

## DECLARATION

I, Vanessa Singh declare that

- (i) The research reported in this dissertation/thesis, except where otherwise indicated, is my original research.
- (ii) This dissertation/thesis has not been submitted for any degree or examination at any other university.
- (iii) This dissertation/thesis does not contain other persons' data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.
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- (v) This dissertation/thesis does not contain text, graphics or tables copied and pasted from the Internet, unless specifically acknowledged, and the source being detailed in the dissertation/thesis and in the References sections.

Signature:

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## DEDICATION

To my family, & husband, my modern day  
superheroes

**YOU have inspired me through life, sacrificed  
for me & always rescued me! I am  
eternally grateful !!**

I thank God for my superheroes and for giving me the strength and determination to complete this.

Deepest love and gratitude to my parents: To my father Ishwar Singh for introducing me to the world of business, for defying convention and for his amazing spirit, love and support. To my mother, Jainthree, for her endless love, support, assistance and words of encouragement.

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To my siblings Sandhaya, Sandesh and Akash, deepest love, appreciation and gratitude for all that you have helped me achieve, thank you for always being there. I am truly blessed to have siblings like you.

To my greatest friends on earth: Gino, Cujo, Bruno, Joey  
and Fluffs

Your unconditional love is unparalleled in this world, thank  
you are for being my angels on earth!!

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## **ABSTRACT**

A lack of managerial skills has been cited by many as the cause of small business failure in South Africa. Internal factors are said to be responsible for many of these small business failures. With human capital being undeniably a valuable resource, it has the potential to provide one of the most sustainable competitive advantages in the market place. It is therefore crucial that managers, who are responsible for directing and shaping the organisation possess and constantly improve their competencies because these are crucial factors for success of managers and the business.

This study explores multi-rater feedback to gain insight into managerial competencies for the purpose of contributing to managerial development. Comparison of employee and manager self-evaluations can identify gaps or areas requiring improvement as they provide different perspectives on the same phenomena. The degree of consensus/agreement amongst the ratings provides valuable information and assists in identifying possible areas for development. Feedback is critical for self-perception accuracy and self-other agreement and impacts on training and development. This study comprised of 25 managers and 75 employees from the restaurant business and compared their views on managerial competencies.

Results showed positive agreement between manager and employee ratings and showed no gender differences in the ratings regarding managerial competencies. Both managers and employees, through the process of upward appraisals, indicated positive feedback towards managerial development in the future. This is encouraging and creates an opportunity for further research and exploration of how this can best be achieved using unconventional approaches.



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