AN ANALYTICAL STUDY OF TRAINING AND DEVELOPMENT IN ACHIEVING OPERATIONAL EXCELLENCE
(In Special Reference to Mawana Sugar Works Plant, Mawana)

SYNOPSIS
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AN OVERVIEW OF THE COMPANY

Mawana Sugar Works is a Sugar unit of Shriram Group (DCM/ The Delhi cloth & Genl. Mills Co. Ltd.). The Delhi Cloth and General Mills Co. Limited, Delhi was founded in 1884.

Lala Shriram joined the company in 1909 at Bara Hindu Rao, Delhi.

Lala Shriram was the first in the country to establish the Labour Welfare Benefit Fund Trust. He introduced several benefits for the working class in the thirties and forties when such
welfare measures were hardly known. Sickness insurance, Pension fund, Gratuity, Incentive Bonus, Annual Increment, Hospital Facilities, Holiday homes and various other measures were the products of his imagination.

DCM started as a small textile unit originally, steadily grew from strength to strength: Textiles to sugar production, on to chemicals, vanaspati and ultimately in his lifetime to fertilizers.

After trifurcation of the DCM, Lala Siddharth Shriram gave the name of his group as Shriram Industrial Enterprises Ltd. (SIEL). Now this SIEL Group is further divided in two parts:

I. SIEL LIMITED – Chemical Plant, Rajpura

II. MAWANA SUGAR LIMITED
- Sugar Unit – Mawana Sugar Works, Mawana (Distt.- Meerut)
- Sugar Unit - Titawi Sugar Complex, Titawi, (Distt.- Muzaffarnagar)
- Sugar Unit – Nanglamal Sugar Complex, Nanglamal, (Distt.- Meerut)

Mawana Sugar Limited is one of the leading Sugar Industries in India. The Company has become a preferred supplier to companies like Nestle, Coca-Cola, Pepsico, Hamdard, Dabur etc.

The MAWANA Brand has become a Market Leader in the sugar production and it enjoys about 50% market share in Delhi.

Management of Mawana Sugar Works

The Board of Directors of Mawana Sugars comprise of:

- Mr. Siddharth Shriram (Chairman & Managing Director)
- Mr. Sunil Kakria (Managing Director)
- Mr. K.P. Singh (Whole Time Director)
- Mr. A K Mehra (Whole Time Director)
- Prof. Dinesh Mohan (Director)
- Mr. N K Goila (Director)
- Mr. D C Mittal (Director)
- Mr. Ravi Vira Gupta (Director)
- Mr. R S Bedi (Director)
- Ms. Anuradha Dutt (Director)
THE MAWANA SUGARS BRAND

Consumer pack branding

Pioneered in 1992: our intentions-

- From commodity to packaged
- Clean/Hygiene
- Correct weight surety
- Consistent quality surety
- Over one thousand shops and sponsorships.

Today it is the largest selling sugar retail brand, with the highest brand recall due to promotional activities like-

- Sponsorship on Red FM, which has a huge listenership
- Special edition Songs CD ‘Lamhe’ sold through retail music shops

Association with brand

- Purity cleanliness/Health/Family Value

Strong Distribution Network

- Consumer pack branded sugar travels through Mawana Sugars’s well established FMCG distribution channel reaching 10,000 retail outlets all over Northern India along with famous oil brands such as Panghat, Cornola, and Ruby etc.

New product launches-

Mawana Sugars plans to launch a premium range of refined sugar under the brand name Mawana Sugars SELECT

The variants that will be launched under this brand name are:

- Mawana Sugars SELECT double refined sugar
- Mawana Sugars SELECT sugar cubes
- Mawana Sugars SELECT sachets
AN OVERVIEW OF TRAINING & DEVELOPMENT

Training and development refers to imparting of the specific skills, abilities and knowledge to an Employee so as to perform his job better which is assigned to him by the organization. Successful candidates placed on the job need Training to perform their duties effectively. Not only the workers but Supervisors, Managers, Executives also need Training to be developed in order to enable them to grow and acquire maturity of thoughts and action. In this way, Training and Development constitute an Ongoing Process in the Organization.

TRAINING

Training is the acquisition of Technology which permits employees to perform their present jobs to standards. It improves Human Performance on the job which the employee is presently doing or is being hired to do.

Training is a short–term process utilizing a systematic and organized procedure by which non-managerial personnel acquire technical knowledge and skills for a definite purpose. Training plays a very crucial role in upbringing the performance of the employees. An effective Training brings a measurable change in the knowledge, skills, abilities, attitude as well as social behaviour of the employees.

DEVELOPMENT

Development can be defined as training people to acquire new horizons, technologies and viewpoints. It enables leaders to guide their organizations onto new expectations by being proactive rather than reactive. It enables workers to create better products, faster services and more competitive organizations. It helps people to grow and keeps an organization in the cutting edge of competitive environments.

Development is a long term educational process utilizing a systematic and organized procedure by which managerial personnel get conceptual and theoretical knowledge. It is a broader aspect than Training. Training is a part of Developmental process.
TYPES OF TRAINING

There are many types of training, but the main types of Training that are commonly employed in present day organizations are as follows –

1. Skills Training
2. Refresher Training
3. Cross-Functional Training
4. Team Training
5. Creativity Training
6. Diversity Training
7. Literacy Training

TRAINING METHODS

Broadly there are two categories of Training which are categorized on the basis of locations. These are –

I. **ON THE JOB TRAINING METHODS** - This type of Training is Provided at the actual workplace itself. These are -
   - Job Instruction Training
   - Coaching
   - Mentoring
   - Job Rotation
   - Apprenticeship Training
   - Committee Assignments

II. **OFF THE JOB TRAINING METHODS** – This type of Training is provided separately from the actual workplace or the actual job situations. These are –
   - Vestibule Training
   - Role Playing
   - Lecture Methods
   - Conference/ Discussions
   - Programmed Instructions
METHODS OF EVALUATION OF TRAINING PROGRAMMES

Various methods are there to collect the outcomes of Training Programmes, these may be-

- Questionnaires
- Tests
- Interviews
- Studies
- Human Resource Factors
- Feedback

STEPS IN THE ORGANISATION OF A MANAGEMENT DEVELOPMENT PROGRAMME

Following are the important steps for a Development Programme –

1. Analysis of Organisational Developmental needs
2. Appraisal of Present Management Talent
3. Inventory of Management ManPower
4. Planning of Individual Management Programmes
5. Establishments of Development Programmes
6. Evaluation of Results

TECHNIQUES OF MANAGEMENT DEVELOPMENT PROGRAMMES

Various techniques may be used in acquiring and developing different types of managerial skills and knowledge. These may be –

1. Decision Making Skills
   - Business Games
   - Case Study
   - In basket

2. Interpersonal skills
   - Role Playing
   - Sensitivity Training

3. Job Knowledge
   - On the job Experience
   - Behaviour Modelling
   - coaching
4. Organizational Knowledge
   - Job Rotation
   - Multiple Management

5. General Knowledge
   - Special Courses
   - Special Meetings
   - Special Readings

6. Specific Individual Needs
   - Special Projects
   - Committee Assignments

DIFFERENCE BETWEEN TRAINING AND DEVELOPMENT

Although the purpose of both Training and Development is the same i.e., increasing the skills and knowledge of the employees, but still there are some differences between training and development which may be as follows-

- Training is a short term process in any organisation but Development is a continuous ongoing long term process.
- Training is provided to the employee to enhance perfection in his current job but Development is not meant for any particular job, it is commonly meant for all employees.
- Training is simply the process of imparting specific skills and knowledge to an employee whereas Development is the grooming up of the overall personality of the individual employee.
- Training increases the efficiency of the employee and thus Training makes a better employee whereas Development includes developing and upgrading the overall aspects of an individual and thus Development makes a better human being.
RESEARCH OBJECTIVES

The Primary objective of the Research is to measure and understand the role of Training and Development Programme for Operational Excellence at MAWANA SUGAR WORKS.

The survey would be the part of various programmes and the activities conducted for operational excellence at MSW.
The survey would be conducted using short and contextual questionnaires distributed to small samples of employees.

The sub-objectives of the research are as following-

- To have a research study of the Training and Development activities going on at Mawana Sugar Works, Mawana.
- To have a research on the whole Operational Excellence activities launched and going on at Mawana Sugar Works Plant, Mawana :-
  ✓ Ankur ( 5s )
  ✓ Darpan ( Kaizen )
  ✓ SGIA ( Small Group Improvement Activity)
- To study the various types of activities being implemented for Operational Excellence.
- The secondary objective is to assess the effectiveness of Training and Development Programmes at Mawana Sugar Works, Mawana.
HYPOTHESIS

The Selection of the Topic has been made with a view to evaluate, analyze and examine the Performance of Training and development at Mawana Sugar Works Plant, Mawana. Although it is true that unfortunately due to certain causes the Training and Development activities and Programmes have not met the desired needs and requirements of the Organisations even after continuous growth and advancements in the modernization of the Present Industrial Set-ups.

Now in the Present Scenario, it has been assumed that the presently ongoing Training Programmes as well as various Developmental activities are proving to be of less value as these activities are inadequate and inefficient in providing the suitable Training and Learning skills as well as developing the overall Personality of the employees of the organizations. It is the consequence of improper and inefficient management of the available resources as well as the conducting of training sessions without assessing the actual Training needs of the employees in the organization.

If the Training Programmes would be organized after the assessment of the actual needs and requirements of the employees, then the ineffectiveness in the performance of the employees could be solved greatly and ultimately it can lead to the enhancement in the productivity of the organization.
**RESEARCH METHODOLOGY & DESIGN**

**Type of Research**
The research would involve the exploratory research followed by the descriptive one. The exploratory research will be used for the depth and detailed study of the present system of Training and Developmental activities and to develop research Questions and the study. The questionnaire would be formulated so as to evaluate the effectiveness of the Training and Developmental Programmes being followed in the organisation. Exploratory research would be then conducted to fine-tune the questionnaire.

**Phases of the Proposed Study**
1. **Desk Research with Data Collection** - During the first plan, a comprehensive Desk Research will be undertaken; data and information will be collected from various studies, expert survey reports, government policies, etc. The primary data both quantitative and qualitative will be collected and the secondary data would be in the form of computerized databases, Training and Development Manuals as well as various expert surveys.

2. **Analysis & compiling of the useful Data** - After the collection of the data, the second phase would comprise of the analyzing and the compiling of the useful data. This will be done by the process of in-depth analysis of the useful and relevant data and after that compiling of the reliable data and information.

3. **Field Surveys** - Field survey would comprise of various questionnaires and the surveys conducted for the employees so as to identify and assess the basic and actual needs of employees for the Training and Development Purposes. By these surveys, the efforts will be done to know the requirements, shortcomings, and difficulties of the employees while performing their duties.

4. **Thesis Writing** - The information and data collected during the above phases will be tabulated, arranged and co-related for preparing the thesis.
CHAPTERS PROPOSED

CHAPTER 1  INTRODUCTION AND METHODOLOGY
Research Objectives; Scope of the Study; Research Methodology;
Structure of the Study.

CHAPTER 2  COMPANY PROFILE
History of the company; Corporate Management Profile; Group profile;
Vision Statement; Guiding Principles; Growth Plan; Mawana Sugar
Net Zooms New Delhi; Expansion plans; Investment Plans; Retail
Distribution of Mawana Sugars; Consumer Pack Branding; New
Product Launches.

CHAPTER 3  THEORETICAL BACKGROUND OF TRAINING AND
DEVELOPMENT
Overview of Training and Development; Nature of Training and
Development, Inputs in Training and development; Basic Terms in
Training and Development; Reasons for Training and Development
Activities; Typical topics of Employees Training; Process of Training;
Methods of Training- On the Job Methods, Off the Job methods;
What Should be the level of Learning; Learning Principles;
Development; Need for Management Development; Levels of
Development.

CHAPTER 4  TRAINING AND DEVELOPMENT AT MSW
Objectives of training and development Policy of MSW; Planning and
Designing Training and development Programme; Training Budget;
Training calendar; Selection of trainees; Selection of trainers;
Conduct of the Training Sessions; In-House training; advantages of
In-House Training; ATD Centre at MSW; External Training;
Evaluation of the Training and Development Programmes;
Management Development Programmes at MSW.
CHAPTER 5 OPERATIONAL EXCELLENCE AT MSW
Operational Excellence ; Overview of SGIA ; DMAIC Methodology;
What is DMAIC Methodology ; Case Study in MSW ; What is
KAIZEN, ANKUR – Organisation with and without Ankur ;
DARPAN – Housekeeping – The 5s Programme ; Steps in the
Implementation of 5S .

CHAPTER 6 DATA ANALYSIS

CHAPTER 7 CONCLUSION AND SUGGESTIONS

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Annexure
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