Chapter 4

Training and Development at Mawana Sugar Works

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Chapter 4

Training and Development at

Mawana Sugar Works

In chapter three, the researcher has given a theoretical background of training and development, process of training, methods of training and their significance for improving employees performance. This chapter discusses the significance of training and development programmes for the Mawana Sugar Works, Mawana (MSW). In this chapter the researcher has discussed what training and development initiatives are taken by the Mawana Sugar Works, Mawana and how these programmes are helpful in achieving operational excellence at MSW.

The researcher has visited Mawana Sugar Works, Mawana (MSW) several times and talked to HR Professionals in HR Department of MSW to understand the basics of training and development programmes at MSW. During the survey at MSW, various short comings have also come to the knowledge of researcher. However, these training and development shortcomings are not formally noted anywhere but as to this
research work, such shortcomings are worth noteable. Therefore, the detailed outlook of training and development system at Mawana Sugar Works, Mawana (MSW) is being hereby discussed to give worth to this research work with the full and actual survey listings.

**Objectives of Training and Development Policy of Mawana Sugar Works, Mawana (MSW)**

The objectives of training and development programmes at MSW are not formally noted in the company manuals or the company brochures etc. as the HR Department of the company assumes training and development to be a departmental function. Therefore, the researcher had discussions with HR professionals in HR department of MSW to identify the objectives and other related things of training and development programmes at MSW. Some important objectives of training and development policy at MSW, as come to the notice of the researcher during discussion, are as follows:

1) To have professionally qualified man-power, multiskilled persons who could utilise their skills and technical knowledge for performing various operational functions.
2) To improve and upgrade the skills and competencies of the employees for taking up higher responsibilities at the appropriate time in future.
3) To encourage multi-skilling among employees to meet the job requirements and to improve productivity.
4) To bring about the required changes in the knowledge, skills, attitude and behaviour of the employees, in consonance with the organisational value system.
5) To utilise training as a motivational tool for enhancing the personal growth and development of the employees.

The objectives which have been stated above are not given in any manual of the MSW or the company profile as the company HR Department assumes training and development to be a departmental function. Along with the objectives stated above, the company also pays special attention in planning and designing training and development programmes.

**Planning and Designing training and development programmes**

Mawana Sugar Works (MSW) does not only believe in laying out the required objectives, but also focuses on fulfilling these objectives through its systematically planned & well designed training and development programmes. The special efforts are taken by the company HR department to formulate the systematic training and development policies in order to provide quality training to all its employees so as to enhance the overall productivity of the organisation.

At Mawana Sugar Works (MSW), training and development is the most important function of HR department. Hence, in order to carry out the training activities uninterruptedly, a special committee is appointed by the HR department which is known as Training Advisory Committee (TAC). This committee is designed in an hierarchichal manner, as its members belong to different levels in the organisation. The members of Training Advisory Committee (TAC) are the respective Heads of their Unit, Departments, Sections etc.
The figure 4.1 states the structure of Training Advisory Committee (TAC) at MSW. There is one dedicated Training Officer for each unit, who is responsible for coordinating the activities of this committee. This committee is responsible for carrying out certain functions which are listed as below:

a) For allocation of training budget. The training budget depends on the annual turnover or the profit of the company.

b) For setting priorities for training of employees every year for both in-house as well as external training programmes.

c) To ensure proper infrastructural facilities for training programmes to be conducted.

d) For finalising the training calendar for the year.

Source – *Self constructed by the Researcher based on the discussion with HR Department at MSW.*
e) For taking the review of the training activities on quarterly basis to ensure the right direction towards the expected results and learning.

f) For evaluating the effectiveness of training and development activities in the company.

g) For overseeing the transfer of learning after the completion of training programmes to ensure the learning outcomes in the employees.

**Training Budget**

A budget basically refers to a list of all planned expenses. Therefore, a training budget may be defined as a list of expenses expected for training programmes, identified from the Training Needs Analysis (TNA) exercise. Designing an accurate training budget is an important action required for the success of an organisation.

At Mawana Sugar Works (MSW), the training budget is designed by the Training Advisory Committee (TAC) by reviewing the past history and past records of Profit / Loss of the company and also the inputs from other teams or departments within the organisation. Once the TAC gets all the necessary details of the income and expenses of the previous years, it starts with the new training budget for the current year.

Through the discussion with the company HR department, it has come to the notice of the researcher that usually the training budget is prepared by the TAC on annual basis for the management to have an idea on how much will be required for the training activities during the financial year. But sometimes on the demands or as per the requirement of the management, the
quarterly training budget is also prepared by the TAC. Usually, the training budget is finalised at the time of budgeting exercise in the company.

The training budget at MSW is prepared by calculating the total expenses of various training activities like –

a) External training
b) External trainer charges
c) Ankur scheme
d) Darpan scheme
e) SGIA scheme

Figure 4.2 – Steps to be followed for preparing Training Budget at MSW

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify the Training Expenses</td>
<td>[from the Training Needs Analysis (TNA) Exercise]</td>
</tr>
<tr>
<td>Calculate the Budgeted Expenses</td>
<td></td>
</tr>
<tr>
<td>Identify Sources of Income</td>
<td></td>
</tr>
<tr>
<td>Calculate Budgeted Income</td>
<td></td>
</tr>
<tr>
<td>Calculate Budgeted Profit or Loss</td>
<td></td>
</tr>
</tbody>
</table>

Source – Self constructed by the researcher as based on the discussion with HR department at MSW.
Usually, the training budget of the company is kept around 8-10 lakhs every year. Certain steps are followed while preparing a training budget at MSW, these steps are given in figure – 4.2.

**Training Calendar**

Training Calendar is generally a detailed list of all the training programmes to be conducted in a particular year, mentioning the necessary details of the training programmes like date, timings, venue, duration etc.

As come to the notice of the researcher from the discussion with the HR department of the company, the training calendar is jointly finalised by the Departmental Heads and the Training Officers. It is usually prepared before the beginning of a budget year.

A training calendar is usually prepared by considering the two important things listed below –
- The Training needs identified during the training needs assessment (TNA) exercise.
- The budgetary allocations

Usually there are various areas in which the training is provided every year for the employees in the company. These areas are –

a) Motivation
b) Business Communication
c) Business Ethics
d) Emotional Intelligence (EI)
e) Project Management
f) Report Writing
g) Time Management
h) Team Work
i) Presentation Skills
j) Operational Excellence Activities
k) Safety & Security Programmes
l) MS-Word
m) MS-Excel
n) MS-Powerpoint

Apart from the above listed areas, the company also focuses on the health and fitness of its employees and therefore, yoga and stress management sessions are also conducted by the company on weekly basis. A sample training calendar at MSW has been given in Annexure 2. The next part will discuss the selection of trainees at MSW.

**Selection of Trainees**

Both selection of trainees as well as trainers are equally important to the organisation, as both of them involve a thorough study.

According to Shishupal Singh Bandhu and Karunesh Saxena\(^1\) (1995), role of training in developing human resources is another work of relevance. They concluded that an organisation should have well-defined training policy as well as training manual and training should be made an ongoing process as these programmes have been found to be useful in improving the productivity, efficiency and effectiveness of the trainees.

Mawana Sugar Works (MSW) understands the importance of care to be taken into consideration while investing time and cost in

the training programmes. Trainees are those employees who are identified during the training needs analysis (TNA) exercise. Trainees are selected on the basis of self nomination, recommendations of supervisors or by the HR department or as identified during TNA exercise. Whatever is the basis, it is good for the company to have two or more target audiences as bringing several target audience together can also facilitate group processes such as problem solving and decision making.

At Mawana Sugar Works (MSW), it has come to the notice of the researcher through the discussion with HR department of MSW that the training is provided on the basis of the levels / category and the areas or skills required at that level, for the employees for whom the training needs have been recognised. The training needs are recognised for employees at all levels as given in Figure – 4.3.

**Figure 4.3 – Training needs for different levels at MSW**

```
Top / Strategic Level

↓

Management Level

↓

Supervisory Level

↓

Operational Level
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**Source** – *Self constructed by the researcher as based on the discussion with HR department at MSW.*
To identify the trainees, a separate Training Needs Identification (TNI) form is prepared by the company HR department which is filled from the employees of the various departments. On the basis of this, a list of participants (trainees) is prepared by the HR department. A Sample Training Needs Identification (TNI) form is shown in Table 4.1.

Table 4.1 – A Sample Training Needs Identification Form (TNI Form) at MSW

<table>
<thead>
<tr>
<th>Training Needs Identification / Assessment (TNI / TNA) Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name -</td>
</tr>
<tr>
<td>Department -</td>
</tr>
<tr>
<td>Employee Code -</td>
</tr>
<tr>
<td>Date of Joining -</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Skill Gap Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>S.No.</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>3</td>
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<tr>
<td>4</td>
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<td>9</td>
</tr>
<tr>
<td>10</td>
</tr>
<tr>
<td>11</td>
</tr>
<tr>
<td>12</td>
</tr>
</tbody>
</table>

Source – Self constructed by the researcher as based on the discussion with HR department at MSW.
Selection of Trainers

Trainers play a critical role in any training programme, therefore they must be chosen carefully. One tries to hire a person as trainer who is best available in terms of education, training, experience, technical knowledge, skills, initiative and teaching competence. One who has an excellent command of the training programme by interacting effectively with others or the one who is able to perform the job well by communicating knowledge to others in a supportive manner, would be more preferred by the organisation.

During the discussion on the process of selection of trainers at Mawana Sugar Works, it has come to the notice of the researcher that management of the company intends to select a trainer who will be more efficient and effective to the organisation as it involves a significant investment of time and cost.

Table 4.2 – Some aspects considered in KSA’s while selecting Trainers at MSW.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>KSA’s</th>
<th>Some related aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Knowledge</td>
<td>- About subject matter</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- About organisational strategies</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Learning goals of the organisation</td>
</tr>
<tr>
<td>2.</td>
<td>Skills</td>
<td>- Interpersonal Communication Skills</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Verbal Skills</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Platform Skills</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Organisation Skills</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Technical Skills</td>
</tr>
<tr>
<td>3.</td>
<td>Attitudes</td>
<td>- Commitments to the organisation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Commitments to helping others</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- High-level of self-efficacy</td>
</tr>
</tbody>
</table>

Source – Self constructed by the researcher based on the discussion with HR Department at MSW.
Mawana Sugar Works (MSW) is very concerned about the selection of the trainer for conducting efficient training programmes. They told the researcher that they usually hire trainers internally, from within the organisation, on the basis of their knowledge, skills and attitudes (KSA). Some aspects considered in KSA’s are mentioned in Table 4.2.

At Mawana Sugar Works, the HR department told the researcher that they do not have any specific criteria for the selection of trainer as it depends on various factors listed in the Table 4.2. Usually they hire internal trainers who are nominated on the basis of past performance records and feedback from their subordinates. In this way, a list is prepared by the company HR department and suitable employee is selected through interviews and discussion. The internal trainers may be the immediate supervisors or the personnel from HR department or the specialist officers from different departments of the company. External training is provided very rarely or occasionally by the company and specifically at the managerial level. For that external trainers are hired through proper interview sessions. These may be the outside consultants, faculty members from reputed universities or the various experts from corporates.

The next part will discuss about the conduct of training programmes at MSW.

**Conduct of Training Sessions**

After the selection of trainees as well as trainers, the next step taken by company is where the training programme is to be conducted, what should be the venue & timings and whether the
training has to be provided on the job i.e., OJT or off the job or inhouse training or external training.

It has been told to the researcher by the HR department officials of MSW that usually in-house training is provided by the company. Technical skills training is imparted to the employees while performing their jobs i.e., OJT and the training for educating employees regarding new methods, practices, procedures or technology etc. are conducted in the conference room / seminar hall of the company.

For conducting training, various HODs’ i.e., Head of Departments indentify the trainees, the required skills and the trainers as well as the venue, timings etc (as mentioned in Figure – 4.4). These departmental heads then suggest their plan to the HR Department and the final decision is taken by the HR Department regarding the conduct of training programmes at MSW.

**Figure 4.4 – The Procedure adopted by HODs’ for conduct of Training at MSW.**

Source – *Self constructed by the researcher as based on the discussion with HR department at MSW.*
In House Training

At MSW, when a particular skill is required to be imparted to more number of people, the programme is organised in-house by hiring reputed faculty from selected institutes. Therefore, in-house training programmes provide a best way of maintaining, developing and enhancing the skills, competencies and knowledge levels of staff and management teams.

At Mawana Sugar Works, the in-house training programme is highly participative and interactive session. The company conducts in-house training sessions for various types of skills enhancement like communication skills, personality building, business etiquettes, conceptual knowledge, operational excellence activities etc. During these sessions, certain case studies are given to each attendee and he is supposed to give presentations based on these case studies. These presentations are video-recorded and then video tapes and individual critiques are used after each presentation whereby every attendee comes to know about his positives as well as negatives. Positive aspects of each presentation are reinforced and certain options are suggested for turning negatives into positives.

In this way, at Mawana Sugar Works, in-house training proves to be very helpful for the employees as well as for the company. Certain advantages of in-house training programmes are given in the next part.

Advantages of In-house training

Conducting in-house training sessions is very advantageous both for employees as well as the company. This part will cover some advantages of in-house training programmes at MSW.
These advantages are not mentioned in the company manuals but the researcher has come to know about these advantages through discussions & interviews with the employees as well as the management officials at MSW.

Some of the advantages of In-house training sessions are –

a) **Cost Effective** :

   Since training takes place at own locations of the organisation, there is no travelling, no days away and no unrelated expenses, staff can be trained at extremely low per person cost. In this way, in-house training is cost effective in nature.

b) **Special Focus** :

   When in-house training is arranged and organised by the company, outside experts/faculties pay more attention towards the training programme because in-house training is under the direct supervision of the HR Department. So, trainers emphasize more on the specific needs of the organisation during their presentations. Further, the courses can be specifically tailored to meet one’s own specific training requirements. In this way, special focus and attention can be given to each participant during in-house training.

c) **Greater Impact** :

   Since anything done in group or team gives better results. During in-house training, more number of people attend the training collectively. By having more people attend the programme together, its impact throughout the organisation is
immediate which can directly help in the transfer of learning to the job being done. In this way, In-house training is helpful in giving better results.

d) **Time Saving Method**:

In-house training programmes are always helpful in saving time. Moreover, the company does not have to make extra arrangements for travelling and also it causes no harm to the job or task because the employees don’t have to stay away from their job. In this way, time, money, energy and other resources etc. are saved during in-house training.

e) **Empowerment**:

In-house training is a solid investment in the development of the staff and the organisation. The comprehensive training manuals and other necessary materials are included in every in-house programme for each participant. In this way, in-house training programmes help in building the level of confidence, skills, knowledge and behaviour of the employees.

In order to provide the best training to its employees, the company has a separate house named as ATD Centre where the in-house training is conducted by the company.

**ATD Centre at MSW**

Every organisation makes its best efforts and all possible arrangements in providing effective training to the employees. Mawana Sugar Works is also on the same way. Here, training is given special importance due to its long term effects and benefits. Realising the need and importance of training for upbringing,
development and achieving operational excellence, Mawana Sugar Works has set up its own training & development centre, named as Assessment Training and Development Centre (ATD) to institutionalize the in-house training activities.

The training programmes at ATD Centre, MSW are organised for the officers as well as the employees working at Mawana Sugar Works, Mawana.

Through the discussion with the management officials, certain objectives of ATD Centre at MSW are mentioned as below –

a) To convey concepts, framework and techniques that enable the organisation to compete effectively in today’s rapidly changing global economy.
b) To improve the job knowledge and skills of the employees at different levels of the organisation.
c) To encourage and achieve self-development & self confidence in the employees.
d) To provide a good climate and environment for learning, growth and co-ordination.
e) To make the organisation a better place to work and live.
f) To achieve operational excellence through short-term as well as long-term training and development programmes.

In order to meet the above mentioned objectives, ATD Centre at Mawana Sugar Works, conducts efficient training programmes for enhancing the skills and competencies in its employees. The ATD Centre at Mawana Sugar Works also acts as a nodal centre and is responsible for providing the training and development activities in all the three Mawana Group sugar units.
namely MSW (Mawana Sugar Works), TSC (Titawi Sugar Complex) and NSC (Nanglamal Sugar Complex).

The pedagogy used at the ATD centre at Mawana Sugar Works is based on a mix of pedagogical tools – cases, lectures, discussions, presentations, audio-visuals, experimental & team based exercises etc. These tools are used to impart practical learning to the employees apart from the theoretical knowledge. The training programmes also involve team-based activities and games for strengthening the concepts and discussions by the participants to demonstrate learning. The functioning of the ATD centre at Mawana Sugar Works is governed by the HR department at Mawana Sugar Works, Mawana.

Apart from the In-house training programmes, Mawana Sugar Works also conducts external training programmes for enhancing certain skills and competencies in its managerial staff as well as employees. External training has been discussed in the next part.

**External Training**

Mawana Sugar Works believes on the mantra of continuous learning and improvement. It seeks to support employee training in every possible manner so that employees can fully contribute their talents to achieve the vision of Mawana Sugar Works and meet its business objectives. In keeping with these objectives, Mawana Sugar Works encourages its employees to participate in the training activities so that they may perform at their highest potential. Besides, conducting in-house training, Mawana Sugar Works also provides external training to its employees for enhancing some specific skills and knowledge. External training is
provided by hiring external trainers or experts in the particular areas. These experts may be the corporate trainers or the academicians from the reputed institutes.

External Training includes various activities like –

a) Conducting seminars, workshops and conferences for the employees.

b) Providing technical and non-technical training to employees, which may be required to perform the jobs.

c) Continuing educational activities to maintain the certifications and licenses etc.

External training covers various activities where development and learning takes place simultaneously, skills are enhanced and knowledge is gained to improve the performance of the employees. Completed training is entered into the employee’s training record. At Mawana Sugar Works, HR department has designed a training record form (shown in Table- 4.3) which is filled and kept in the employee’s record. This is useful in giving all the necessary information about the training attended by any employee.

External training is provided by the company in order to meet certain objectives which are mentioned as below –

a) To impart profession specific and technical training to enhance and upgrade the employee’s knowledge, skills and abilities.

b) To impart training to improve the employee’s professional, administrative, supervisory, managerial or other related technical and non-technical skills to improve the performance.

c) To meet the company’s needs for a highly skilled and knowledgeable workforce.
d) To promote continuous improvement and lifelong learning in the organisation.

e) To achieve operational excellence in the organisation through systematic and well planned training programmes.

Table 4.3 – A Sample Training Record Performa used by Mawana Sugar Works, Mawana

<table>
<thead>
<tr>
<th>Mawana Sugar Works, Mawana</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Training Record Performa</strong></td>
</tr>
</tbody>
</table>

I.) **Personal Details -**
- Name-
- Designation -
- Department -
- Date of Joining -
- Employee No. -
- Qualification -

II.) **Details of Training Programme Attended**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Date</th>
<th>Type of Training Attended</th>
<th>Brief Description of Training</th>
<th>Trained By (Expert)</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

HR Department

**Source** – Self constructed by the researcher as based on the discussion with HR department at MSW.
Mawana Sugar Works, apart from conducting in-house and external training, is also very punctual about the evaluation of training and development programmes which is discussed in the next part.

A sample training record form used by the company has been shown in table 4.3. The next part will discuss about the evaluation of training programmes at MSW.

**Evaluation of Training and Development Programmes at MSW**

After conducting the in-house as well as external training, the next important step taken by the company HR department is the evaluation of the training programmes. The evaluation of training programmes is necessary to identify if the learning outcomes have been achieved, desired goals are fulfilled and if there is any improvement in the job performance of the employees. Evaluation of training programmes becomes important for certain reasons. The main purpose of evaluating the training programme at Mawana Sugar Works is to determine if the specific training objectives (which have been discussed in the previous part of this chapter) have been accomplished and certain performance deficiencies have been corrected or not. A second reason for the evaluation is to ensure that if the training programmes being provided are as per the training needs of the employees or not.

Training programmes are evaluated to determine their cost effectiveness. It is also useful to explain the performance failure. Finally the credibility of training and development is greatly enhanced when it is proved that the organisation has benefitted tangibly from it.
At Mawana Sugar Works, there are certain techniques used for measuring the effectiveness of the training programmes. It is measured by considering various aspects like programme contents, faculty rating, duration & methodology of training programmes etc. Some useful techniques for evaluating training programmes at Mawana Sugar Works, as come to the notice of the researcher, are as follows –

a) By taking feedback from the employees regarding the effectiveness of the training provided to them. This feedback is taken by using a training evaluation performa (Table 4.4) specifically designed by the HR Department of the company. This performa is get filled by the employees after the completion of the training programme to obtain their opinions about the programme’s worth and usefulness.

b) Through informal interviews with participants and faculty during and after their programme taken by HR department and senior management team.

Therefore, the overall aim of evaluation of the training programmes is to measure the level of knowledge and skills that employees learnt during the training. If the measurement reveals that the results after training are satisfactory, then the training is considered to be successful otherwise again training is provided after making certain changes in the methodology. A sample training evaluation performa being used by the HR department is shown in Table 4.4.

Besides conducting training programmes for employees, Mawana Sugar Works also pays equal attention on providing training and development programmes to the managers and senior officials, which has been discussed in the next part.
Table 4.4 – Sample Training Evaluation Performa used by MSW

<table>
<thead>
<tr>
<th>Mawana Sugar Works, Mawana</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Training Evaluation Performa</td>
</tr>
</tbody>
</table>

I.) **Personal Details** -
- Name -
- Designation -
- Department -
- Employee No. -
- Date of Joining -
- Qualification -

II.) **Details of Training Effectiveness** -

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Date</th>
<th>Type of Training</th>
<th>Rating</th>
<th>Signature</th>
</tr>
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<td></td>
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</tbody>
</table>

**Rating**
- **Very Good** (80-100%)
- **Good** (60-80%)
- **Fair** (40-60%)
- **Poor** (Below 40%)

*Source* – *Self constructed by the researcher as based on the discussion with HR department at MSW.*

**Management Development Programmes at MSW**

Management development programme is a special kind of programme especially organised for the managers as well as senior experienced employees. At Mawana Sugar Works, time to time the senior managers and officers are required to conduct and provide training to the executives. Hence, they also need special training for themselves in order to be polished and updated in their areas so that they can provide executives training with more
efficiency and effectiveness. Therefore, the organisation round the year plans to provide managerial skills development programme for its senior and experienced officers. These programmes are conducted through various leading institutes like Indian Institute of Management, Ahamedabad, (IIM Ahamedabad), Management Development Institute (MDI) Gurgaon, Fore school of Management, Delhi etc. A management development programme has also been conducted by the company, at Brahm Kumari Ashram in Gurgaon for about 120 officers of Mawana Sugar Works in August 2010.

These management development programmes being provided by Mawana Sugar Works, cover a lot of areas and skills which are found to be essential for the managers. These programmes include :-

a) Leadership Development Programmes
b) Competency Mapping
c) Behavioural Aspects
d) Communication & Presentation Skills
e) Decision Making & Motivation Techniques
f) Team Building Skills
g) Managerial skills for effective performance
h) Functional Skills
i) Business Etiquettes
j) Interpersonal Skills for better coordination.

Although the present research work being taken by the researcher does not focus on management development programme but still the researcher has presented a brief of management development at MSW because MSW also focuses
on developing its managers equally well so as to train its employees in a better way.

In this way, it has come to the notice of the researcher that Mawana Sugar Works believes on the philosophy of continuous learning and improvement process. It invest a huge amount of money, time and energy in providing efficient training programmes to its employees and simultaneously it also gives equal importance to management development programmes. As a result of continuous training and learning methods, the performance deficiencies of the employees are corrected and hence every employee contributes himself fully to the total quality management (TQM) activities of the organisation, namely, Ankur (Kaizen) and Darpan (5S), which ultimately help in achieving operational excellence in the organisation.

In this way, this chapter has discussed all about what kind of training and development initiatives are taken up by MSW and how they are implemented in a planned way. Operational Excellence activities at Mawana Sugar Works have been discussed in the next chapter, which would highlight about the basic concept of operational excellence activities as well as their implementation at MSW. The researcher has discussed the activities like Ankur, Darpan, SGIA, DMAIC methodology etc. in the next chapter.