyle

Management recognition

Variety of job experience

Organisational challenges

Job security

Working with a team

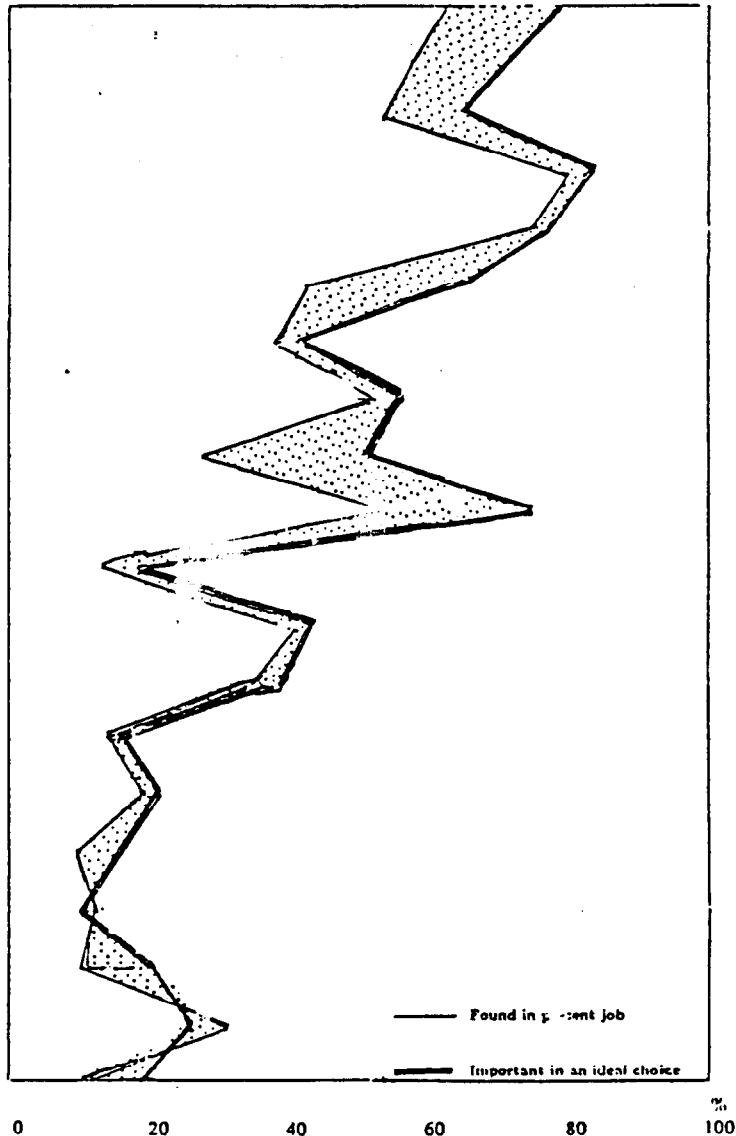
Professional recognition

Training/development opportunities

Travel opportunities

Pattern of working life

Standing in the community

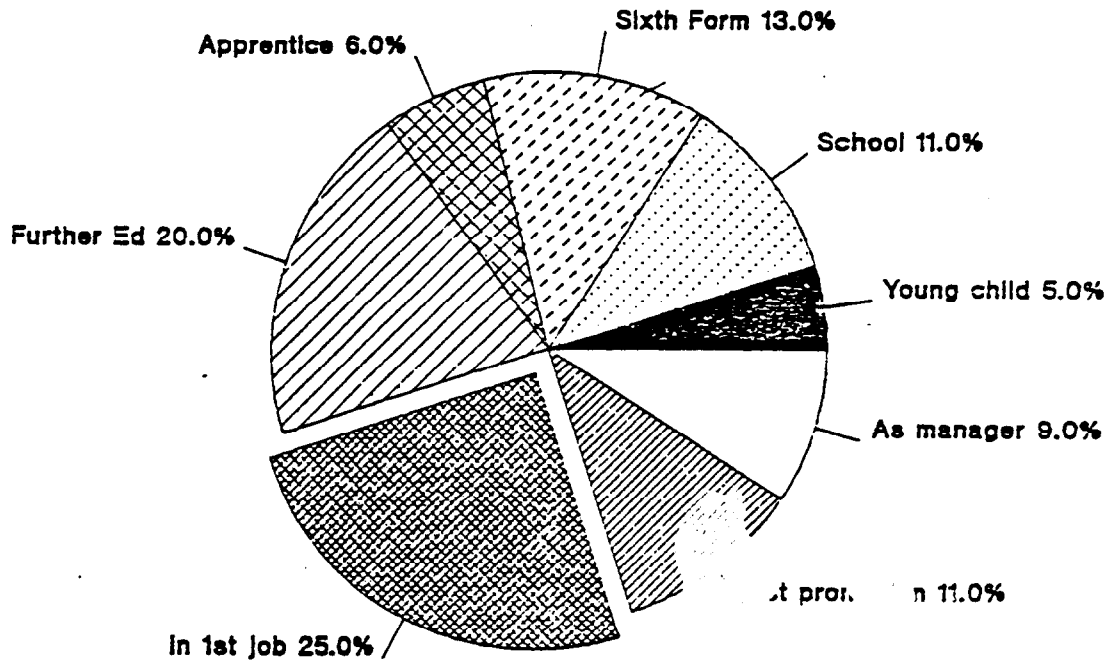


The most noticeable difference between this group and the total group shown on the previous page is how little discrepancy there is between their ideal choice and their present job. Have the MBAs who run their own businesses found the key to job satisfaction, or is it that having made the decision to run their own business, the cognitive dissonance which they would suffer would be too great if it then failed to meet their expectations?

SECTION TWO MANAGEMENT CAREER

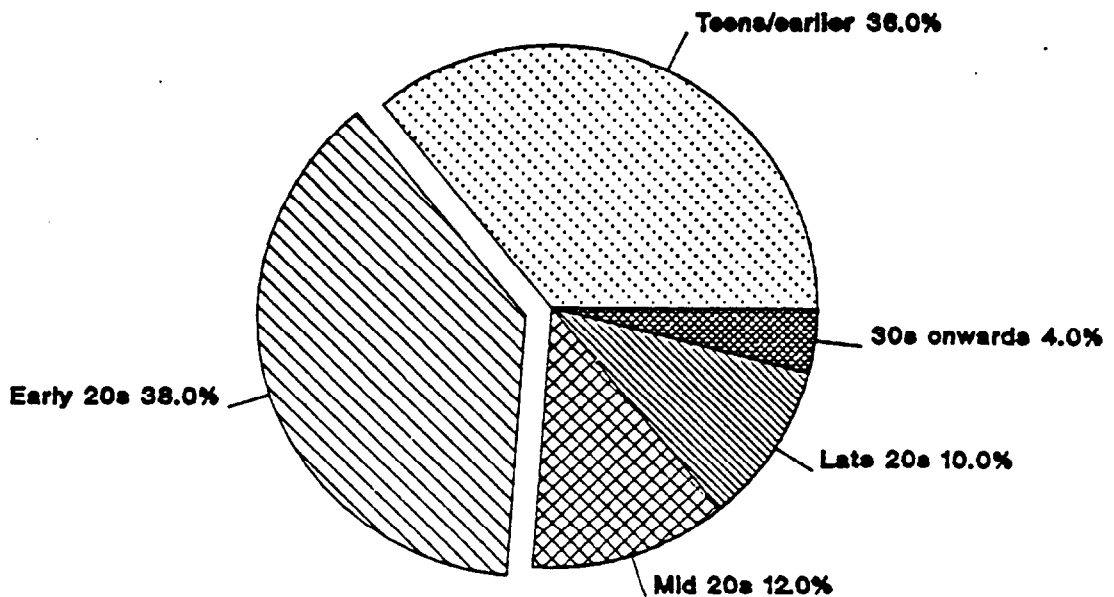
At what stage did you first become interested in being a manager?

Approximately 1 in 4 during school
 1 in 4 during further education or apprenticeships
 1 in 4 during their first job
 1 in 10 after their first promotion
 1 in 10 during their first management job
 1 in 20 during their early childhood



How old were you then?

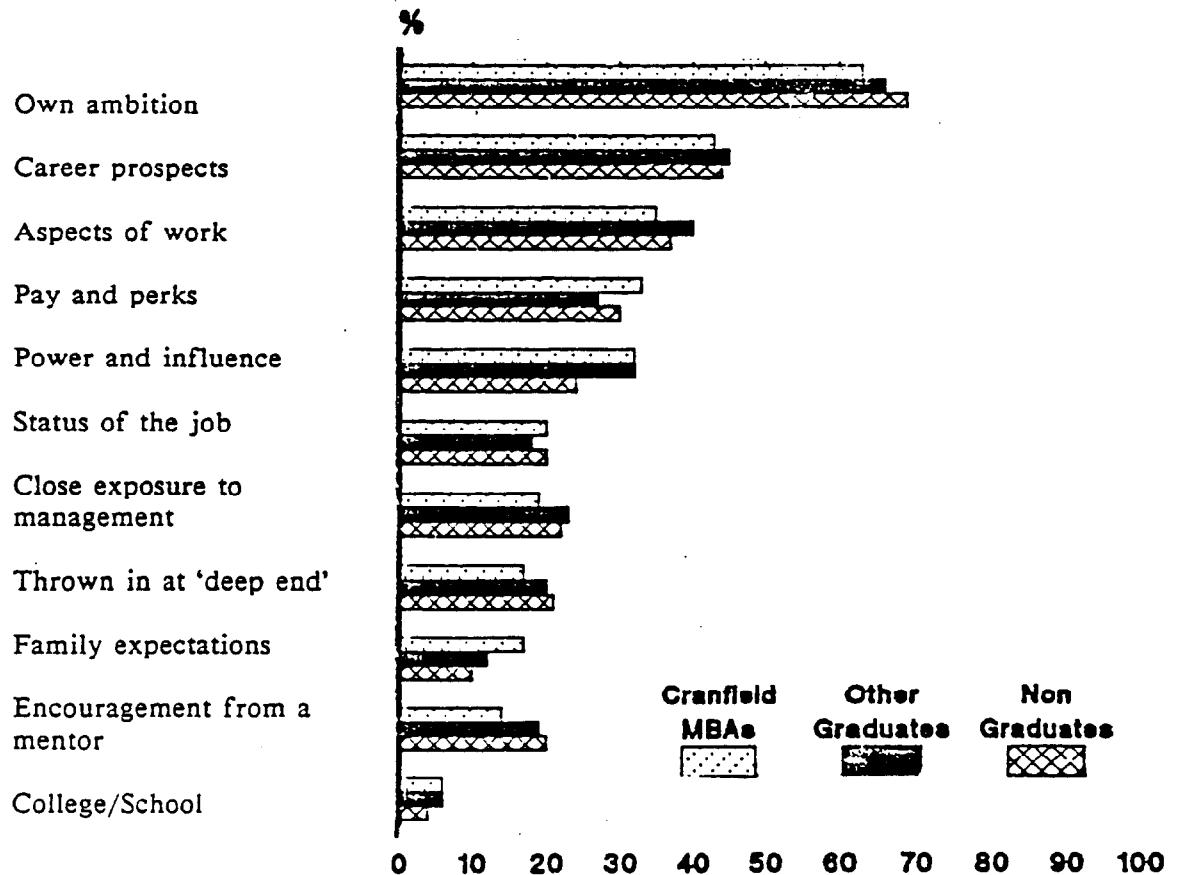
The majority of MBAs, nearly 2 in 3, were in their twenties, with most of the rest in teens or younger. Only 4% were over 30 years old when they became interested in becoming a manager.



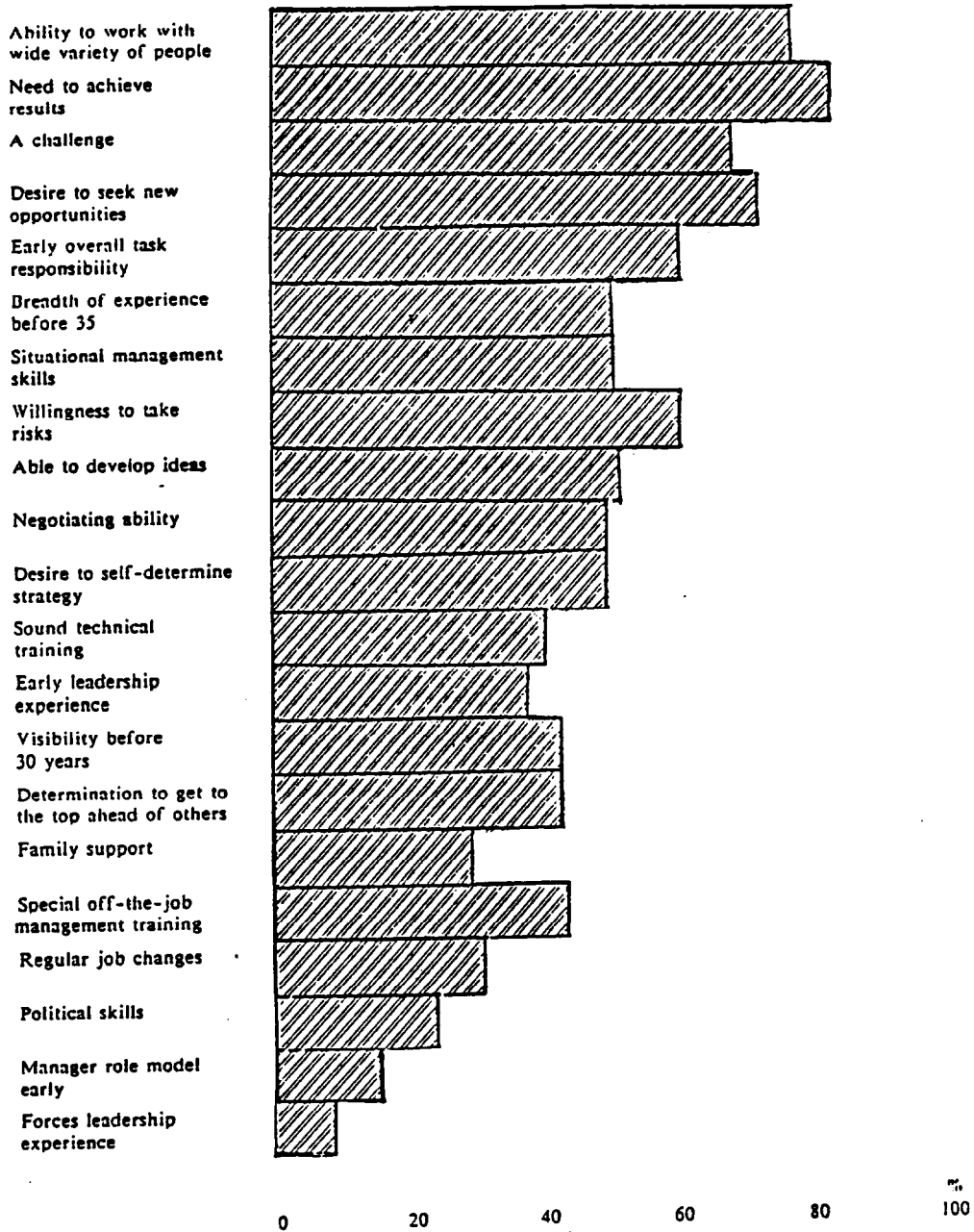
What sparked your interest in management?

	% Yes
Own ambition	63
Career prospects	43
Aspects of the work	35
Pay and perks	33
Power and influence	32
Close exposure to management	20
Status of the job	19
Family expectations	17
Thrown in at the 'deep end'	17
Encouragement from a mentor	14
School/College	6

Once again, an intrinsic factor (own ambition) scored most highly as a motivator. The significant finding was the lack of encouragement from the educational sector, only 6% had their interest sparked by school or college. Cranfield MBAs were marginally more motivated by money, status and family expectations and less motivated by their own ambition and aspects of the work compared with the other managers.



What were the key influences which have helped you to become a successful manager to date?



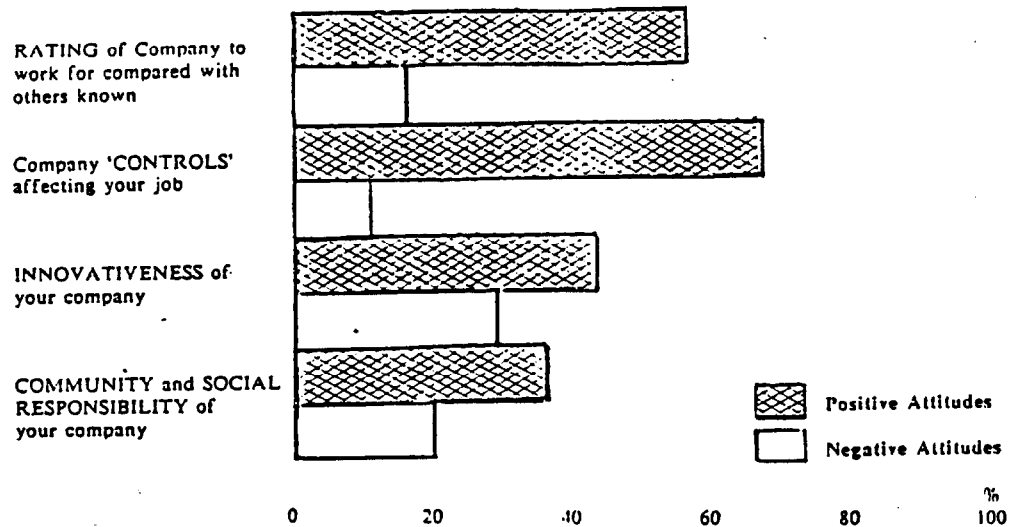
The four key influences for them were

- A need to achieve results (82%)
- An ability to work with a wide variety of people (77%)
- A desire to seek new opportunities (72%)
- A challenge (69%)

SECTION THREE MANAGEMENT JOB PROFILE

In this section, we asked MBAs questions about their company, their supervisors and their job. These attitude questions are used regularly by major multinational companies to ascertain their staff's morale

YOUR COMPANY



How would you rate your company as a company to work for compared with other companies you know about?

Approximately half rated their company as above average with 13% rating it as one of the best. In contrast, only 2% of the below average ratings are for one of the worst.

How do you feel about 'controls' (procedures, management approvals, guidelines) affecting the way you do your job?

2 out of 3 regarded their 'controls' as reasonable.
Only 1 in 10 objected to them.

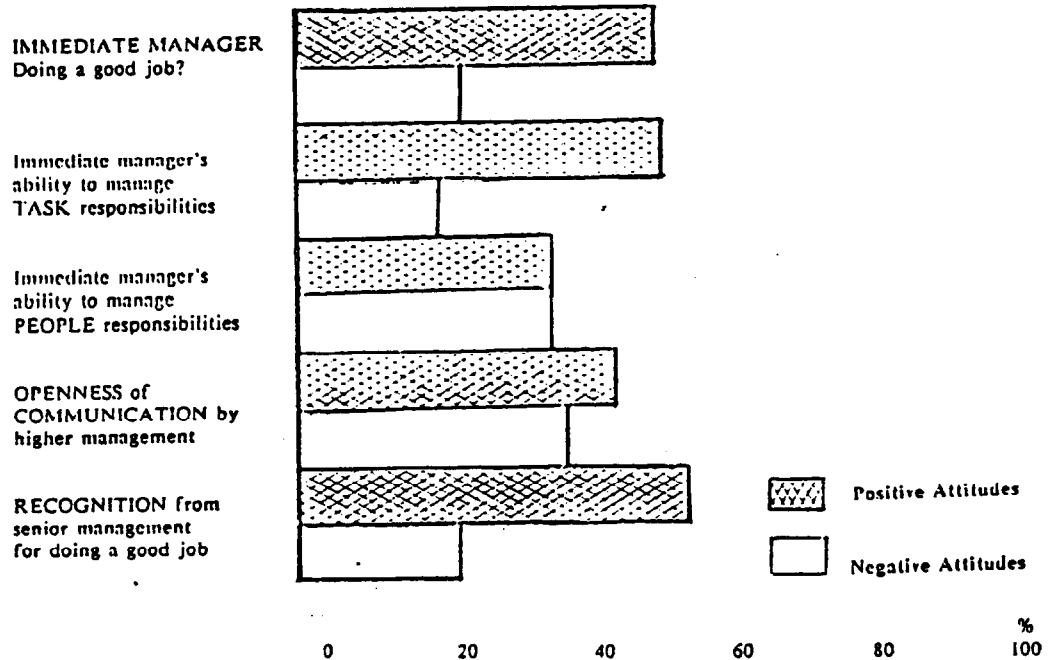
How would you rate your company on being innovative?

Good 43% Poor 29%

How well do you think your company meets its community and social responsibilities?

Nearly half (45%) thought it was average.
10% thought their company met them very well.
6% thought their company met them very poorly.

YOUR SUPERIORS



How good a job do you feel is being done by your immediate manager?

Half thought s/he was good (12% very good)
 1 in 4 thought s/he was poor (6% very poor)
 1 in 4 thought s/he was average

Overall, how would you rate your immediate manager, in terms of ability to manage task responsibilities?

Half thought s/he was good (14% very good)
 1 in 5 thought s/he was poor (5% very poor)
 28% thought s/he was average

Overall, how would you rate your immediate manager in terms of ability to manage people responsibilities?

Equal numbers (36% each) thought s/he was good and poor. However whereas 9% thought their manager was very good with people, 15% thought s/he was poor. 28% considered their manager average.

A key finding was the greater level of dissatisfaction with managers' ability to manage people responsibilities.

How satisfied are you with your company's higher management in its communication of matters which are important to you (ie giving real facts and reasons)?

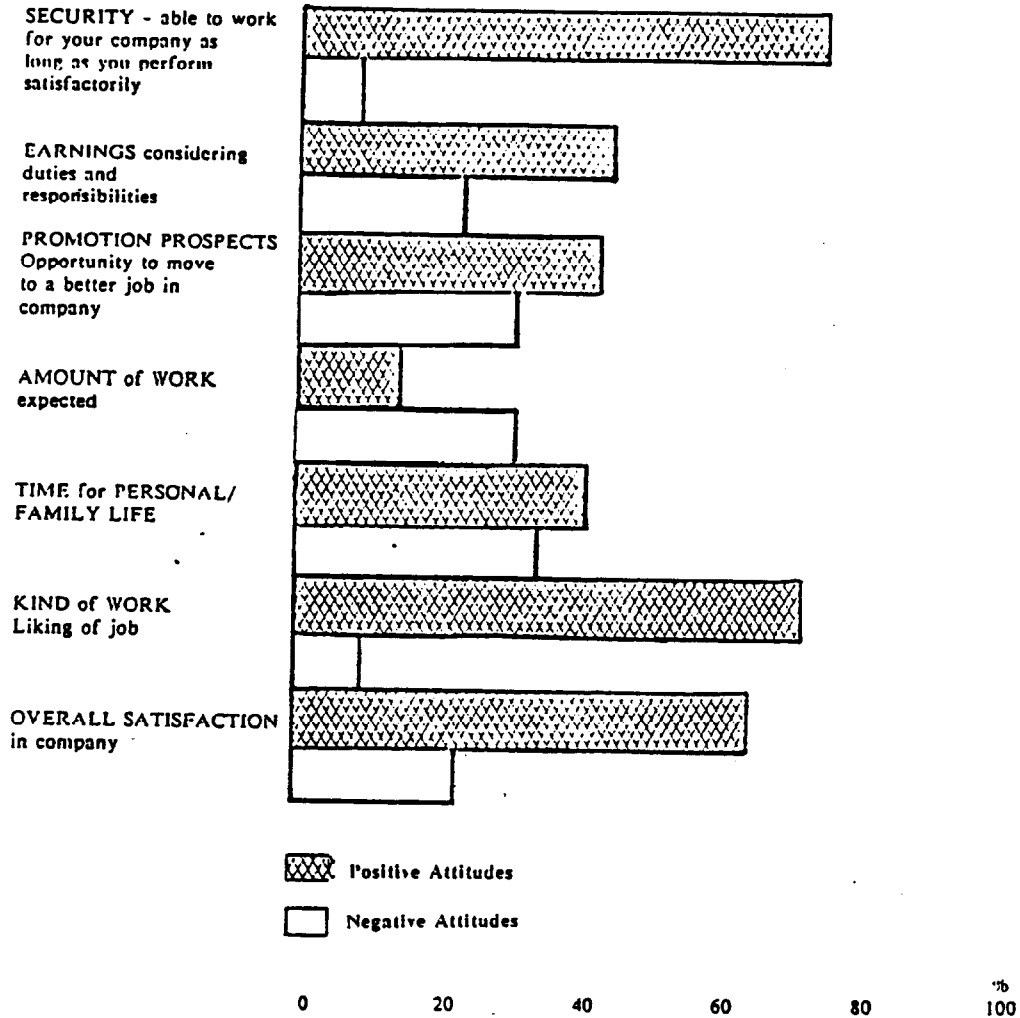
Of the 45% who were satisfied, 10% were very satisfied.
39% were dissatisfied (12% very dissatisfied).
Only 16% had no feelings either way.

How satisfied are you with the recognition you get when you do a good job?
(From above your senior management/vour board)

Over half of them were satisfied.
1 in 5 expressed no feelings either way
Approximately 1 in 5 were dissatisfied.

Some contributory reasons for the desire to move expressed in Section One may be found in the dissatisfied replies to these questions on openness of communication, recognition for work done and opinion of immediate manager.

YOUR JOB



How satisfied are you with your security that you will be able to work for your company as long as you perform satisfactorily?

1 in 3 were very satisfied, out of 76% satisfied.
Less than 1 in 10 were dissatisfied.

In spite of the recession, and high unemployment, security seemed to be less of a problem for them.

How do you rate your earnings considering your duties and responsibilities?

1 in 4 considered them poor
1 in 3 considered them average
1 in 3 considered them good
1 in 10 considered them very good.

How would you rate your opportunity to move to a better job in your company?

1 in 4 considered it average.

Approximately 1 in 10 considered it very good.

Approximately 1 in 10 considered it very poor.

How do you feel about the amount of work you are expected to do?

Half thought it was about right.

15% felt underworked.

32% felt overworked.

How satisfied are you with the extent to which your job leaves sufficient time for your personal or family life?

42% were satisfied. A substantial minority (35%) were dissatisfied.

How do you like your job - the kind of work you do?

The majority (73%) of the MBAs were happy in their work. Only 10% thought their kind of work was poor.

Considering everything, how would you rate your overall satisfaction in your company at present?

Despite some reservation expressed earlier, 65% were satisfied. However, a minority of 23% expressed overall dissatisfaction. This is the group where the future 'movers' might be expected to come.

SECTION FOUR BRITISH INDUSTRY SUCCESSES

Please name a company that you consider gives a favourable image to industry and business in Britain today; a company you particularly admire.

Their ratings were as follows:-

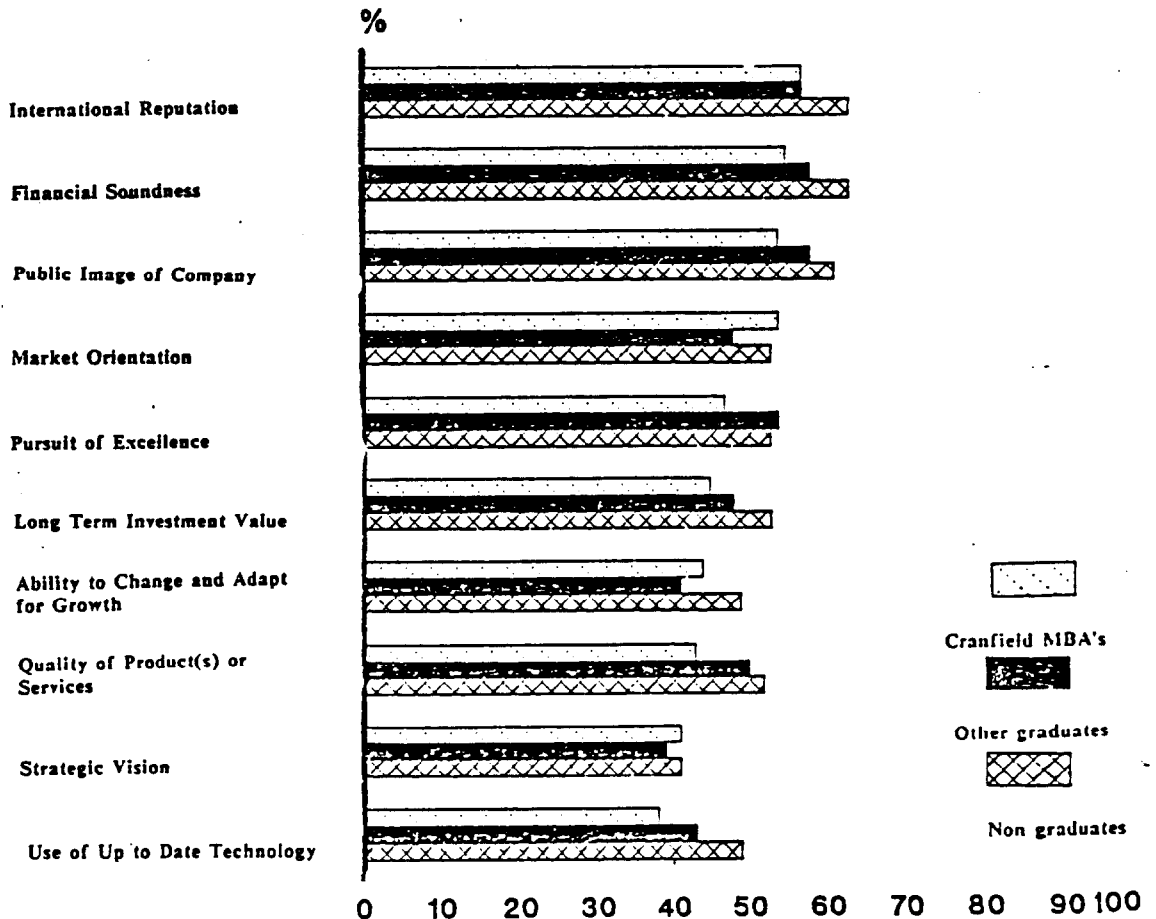
	%		%
Marks and Spencer	29	Amstrad	6
ICI	19	Hanson Trust	5
IBM	18	Sainsburys	5
Jaguar	11	BP	4

Overall ranking of characteristics of all companies

- | | |
|--|------------------------------------|
| 1. Financial soundness* | 5. Pursuit of excellence |
| 2. Public image of the company | Quality of product(s) or services* |
| 3. Market orientation | 8. Long-term investment value* |
| 4. International reputation | 9. Service to the customer |
| Ability to change and adapt for growth management* | 10. Quality of |

* These are four of the key attributes of reputation cited in Fortune's annual survey of companies.

following chart compares results for Cranfield MBAs with other graduates on-graduate.



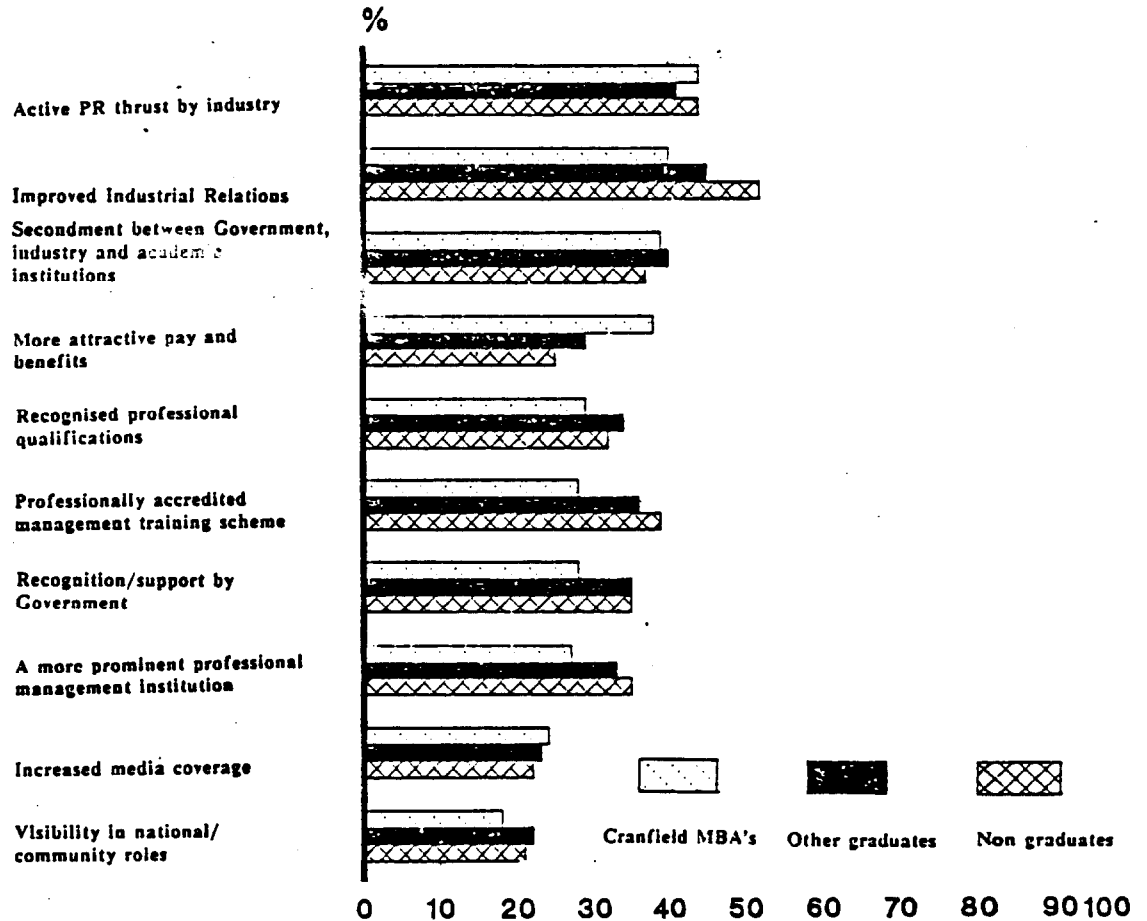
SECTION FIVE: BRITISH INDUSTRY IMAGE

What in your view would most enhance the 'image' of management and industry in Britain?

The top five helpful actions in MBAs view would be:-

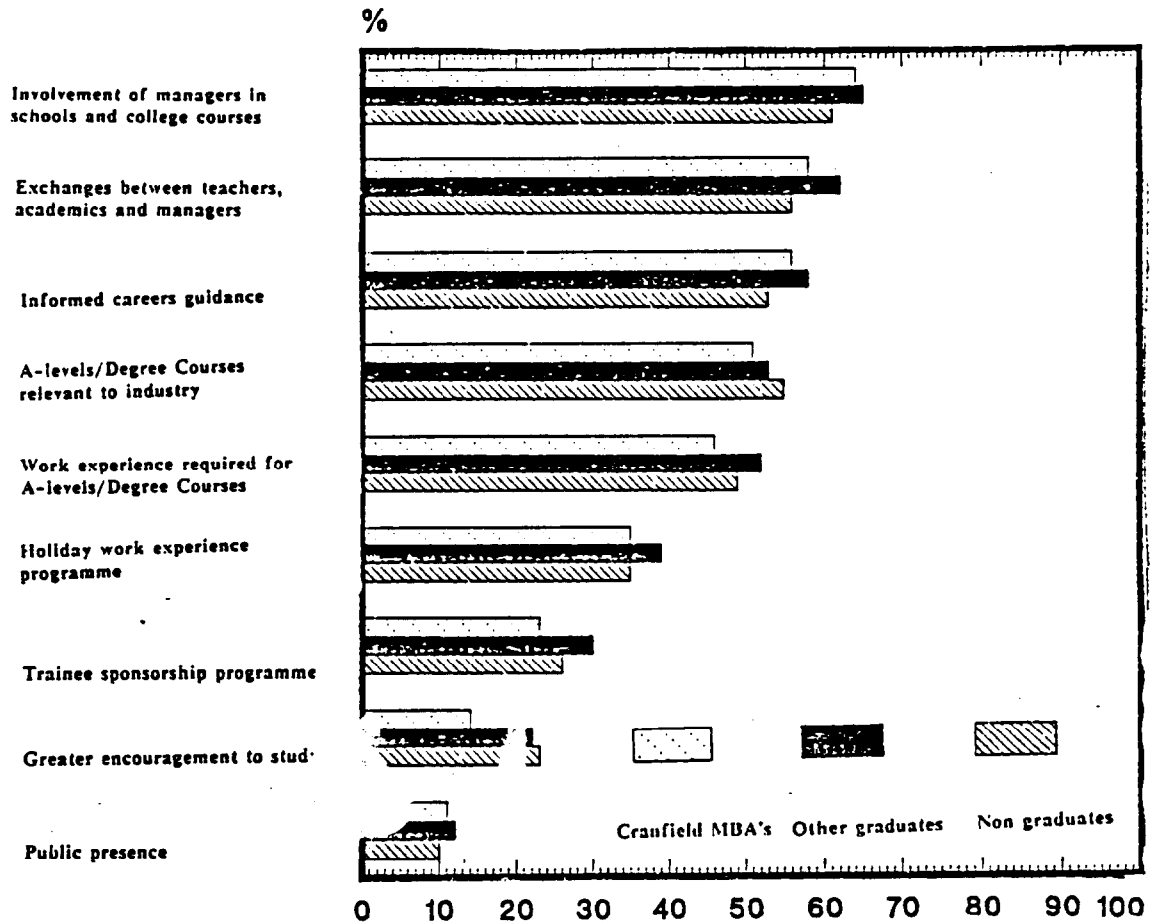
For the occupational sector:-

	Yes	%
1. An active public relations thrust by industry	44	
2. Improved industrial relations	40	
3. Secondment between Government industry and academic institutions	39	
4. More attractive pay and benefits	38	
5. Recognised professional qualifications	29	



Once again the MBAs emphasised their interest in the material rewards of pay and benefits. Other managers felt a great need for recognition and improved industrial relations.

**Actions Which Would Help to Enhance the 'Image' of Management
in Britain to the Educational Sector**



The top five helpful actions in MBAs view would be:-

	Yes %
1. Involvement of managers in schools and college courses	64
2. Exchanges between teachers, academics and managers	58
3. Informed careers guidance	56
4. A-levels and degree courses relevant to industry/business	51
5. Work experience requirement for A-levels/degrees	46

Relating this to the answers in section two, where only 6% had their interest in management sparked by school or college, there does appear to be a much greater need for communication and co-operation between the educational and occupational sectors.

SECTION SIX FAMILY AND LEISURE INTERESTS

What influence do you think your management job has on your children's perception of a career in management or industry?

Half had no children. Of those with children 39% felt their job had a positive influence on their child's perception of a management career and 26% felt it had a positive influence on a career in industry in general.

How often do you discuss your management or business matters outside work?

Half discussed work frequently with their partner (a minority of 2% never discussed work), and a third discussed work frequently with friends with a further 61% who discussed it occasionally.

How often do you work away from home in the evenings or at weekends?

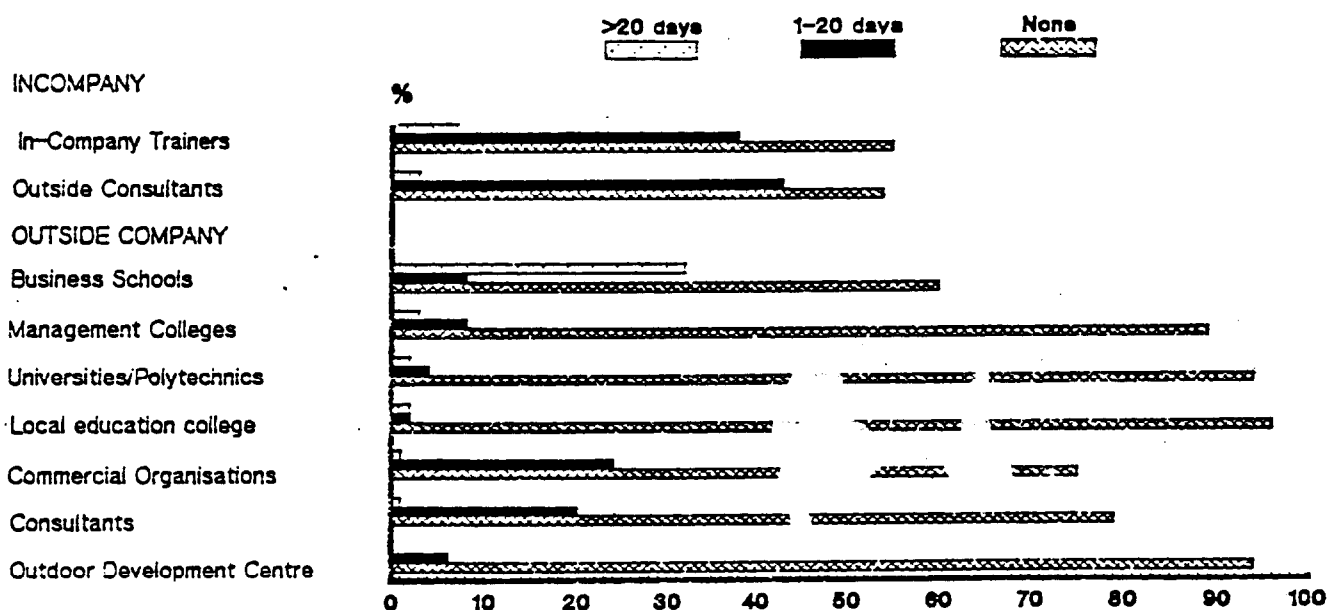
14% worked some evenings and some weekends. The workaholic minority (1%) worked most evenings and most weekends. The majority (46%) worked some evenings.

SECTION SEVEN: MANAGEMENT EDUCATION AND DEVELOPMENT

This report comprised of all Cranfield MBAs.

59% had professional qualifications and 61% were members of a professional body such as the British Institute of Management.

How many days formal management development have you had in the past three years by each of the following:-



The main message was that within company approximately half had had no training. Half had had less than 20 days. Spread over three years, that amounted to very little training!!

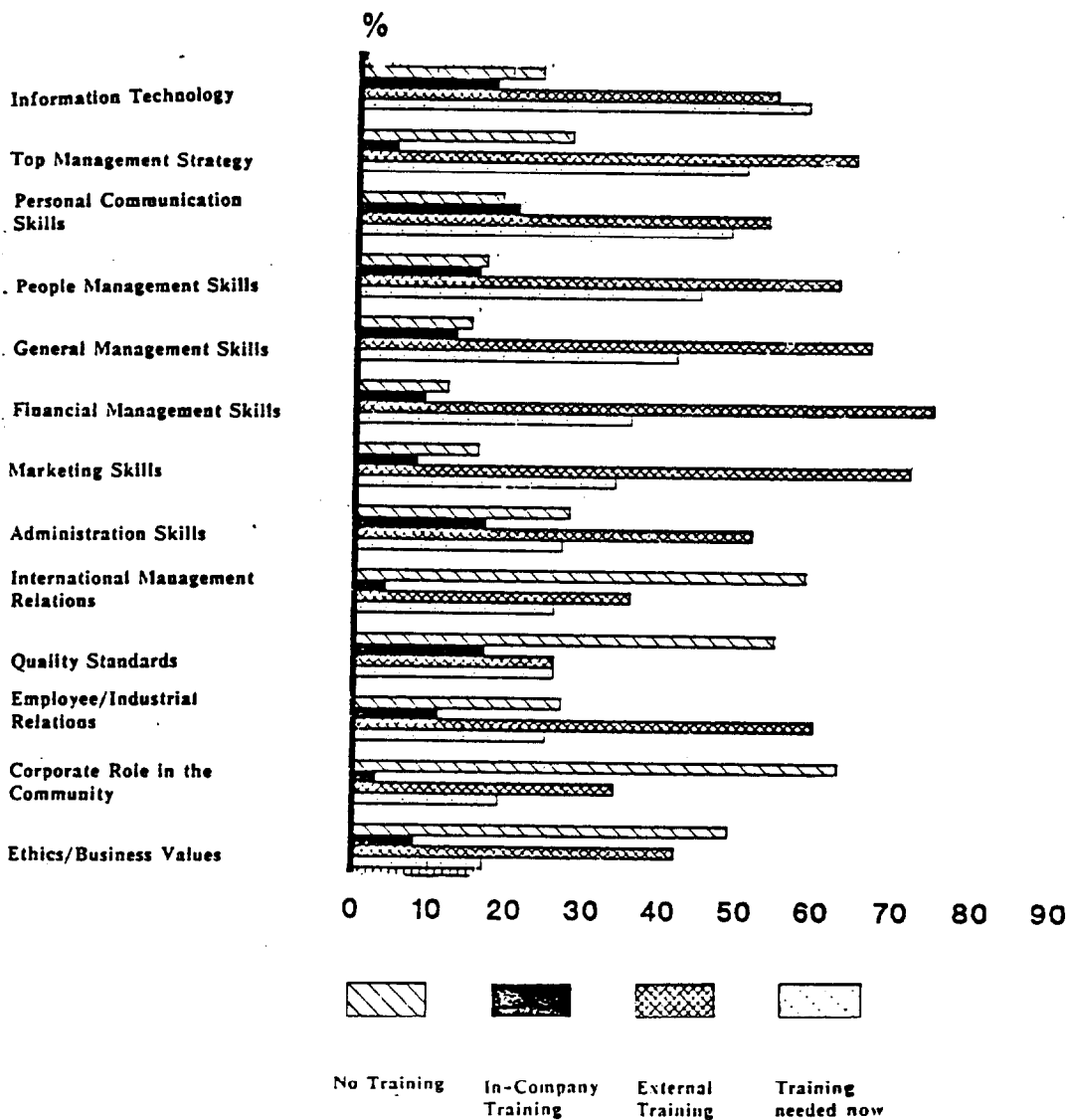
Outside company one third undertook their studies at business school in the last three years. Otherwise the majority had received very little further training from other sources. (Local Education colleges - None 96%; universities - none 94%; outdoor development centre - none 94%; management colleges - none 89%; consultants - none 79%; commercial organisations - none 75%). The training which had been received was mainly 5 days or less from commercial organisations (16%) or from consultants (15%).

What is your formal management training development record?

Most had received some external training as part of their MBA. Areas where a majority had received In-company training are

	%
Personal communication skills	21
Information technology	18
Administration skills	17
Quality standards	17
People management skills	16

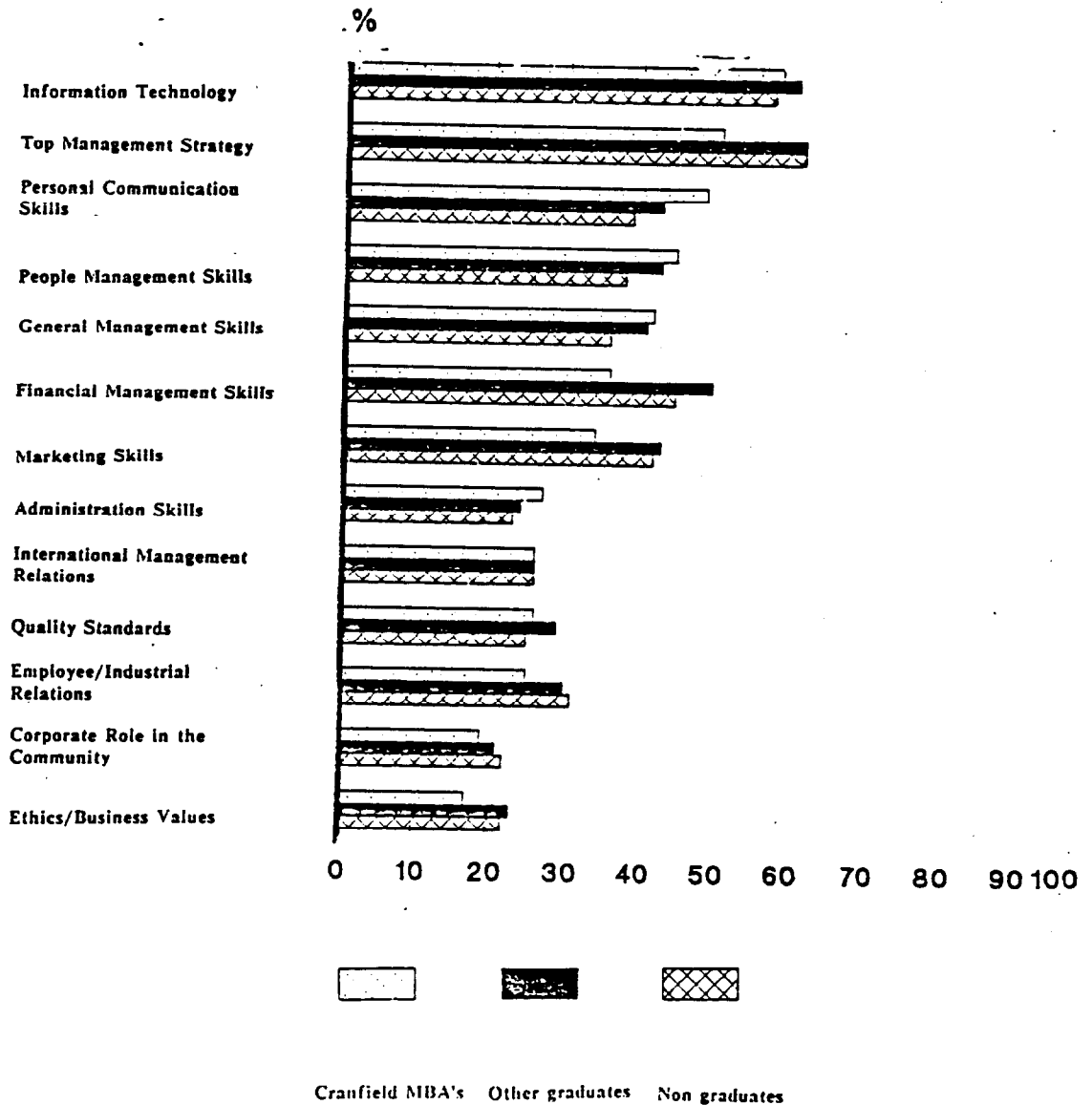
Notably, half had received no formal training in quality standards or ethics and business values. Over a quarter had received no formal training in administration skills, top management strategy, employee/industrial relations, and information technology.



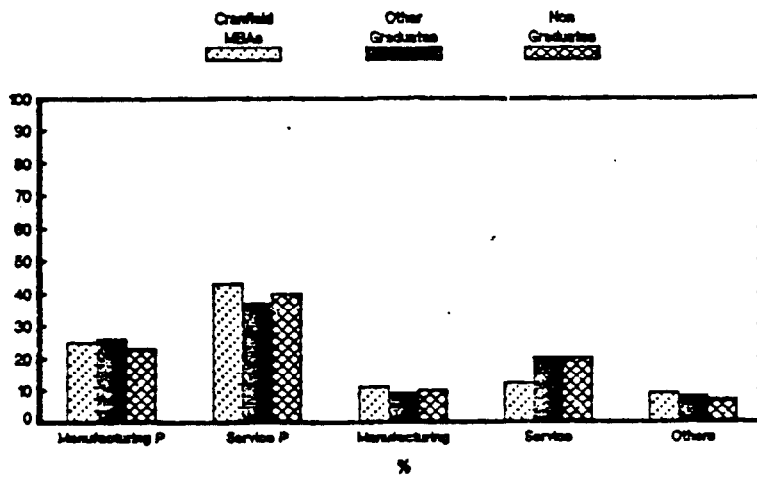
Do you need formal training now?

	Yes %
Information technology	59
Top management strategy	51
Personal communication skills	49
People management skills	45
General management skills	42
Financial management skills	36
Marketing skills	34

Do these results indicate MBA-updates are necessary after a few years? Or were some aspects missing from the course they took? Despite their MBA Course they recorded a remarkably similar requirement for further training to the other graduates.



SECTION EIGHT: BACKGROUND INFORMATION



Type of industry	%
Private manufacturing	25
Public manufacturing (36% employed in manufacturing industries)	11
Private service	43
Public service (55% employed in service industries)	12

9% employed in other types of industry

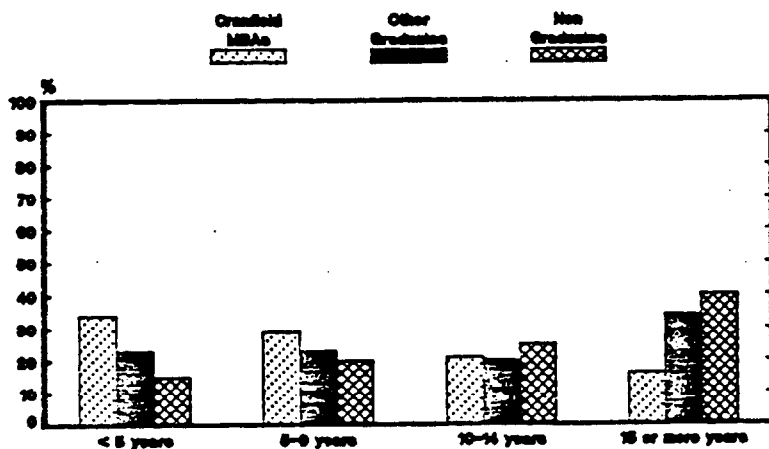
The distribution between types of industry was very similar for other graduates and non-graduates.

Job function

Key areas of employment were:-

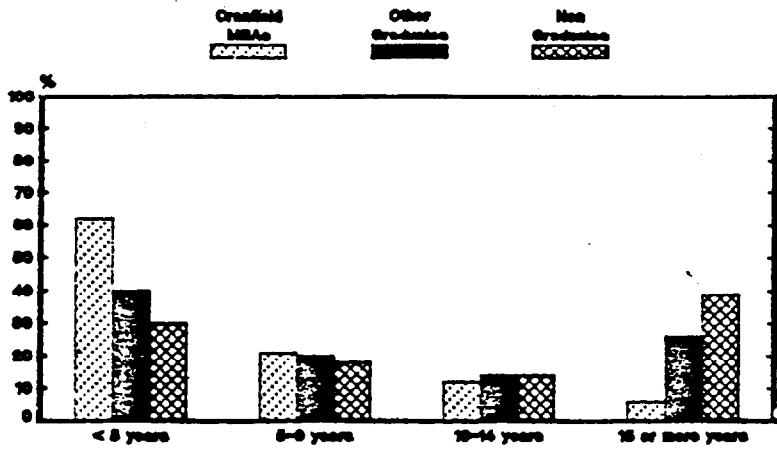
Job Function	%
General management	29
Marketing	17
Combined functions	22
Finance	14

Fewer of the other managers in the sample were in marketing or finance and more in personnel and administration.



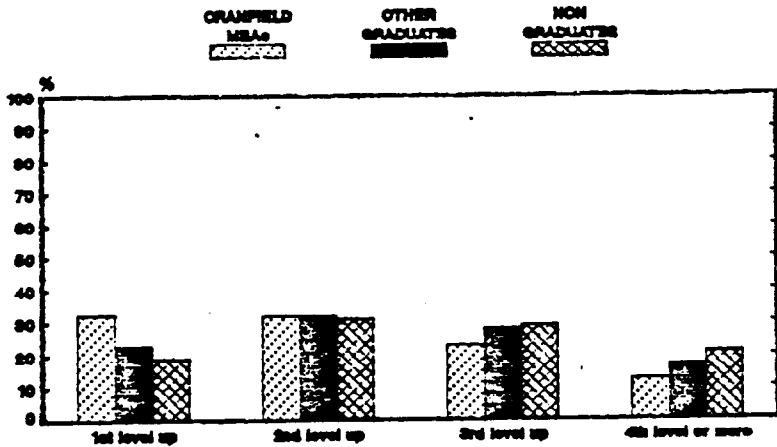
Total years as a manager

A third had been managers for less than 5 years. Only 16% had been managers for more than 15 years. This compared with 34% of the other graduates and 40% of the non-graduates who had been managers for more than 15 years.



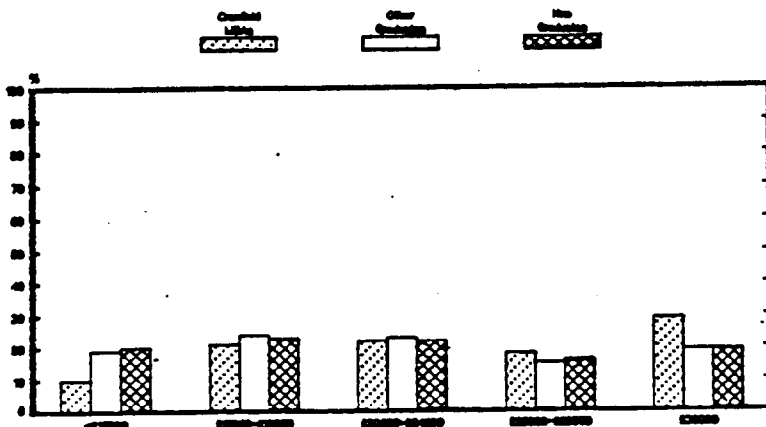
Length of service in present company

The majority (62%) had worked for their present company for less than five years. Only 6% had stayed for more than 15 years. In comparison 26% of the other graduates and 39% of the non-graduates had stayed with their present company for more than fifteen years.



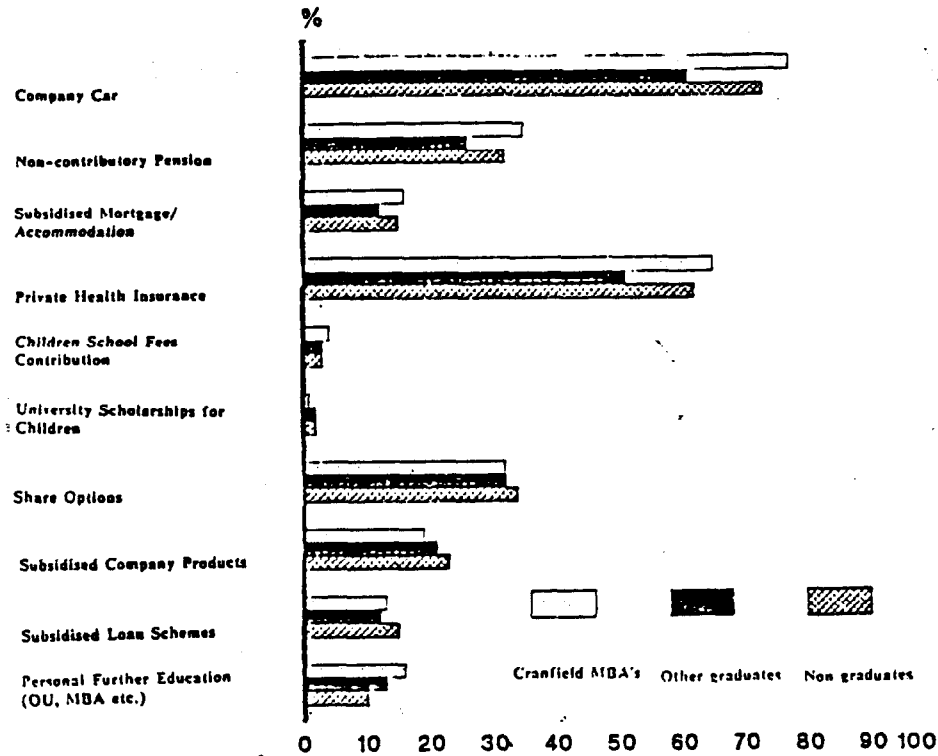
Levels of management from non-managers

A third of the MBAs were first level up. 32% were second level, 23% third level and 12% were fourth level or above. Compared with the remainder of managers in our samples, more MBAs were junior (first level) managers and fewer MBAs were senior (fourth level managers).



Salaries

The median salary range was £20,000 to £24,999. A minority (2% each) earned either below £10,000 or above £70,000. However 1 in 5 earned between £30,000 and £50,000 and 1 in 20 earned between £50,000 and £70,000.



Benefits and concessions

A company car was the most popular benefit (77%) followed by private health insurance (65%). Approximately a third received a non-contributory pension or share options.

Location of work

The majority (89%) worked within the UK.

Travel as a part of the job

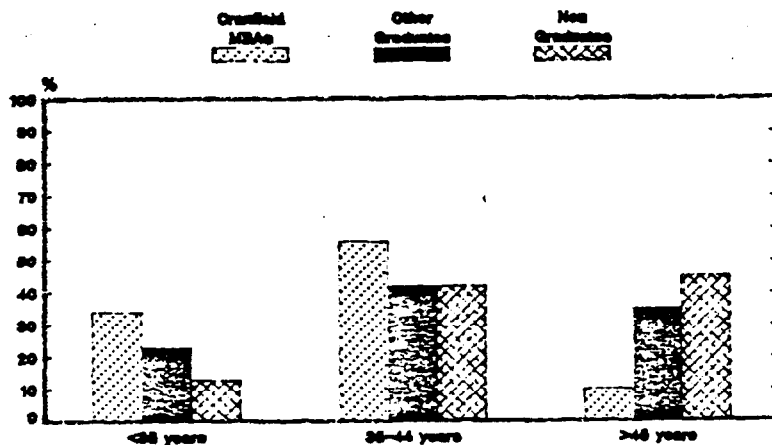
66% travelled as part of their job.

Sex

94% were male and 6% female. The proportions were approximately 4 to 1 amongst other graduates and 9 to 1 amongst non graduates.

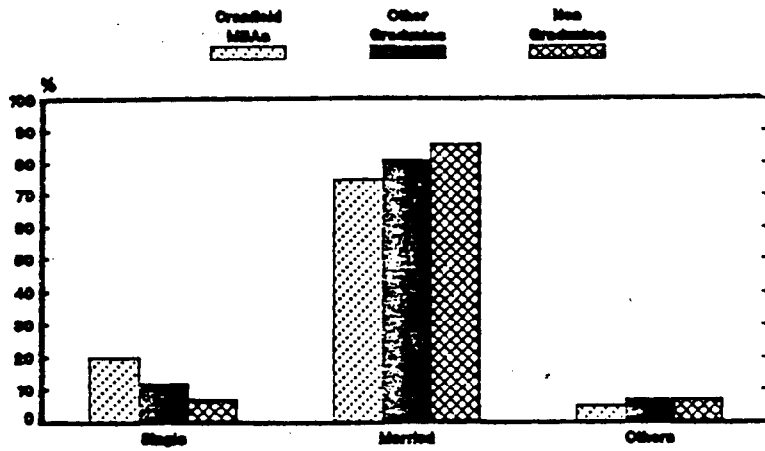
Nationality

95% were British, and an even higher proportion amongst the other managers.



Age

A third were still under 35 years old. 56% were between 35 and 45 and 10% were over 45. A greater proportion of the Cranfield MBAs were younger than the remainder of the sample.



Marital Status

A greater proportion of the MBAs were single.

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