



A STUDY ON THE ROLE OF MENTORING IN CAREER DEVELOPMENT BEST PRACTICES AND SUCCESS WITH REFERENCE TO HERO MOTO CORP Ltd.

¹ Dr. D. Sathish Kumar, ² Nerella Bhargavi

¹ Professor, ² MBA Student

DEPARTMENT OF MBA

Sree Chaitanya College of Engineering, Karimnagar

ABSTRACT

In the policy community, mentoring is like a fleeting fad that comes and goes. Learning from one's mistakes is a commendable quality, and gaining insight from the experiences of others is even better. The "mentoring movement" revolves on this central idea. A knowledge guide, when used closely, is seen as a multipurpose resource that may help with both good and bad things. Here we see the embryonic stages of a social and public policy initiative that has taken root, with mentorship programs being established in settings as diverse as the boardroom, the maternity ward, and the hospice.

Several pieces of evidence on these treatments are included in this study. On the other hand, the review isn't involved in making judgments. Mentoring, like every large concept, will have its day and age. Judges and policymakers must realize that there is no definitive verdict on mentorship based on the available data; rather, there are simply inferential and conditional facts. Consequently, the mentoring relationship is the center of attention. What are the key components of a successful mentor-mentee relationship? What happens as the connection progresses? If somebody needs help, who can they turn to? So, who exactly stands to gain? The synthesis's goal is to provide answers to these explanatory tasks by advancing a theory of mentoring relationships. The goal is to develop a model that can be used to implement and target these programmes, and most importantly, to set reasonable expectations for what is possible.

The majority of the data used to derive conclusions in this analysis comes from studies that examined youth mentorship programs, which match underprivileged and frequently disillusioned youngsters with more seasoned adults. This highlights the kind of societal pressures that a relationship must endure for its success and is possibly the most difficult duty to discuss. Nevertheless, the research also examines a variety of schemes in order to better comprehend the dynamics of the partnerships, since mentoring connections are prevalent in many areas of life. Consequently, self-help therapies for the sick, workplace mentorship, and youth-on-youth peer support are also considered, but with less depth.

I. INTRODUCTION

A major concern of every organization should be to contribute positively towards the achievement of its objective. Organizational effectiveness is often equated with managerial efficiency. A manager can ensure organizational effectiveness only by guaranteeing the full utilization of human resource available through individual employees under his guidance. Hence, it is always required for a manager to monitor and measure the performance of employees.



Mentorship refers to a personal developmental relationship in which a more experienced or more knowledgeable person helps a less experienced or less knowledgeable person. The receiver of mentorship was traditionally referred to as a **protégé**, or **apprentice** but with the institutionalization of mentoring the more neutral word "mentee" was invented and is widely used today.

There are several definitions of mentoring in the literature. Foremost, mentoring involves communication and is relationship based. In the organizational setting, mentoring can take many forms. One definition of the many that has been proposed, is "Mentoring is a process for the informal transmission of knowledge, social capital, and the psychosocial support perceived by the recipient as relevant to work, career, or professional development; mentoring entails informal communication, usually face-to-face and during a sustained period of time, between a person who is perceived to have greater relevant knowledge, wisdom, or experience (the mentor) and a person who is perceived to have less.

NEED FOR THE STUDY:

The need of the Mentoring Management is to determine what aspects of mentors are required to be evaluated.

- To identify those who are mentoring their assigned task well and those who are not and the reason for such performance.
- To provide information about the Mentoring ranks basing on which decisions regarded salary fixation, conformation, promotion, demotion and transfer are taken.
- To provide feedback information about the level of achievements and behavior of an employee.
- To provide information and counsel the employee.
- To compare actual performance with the standards and in out deviations (positive and negative)
- To create and maintain satisfactory level of performance.
- To prevent grievance and in disciplinary activity.
- To facilitate fair and equitable compensation.
- To ensure organizational effectiveness.
- It guarantees useful information about employees and the nature of their duties.

We can briefly say that Mentoring Management systems are necessities to assess performance at regular intervals with consistency to study improvements, deviation and to take corrective actions to bridge gaps and improve performance over a period of time.

OBJECTIVES:

The objective is to know how effective is the execution of Mentoring Management system in **Hero MotoCorp Ltd.** (Formerly Hero Honda Motors Ltd.) **PHOENIX MOTORS PVT LTD**



The aim of most Mentoring Management programming is to encourage the employees to set his own objective for the next time period following the review of his past performance. It enables the management to make effective decisions/ to modify earlier decisions based on the evaluation of the existing plans, information system, job analysis, and internal and external environment factors influencing employee performance.

The objectives is to identify the common goals of the organization, define each individuals major areas of responsibility in terms results expected of him, review the individual performance progress in a job and his potential for future improvement. It aims at providing data to managers with whom they may judge future job assignments and compensation.

To establish an objective basis from the different levels of Mentoring and to identify executives with potential to grow in the organization.

To counsel the employees appropriately regarding their strengths and weaknesses and asses in developing them to realize they are full potential in line with the company's objectives and goals. Always emphasize that the role of a manager is to offer constructive support and not condemn. Give the employees many opportunities to ask guidance to air grievances and discuss anxieties

SCOPE:

In the present study a attempt has been made to know the actual implementation of Mentoring Management techniques in general and some other aspects such as awareness of the workers, effectiveness of the Mentoring Management system in particular.

Human resource projections are valid on Managements. By improving job skills, the employees have lot of scope for development and prepare themselves for higher responsibilities.

A thorough analysis of the Mentoring Management system will help the management to know the short comings, if any. It also help the company in knowing whether the performance Management techniques are used to full extent or not, there by the researcher can understand the effective implement of the performance Management system.

II. METHODOLOGY & DATABASE:

The research methodology is a systematic way to solve the problem and it is an important component of the study without which researcher may not be able to obtain the facts and figures from the employees.

SOURCE OF DATA:

The study is based on primary as well as secondary data collected from different sources:



A). Primary Data:

The primary data is collected with the help of questionnaires, which consists of twenty questions each. The questionnaires are chosen because of its simplicity and liability. Researcher can expect straight answers to the questions. The respondents are informed about the significant of the study and requested to give their fair opinions.

B). Secondary Data:

Secondary data is collected through the documents provided by the personnel department. The documents include personnel manuals, books, reports, journal, etc.

SAMPLING PROCESS:

A). Sample Unit:

The executives and employed at **Hero MotoCorp Ltd.** (Formerly Hero Honda Motors Ltd.) **PHOENIX MOTORS PVT LTD.** constitute 'universe' of the present study. A part of it is taken as sample unit for the present study. It includes JGMS, AGMS, manager and other employees of **Hero MotoCorp Ltd.** (Formerly Hero Honda Motors Ltd.) **PHOENIX MOTORS PVT LTD.**

B). Sample Size:

The sample size consists of 250 employees and out of all the employees we take 100 as the respondents employed in **Hero MotoCorp Ltd.** (Formerly Hero Honda Motors Ltd.) **PHOENIX MOTORS PVT LTD**

PERIOD OF THE STUDY:

Since so many years **Hero MotoCorp Ltd.** (Formerly Hero Honda Motors Ltd.) **PHOENIX MOTORS PVT LTD.** has been following the same procedure of Managements for their executives and employees and for the study of my project last on-year data has collected on performance Managements.

LIMITATIONS OF THE STUDY:

1. This study covers those employees who are working at **Hero MotoCorp Ltd** (Phoenix Motors Pvt. Ltd).
2. The understanding and knowledge may vary from person to person. The replies given by the respondents are taken for granted, though they are not uniform.
3. Since names are mentioned in most of the questionnaires, most of the employees answered favorable to the company. This might have led to wrong findings in the study.
4. The interpretation being based on percentage method is not definite.



The report is subjects to changes with fast changing scenario.

III. MENTORSHIP

Mentorship refers to a personal developmental relationship in which a more experienced or more knowledgeable person helps a less experienced or less knowledgeable person. The receiver of mentorship was traditionally referred to as a **protégé**, or **apprentice** but with the institutionalization of mentoring the more neutral word "mentee" was invented and is widely used today.

There are several definitions of mentoring in the literature. Foremost, mentoring involves communication and is relationship based. In the organizational setting, mentoring can take many forms. One definition of the many that has been proposed, is "Mentoring is a process for the informal transmission of knowledge, social capital, and the psychosocial support perceived by the recipient as relevant to work, career, or professional development; mentoring entails informal communication, usually face-to-face and during a sustained period of time, between a person who is perceived to have greater relevant knowledge, wisdom, or experience (the mentor) and a person who is perceived to have less (the protégé)" (Bozeman, Feeney, 2007).

Mentoring techniques

Since the focus of mentoring is to develop the whole person, the techniques are broad and require wisdom in order to be used appropriately.

A study of mentoring techniques most commonly used in business was published in 1995 under the title Working Wisdom. In the study, five major techniques or "wisdom tactics" were found to be used most commonly by mentors. These are:

- 1. Accompanying:** This means making a commitment in a caring way. Accompanying involves taking part in the learning process by taking the path with the learner.
- 2. Sowing:** Mentors are often confronted with the difficulty of preparing the learner before he or she is ready to change. Sowing is necessary when you know that what you say may not be understood or even acceptable to learners at first but will make sense and have value to the mentee when the situation requires it.
- 3. Catalyzing:** When change reaches a critical level of pressure, learning can jump. Here the mentor chooses to plunge the learner right into change, provoking a different way of thinking, a change in identity or a re-ordering of values.
- 4. Showing:** this is making something understandable, or using your own example to demonstrate a skill or activity. You show what you are talking about, you show by your own behavior.



5. Harvesting: Here the mentor focuses on "picking the ripe fruit": it is usually learned to create awareness of what was learned by experience and to draw conclusions. The key questions here are: "What have you learned?" "How useful is it?"

Different techniques may be used by mentors according to the situation and the psychological mindset of the mentee. The authors underline that the techniques used in modern organizations can be found in ancient education systems, from the Socratic technique of harvesting to the accompaniment method of learning used in the apprenticeship of itinerant cathedral builders during the Middle Ages. Leadership authors Jim Kouzes and Barry Posner advise mentors to look for "teachable moments" in order to "expand or realize the potentialities of the people in the organizations they lead" and underline that personal credibility is as essential to quality mentoring as skill.

The benefits of implementing Mentoring for Success



Over the last few years, clients have experienced such positive results and benefits from their **Mentoring for Success™** intervention, we have consolidated some of them below, in order for you to identify the one's that are important to you.

Attracting, Developing and retaining excellent talent

The opportunity of being partnered with an experienced senior manager is highly desirable to young graduates and employees and has proven to be an attraction during recruitment initiatives. Clients also confirm that **Mentoring for Success™** has given them the ability to hold onto good talent longer, due to the mutual benefits and rewards experienced through personal growth and development in a focused relationship

Sharing and retention of the Corporate Memory

75% of an organisations core competencies – it's skills, knowledge, behaviours, values, processes and relationships, are stored in the tacit memory of a few experienced managers and executives. This is a potential time bomb waiting for the wrong set of circumstances. The structured nature of **Mentoring for**



Success™ ensures that the sustainability of key components of the Corporate Memory are shared with, retained and leveraged by the next generation

Succession Planning and Talent Management

The continued loss of wisdom, experience and knowledge of the so called “baby boomers”, now entering their retirement phase, coupled with transformational needs and other organisational challenges, means that effective Succession Planning and Talent Management is a strategic imperative. **Mentoring for Success™** has proven to be an invaluable tool to use as a “filter” for middle management and to assess the capabilities and capacity of the next generation of potential leaders.

Fast-Tracking Graduate Development

In a country and continent alive with potential, the ability to fast track Graduate Development is a key competitive advantage and **Mentoring for Success™** has been successfully used to fast track graduates into both professionals and business managers, by aligning their theoretical knowledge and youthful confidence, with practical business skills and appropriate organisational behaviours and values.

Performance and Productivity Improvement

The net effects of immigration, retirement and transformation, are producing a skills shortage of alarming proportions. When coupled with a boom economy, a global “war for talent” has been created and **Mentoring for Success™** has been an instrumental intervention for many organisations, which have recognised the need to ensure sustainability through the urgent and effective transfer and development of Scarce and Critical Skills

Key Competency Development and Communication

A consistent benefit that many organisations experience through **Mentoring for Success™** is the ability to develop key Competencies, which have not been successfully mobilised through traditional HR practices of classroom training and development. An additional long term benefit is the ability to effectively Communicate and demonstrate the relevance and application of key Competencies, through a structured Mentoring intervention.



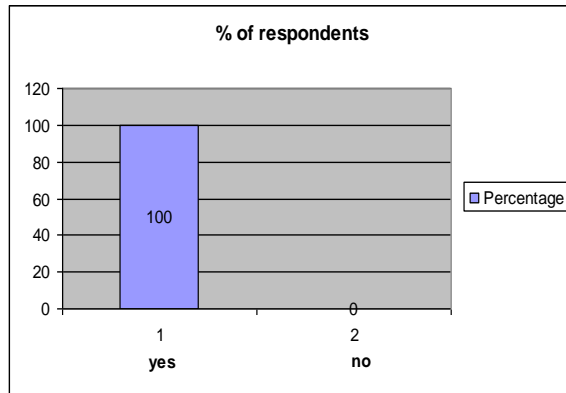
IV. DATA ANALYSIS AND INTERPRETATION

1. Do you think Mentoring Management is needed in a company?

(a) YES

(b) NO

s.no	Options	No. of Responses	Percentage
1	YES	100	100
2	NO	0	0
	TOTAL	100	100



Interpretation:

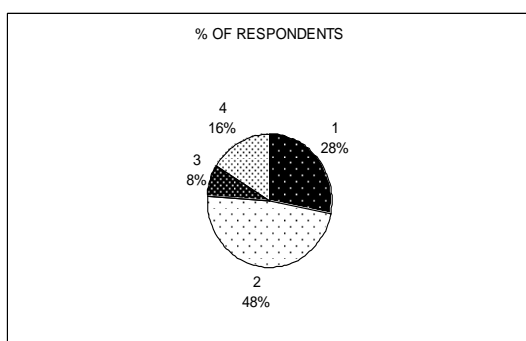
To above question, almost 100% of the employees thought that the Mentoring Management is needed in a company.

2. Mentoring Management rating is used to

- (a) Identify areas of improvement
- (b) Identifying quality for unit of work
- (c) Set performance target
- (d) All the above



s.no	Options	No. of Responses	Percentage
1	Identify areas of improvement	28	28
2	Identify areas of training & development	48	48
3	Set performance target	8	8
4	All the above	16	16
	Total	100	100



Interpretation:

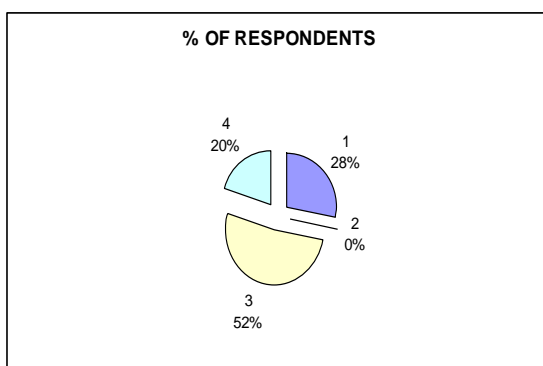
About the usefulness of Mentoring Management system, 28% have said that Management system helped them to identify areas of improvement, to 48% it helped in identifying training & development needs, to 8% it helped in setting performance targets and to 16% it was helpful in all the above areas. By this we can say that P.A is helpful in one way or the other for the employees.

3. In your experience the outstanding Mentoring of an employee is due to:

- (a) Actual Performance
- (b) Qualification
- (c) Experience
- (d) All the above



s.no	Options	No. of Responses	Percentage
1	Actual Performance	28	28
2	Qualification	0	0
3	Experience	52	52
4	All the above	20	20
	total	100	100



Interpretation:

Above 28% of the employees responded that the outstanding Mentoring Management is due to Actual Performance, 52% of the employees is due to Experience and 20% of the employees is due to all the above.

V. FINDINGS OF THE STUDY

- Employees in **Hero MotoCorp Ltd** (Phoenix Motors Pvt. Ltd) are well satisfied with Management towards the proper decision in generating their own ideas working environmental conditions.
- A study portrays that 75% of respondents show improvement in the quality of workmanship, in participating with mentoring.
- The Mentoring management in management provides better understanding to the employees about their roles in achieving the goals of the company.
- The Mentoring management in management acts as a complimentary body to help collective bargaining that creates healthy work atmosphere and legal relations in **Hero MotoCorp Ltd** (Phoenix Motors Pvt. Ltd).



- Every member in the organization are very much well satisfied with the job, in developing their working conditions, and following their rules and regulations at regular intervals of time, conducted by the management.
- A study portrays, 60% of employees rate excellent in maintaining good relations in the organization between workers and management and 25% are well satisfied with the relations maintain by the management towards the workers.

SUGGESTIONS

Based on the findings of the study and personal discussions held with various executives and employees at **PHOENIX MOTORS PVT LTD.**, Hyderabad possible suggestions and recommendations are given:

- It is recommended that employees should be immediately communicated.
- The result of the Management particularly when they are negative.
- It is recommended that the supervisor should try to analyze the strengths and weaknesses of an employee and advise him on correcting the weakness.
- It is commended to counsel the employees appropriately regarding their strength and weaknesses and assist in developing them to realize their full potential in line with the company's goals.
- The top management is very much committed in implementing the Mentoring Management system as it is. The Mentoring Management system is consider as an essential tool for bridging gap between the top management and the executives it thus helps them to develop cordial relations and mutual understanding.
- It is recommended that the employees should be communicated information about his Mentoring , again his acceptance of it and draw up a plan for future improvement, if necessary.
- It is recommended that the rater must be thoroughly well versed in the philosophy and of the rating system. Factor sales must be thoroughly defined, analyzed and discussed.

To conclude, it is imperative to immunize of the problems or hindrances to strengthen the system.

VI. CONCLUSIONS

The following findings are drawn from the preceding discussion.

1. The executive is able to assess their mentoring program by reviewing performance reviews. Take stock of the situation and find a way to triumph over the challenges.
2. Management is well-informed on the issue that employees excel in, and they are quick to address workers' concerns when they come up.
3. Management was providing employees with the necessary training in their weak areas.
4. All employees were well aware that management is a factor in their advancement.
5. A mentoring management system is a tool for pinpointing where people may use some help, for figuring out what they need to grow professionally, and for planning out their mentoring journeys.



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6. Both the management and the staff would benefit from amicable ties so that they may have open dialogue.
7. The mentoring management system is fully functional and has undergone the necessary evolution. The majority of workers' opinions made this clear.

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