Expected and achieved matrix of competence in manager training

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Abstract—The article presents results of the research into meeting expectations as well as expected and obtained learning outcomes outlined in the matrix of competence. In the present study, an empirical matrix of competences, based on the full survey. The expected matrix of competences was constructed based on analysis of documents.

Keywords—matrix of competence, managers training, evaluation mark

I. INTRODUCTION

In order to know the value of something or someone, expressed in form of oral or written assessment, it is necessary to carry out evaluation. Evaluation is a key tool to monitor and control work (including compliance with accepted standards, effectiveness of actions taken). Assessment may fulfill the following functions [5]:

- evaluating (also called an informative function) — its results are used to assess the level of work or quality of services, bids, performance, fulfillment of assigned duties, verification of actions taken,
- motivating — its task is to motivate to do better work,
- decision making — allows to move or eliminate less satisfactory elements,
- developmental — its results are used to draw up plans of development, training or making necessary changes,
- educational — it is a factor in shaping attitudes and behaviour.

The increasing popularity of evaluation ratings results from the necessity to conduct satisfaction surveys, as organizations wishing to succeed in the market are increasingly aware of the strategic importance of customer expectations, their perception of the company, the service and the offer as well as the need to determine the degree of their satisfaction [2].

Satisfaction is a state felt by an individual and involves a comparison of perceived characteristics of a product, service or expectations of an individual related to those characteristics. Most expectations are based on past experiences, opinions of friends and information as well as on promises made by the offeror and competitors.

Quality of service depends largely on the proper understanding of customer’s satisfaction. The satisfaction survey seeks to identify all possible factors that may have an impact on the level of customer satisfaction with the service. Each service provider must strive to develop their own, unique concept in this respect. Through analysis of the needs of his customers, he can identify those needs that are most important to them and assess the extent to which he is able to satisfy their needs in this area.

II. THE STRUCTURE OF THE TOOL USED

In the evaluation of the specialty, it was decided to conduct the full survey [1] – each student of this specialty was subjected to the evaluation immediately after the end of the training, i.e. within the first week of the examination session in the summer semester of the academic year 2009/2010. The evaluation concerned the assessment of satisfaction with the ongoing cycle of subjects within the specialty of Management of a small and medium business within the framework of undergraduate studies at the Department of Management during the academic year 2009/2010. The study included the full survey carried out in direct polling technique using a questionnaire. The primary objectives highlighted in the students’ satisfaction survey include:

- examining the extent to which the program offered met the students’ expectations,
- identifying what skills students have gained during the education,
- defining the expected and achieved matrix of competence,
- comparative analysis of the expected and acquired skills.

<table>
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<tr>
<th>Oz</th>
<th>Subject</th>
<th>Learning outcomes</th>
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<tbody>
<tr>
<td>P1</td>
<td>Funding and support of the development of a small business</td>
<td>The aim of the course is to provide students with the sources and principles of fundraising and other forms of support of small and medium-sized enterprises. Particular attention is drawn to the ability to search for and seize opportunities arising from the possibilities to support the activities and development of SMEs.</td>
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<tr>
<td>P2</td>
<td>Accounting and tax systems</td>
<td>The aim of the course is to provide students with the principles of taxation and accounting as well as tax records in small and medium-sized enterprises. Particular attention is drawn to the practical skills of recording economic events, knowledge of reporting to tax authorities, as well as understanding the specific needs and problems of small and medium-sized businesses regarding accounting.</td>
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