CHAPTER-3
Chapter 3

Management Development Programmes at SAIL / DSP

3.0 A Brief History of SAIL

While setting up the public sector in the country in the mid-1950s, the government of India had specific goals and socio-economic objectives. The social goals of the public sector stemmed from the official policy aimed at a socialistic pattern of development in the country. In this regard, it should be noted that the public sector steel industry began with Hindustan Steel Ltd. (HSL) incorporated in 1954. HSL was first formed to construct and manage Rourkela Steel Plant (RSP). Later, Bhilai (BSP) and Durgapur (DSP) were brought under HSL in 1957. On 24th January, 1973 Steel Authority of India Limited (SAIL) was formed with RSP, BSP & DSP as its constituent Integrated Steel Plants and Bokaro Steel Plant (BSL) as its wholly owned subsidiary. Later, in 1978 Bokaro Steel Plant was merged with SAIL. The main objectives of SAIL were:

- To plan, promote and organize an integrated and efficient development of iron and steel and associated industries in accordance with the national economic policy and objectives laid down by government from time to time.
- To co-ordinate the activities of the subsidiaries, determine their economic and financial objectives, targets and to review, control, guide and direct their performance.
- To act as an entrepreneur on behalf of the state.
- To formulate and recommend to government a national policy for the development of iron and steel and related input industries and to advise it on all policy and technical matters.
All the four Integrated Steel Plants of SAIL were designed and constructed in collaboration with different consortia consisting of the world-famous companies of the foreign countries. For Bhilai and Bokaro the foreign collaborator was the erstwhile USSR, for Rourkela it was West Germany and for Durgapur the U.K. Apart from the four integrated steel plants, SAIL had other units that included special steel plants, mines, marketing organisation etc. For example, Indian Iron and Steel Company (IISCO) became a subsidiary of SAIL in 1978 and in 1983 Centre for Engineering and Technology (CET) was set up as an in-house consultancy wing. Initially SAIL Chairman was also the Steel Secretary, Govt. of India. Later, from 1977 onwards SAIL Chairman and Steel Secretary became two different posts. The first Board of Directors of SAIL had provision for a Chairman and 13 Directors that included four full-time functional directors for Finance, Technology, Commercial and Personnel. Frequent changes at the top hindered the development of long-term perspective at the company. A notable feature of the period between 1977 and 1985 was that all Chairmen of SAIL were technocrats who had come up from within the organisation.

In 1978–79 the annual production of saleable steel in SAIL was 5.8 MT (million tonnes) and the average annual production rose to 8.4 MT at the end of 1985, the average capacity utilization of the four ISPs being 69% and manpower productivity 53T per man per year. Till 1985 the availability of steel in the country was made up of domestic production and import. The foremost objective in steel distribution was to ensure that the demands of the priority sectors like Rail, Defence etc. were met first and the balance available was distributed to the other consumers. A regime of rationing in a shortage situation had left the organisation with no marketing skills and little or no knowledge of where the steel went or how it was used once it left the stockyard. While this was the situation on steel distribution, the Government also controlled pricing of steel. There was lack of concerted thinking about
future of SAIL and people used to devote much of their time and attention to the things that were current and “routine” till 1985. In the mid 80’s SAIL earned the dubious distinction of being the “king of India’s public sector loss makers”.

Then the leadership was changed. V Krishnamurthy – already famous for turning around BHEL and Maruti Udyog Limited – took over as Chairman of SAIL in May 1985. He made three observations: production in SAIL was not up to the capacity, the cost of production was high and the technological upgradation had not taken place sufficiently. He attempted to bring about positive changes in attitudes of employees and ensure technological and organizational discipline in SAIL. In the 90’s most of the SAIL plants were modernized and capacity enhanced. From 1985-86 up to 1995-96 SAIL made improved production and profits every year. The effect of the opening-up of economy by the Government of India in 1991 started showing up in the financial results of SAIL from 1996-97 onwards. From 1996-97 up to 2001-02 SAIL made huge losses in the liberalized economy. But in the same period, it came a long way from being a production-driven company to a market-driven company. From 2002-03 it entered into the profit zone and the global market for steel started improving fast. In 2004-05 SAIL made a massive net profit of Rs.6817 crore. In short, the history of Steel Authority is a story of fluctuating fortunes on the whole.

3.1 Present Status of SAIL with Special Reference to DSP

Today, with a production capacity of 13 MT of crude steel SAIL is India’s largest and among the leading steel producers in the world. Its turnover has been more than Rs.35,000 cr. in 2006-07 and Rs.45,000 cr in 2007-08. The company is presently implementing a growth plan that envisages its hot metal production to increase to around 28 MT from the current level of 14 MT by 2010-11. Crude steel production would increase to around 26 MT as part of the plan. Achievement of the growth target would be aided by investment of
around Rs.50,000 crore, primarily from internal resources, while achieving and maintaining a debt-equity ratio of 1:1. SAIL owns and operates seven manufacturing plants — five integrated steel plants at Bhilai, Durgapur, Rourkela and Bokaro and Burnpur(IISCO Steel Plant or ISP became a full-fledged unit of SAIL in February, 2006) producing carbon steels, and three plants at Salem, Durgapur(Alloy Steels Plant or ASP) and Bhadravati making stainless and alloy steels. Before 2006 IISCO, Burnpur used to be a subsidiary producing pig iron, merchant products and heavy structural. But now ISP, Burnpur is poised to make a crude steel production of 2.5 MT per year by the year 2010-2011 after the completion of its modernization which is going on in full swing now. Another SAIL subsidiary at Chandrapur is a bulk producer of ferro-alloys. The SAIL’s brief profile as a company is given below:

Company Profile

Steel Authority of India Limited (SAIL) is the leading steel-making company in India. It is a fully integrated iron and steel maker, producing both basic and special steels for domestic construction, engineering, power, railway, automotive and defence industries and for sale in export markets. Ranked amongst the top ten public sector companies in India in terms of turnover, SAIL manufactures and sells a broad range of steel products, including hot and cold rolled sheets and coils, galvanised sheets, electrical sheets, structural, railway products, plates, bars and rods, stainless steel and other alloy steels. SAIL produces iron and steel at five integrated plants and three special steel plants, located principally in the eastern and central regions of India and situated close to domestic sources of raw materials, including the Company’s iron ore, limestone and dolomite mines.

SAIL’s wide range of long and flat steel products are much in demand in the domestic as well as the international market. This vital responsibility is carried
out by SAIL's own Central Marketing Organisation (CMO) and the International Trade Division. CMO encompasses a wide network of 38 branch offices and 47 stockyards located in major cities and towns throughout India. With technical and managerial expertise and know-how in steel making gained over five decades, SAIL's Consultancy Division (SAILCON) at New Delhi offers services and consultancy to clients world-wide.

SAIL has a well-equipped Research and Development Centre for Iron and Steel (RDCIS) at Ranchi which helps to produce quality steel and develop new technologies for the steel industry. Besides, SAIL has its own in-house Centre for Engineering and Technology (CET), Management Training Institute (MTI) and Safety Organisation at Ranchi. Its captive mines are under the control of the Raw Materials Division in Kolkata. The Environment Management Division and Growth Division of SAIL operate from their headquarters in Kolkata. Almost all the SAIL plants and major units are ISO Certified. All the major units of SAIL are given below:

**Integrated Steel Plants**
- Bhilai Steel Plant (BSP) in Chhattisgarh
- Durgapur Steel Plant (DSP) in West Bengal
- Rourkela Steel Plant (RSP) in Orissa
- Bokaro Steel Plant (BSL) in Jharkhand
- IISCO Steel Plant (ISP) in Burnpur, WB

**Special Steel Plants**
- Alloy Steels Plants (ASP) in West Bengal
- Salem Steel Plant (SSP) in Tamil Nadu
- Visvesvaraya Iron and Steel Plant (VISL) in Karnataka

**Subsidiaries**
- Maharashtra Elektrosmelt Limited (MEL) in Maharashtra
- Bhilai Oxygen Limited (BOL) in New Delhi
Joint Ventures

SAIL has promoted joint ventures in different areas ranging from power plants to e-commerce. The joint ventures are mentioned below:

- **NTPC SAIL Power Company Pvt. Ltd.**
  Set up in March 2001, this 50:50 joint venture between SAIL and the National Thermal Power Corporation (NTPC) operates and manages the Captive Power Plants-II of the Durgapur and Rourkela Steel Plants which have a combined capacity of 240 MW.

- **Bokaro Power Supply Company Pvt. Limited.**
  This 50:50 joint venture between SAIL and the Damodar Valley Corporation formed in January 2002 is managing the 302-MW power generation and 1880 tonnes per hour steam generation facilities at Bokaro Steel Plant.

- **Bhilai Electric Supply Company Pvt. Limited;** Another SAIL-NTPC joint venture on 50:50 basis formed in March 2002 manages the 74 MW Power Plant-II of Bhilai Steel Plant which has additional capacity of producing 150 tonnes of steam per hour.

- **UEC SAIL Information Technology Limited;** This 40:60 joint venture between SAIL and USX Engineers & Consultants, a subsidiary of the US Steel Corporation, promotes information technology in the steel sector.

- **Metaljunction.com Private Limited;** A joint venture between SAIL and Tata Steel on 50:50 basis, this company promotes e-commerce activities in steel and related areas.
Chapter 3  Management Development Programmes at SAIL / DSP

- **SAIL-Bansal Service Center Pvt. Ltd.**; SAIL has formed a joint venture with BMW industries Ltd. on 40:60 basis to promote a service centre at Bokaro with the objective of adding value to steel.

- **North Bengal Dolomite Limited**; A joint venture between SAIL and West Bengal Mineral Development Corporation Ltd on 50:50 basis was formed for development of Jayanti Dolomite Deposit, Jalpaiguri for supply of Dolomite to DSP and other plants.

- **Romelt-SAIL (India) Ltd.**; A joint venture between SAIL, National Mineral Development Corporation (NMDC) and Russian promoters for marketing Romelt Technology developed by Russia for reducing of iron bearing materials, which is carried out with carbon in single stage reactor with the use of oxygen.

Ownership and Management

The Government of India owns about 86% of SAIL's equity and retains voting control of the Company. However, SAIL, by virtue of its Navratna status, enjoys significant operational and financial autonomy.

Durgapur Steel Plant

Set up in the late 50's with an initial annual capacity of one million tonnes of crude steel per year, the capacity of Durgapur Steel Plant (DSP) was later expanded to 1.6 million tonnes in the 70's. A massive modernisation programme was undertaken in the plant in early 90's, which, while bringing numerous technological developments in the plant, enhanced the capacity of the plant to 2.088 million tonnes of hot metal, 1.8 million tonnes crude steel and 1.586 million tonnes saleable steel. The entire plant is covered under ISO 9001: 2000 quality management system.
Chapter 3

Management Development Programmes at SAIL / DSP

The modernized DSP now has state-of-the-art technology for quality steel making. The modernized units have brought about improved productivity, substantial improvement in energy conservation and better quality products. DSP’s Steel Making complex and the entire mills zone, comprising its Blooming & Billet Mill, Merchant Mill, Skelp Mill, Section Mill and Wheel & Axle Plant, are covered under ISO: 9001 quality assurance certification.

With the successful commissioning of the modernized units, DSP has already reached or even crossed the production level of 2.088 million tones of hot metal, 1.8 million tones of crude steel and 1.586 million tones of saleable steel annually. The break-up of DSP’s saleable steel is shown in table 3.1.

Table 3.1: DSP’s Production Capacity

<table>
<thead>
<tr>
<th>PRODUCT-MIX</th>
<th>TONNES/ANNUM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Merchant Products</td>
<td>2,80,000</td>
</tr>
<tr>
<td>Structural</td>
<td>2,07,000</td>
</tr>
<tr>
<td>Skelp</td>
<td>1,80,000</td>
</tr>
<tr>
<td>Wheels &amp; Axles</td>
<td>58,000</td>
</tr>
<tr>
<td>Semis</td>
<td>8,61,000</td>
</tr>
<tr>
<td>Total Saleable steel</td>
<td>15,86,000</td>
</tr>
</tbody>
</table>

Now, in the second phase of the ongoing DSP modernization a sum of Rs.6500 Cr. is expected to be invested and by 2010-2011 its production capacity will be 3.5 MT of hot metal from its existing capacity of about 2.0 MT. Some of the new installations which are going to be added under this phase of modernization are Bloom caster, Ladle furnace, Wire rod mill, Modern medium structural mill, Reheating furnace, Round caster etc. With its massive net profit of Rs. 1,009 cr. in 2007-08, DSP collective is optimistic about its on-going modernization.

Location

Situated at a distance of 158 km from Kolkata, its geographical location is defined as 230 27' North and 880 29' East. It is situated on the banks of the
3.2 Organisational structure and Employee Levels in SAIL / DSP

In DSP or any other unit in Steel Authority there are 9 levels of executive employees who are all below the Director level. Below the executives, a number of non-executive levels are also there. Though, a lot of functional and Cross Functional Teams have been effectively operating in SAIL plants now-a-days, a clear-cut hierarchy is available in SAIL/DSP. The hierarchy is shown in figure 3.1 in a simplified form:

Figure 3.1 Organizational Structure

Chairman of SAIL

Directors
(The functional Directors, the MDs of the main units & the independent Directors)

General Managers (E8)

Dy. General Managers (E7)

Asst. General Managers (E6)

Sr. Managers (E5)

Managers (E4)

Dy. Managers (E3)

Asst. Managers (E2)

Junior Managers (E1)

Non-executive employees
Chapter 3  Management Development Programmes at SAIL / DSP

The organisation tree of DSP highlighting the HRD department is also shown in figure 3.2 for easy understanding of the reporting relationships:

**Figure 3.2 Organizational Structure of HRD Department**

Chairman, SAIL

Managing Director, DSP

- ED(Works)
- ED(Materials)
- ED(P&A)
- ED(Finance)
- ED(Projects)

GM(P&A)

DGM (HRD)

- Trainers and Training Officers
- HRD Staff

3.3 Product Profile of DSP and Market Characteristics in Brief

Durgapur Steel Plant is basically an Integrated Steel Plant under SAIL and it is a long product based plant. Prestigious products are Wheels, Axles, TMT bars, cast billets, skelp, medium structurals etc. of various usable dimensions. Since 2003 the market demand of these products is quite high on a continuous basis. DSP mainly caters to the needs of Indian customers like Indian Railways, NTPC, Avery Cycles, Surya Roshni tubes and a no. of re-rollers etc. Apart
from these, of course there are many more customers in India and abroad. DSP’s present areas of intense attention are: Production of more and more continuous cast products, special steel production, production of 100% finished products, production of high value special steels etc. with a view to achieving quality as well as higher profitability. It is going for massive 2\textsuperscript{nd} phase expansion through modernization for which DSP is in the process of recruiting people in executive as well as non-executive cadres and developing them in respect of their knowledge, skills and attitude.

3.4 Major HR issues in DSP

Every year an Annual Business Plan meeting or ABP meet takes place in the month of Feb/March so that the next financial year’s business objectives and goals of SAIL/DSP can be decided upon. In line with the ABP meet, some meetings are held with a view to identifying the major HR issues in DSP for giving support to DSP’s business plan achievement. Currently the major HR issues as identified in DSP are:

- Development of the frontline executives for leadership skills and soft skills.
- Development of the non-executive employees for critical /supercritical technical skills.
- Attitude improvement of all levels of employees through various programmes throughout the year.
- Conducting employee satisfaction survey and action-taking for improvement in employee retention.
- Monitoring and communicating and improving the “Customer Satisfaction Index” for DSP’s prime customers on a continuous basis.
- Improving DSP’s culture through “Climate Survey” and subsequent survey feedback.
It may, therefore, be noted that mainly the developmental aspect of the Human Resource of DSP is now of paramount importance that can give the organisation a cutting edge in respect of fulfilling its business objectives at present and also in future.

3.5 Introduction to Training & Development in SAIL/DSP

SAIL/DSP has a HR policy which is in congruence with its organizational vision and core values. SAIL's vision is: to be a respected world-class corporation and the leader in Indian steel business in quality, productivity, profitability and customer satisfaction. The core values are: customer satisfaction, concern for people, consistent profitability, commitment to excellence and character & integrity.

The second core value which is “concern for people” covers the aspects of welfare, satisfaction and development of its employees on a continuous basis. The employee training & development of a unit like Durgapur Steel Plant is taken care of by the HRD wing at Durgapur named Centre for HRD or CHRD. CHRD, DSP is actively supported and guided by the corporate HRD wing of SAIL called Management Training Institute or MTI situated at Ranchi. CHRD, DSP is located just outside the plant and it has got a number of branches inside the plant known as Area Training Centres (ATC). The trainers at the ATCs are the line managers and the master technicians of the departments concerned. They work in unison with the trainers at CHRD. CHRD is usually headed by the DGM(HRD) under whose leadership a number of managers, engineers and technical experts train the DSP employees on a regular basis. A large number of technical programmes, management programmes, general programmes, workshops and seminars are conducted at CHRD as per a concrete plan called Annual Training Plan (ATP). The trainers and the training officers are trained and updated by various in-company programmes at MTI and also selected outside programmes.
In DSP the purpose of training its employees is to enhance their learning in terms of knowledge, skill and attitude and also to transfer the learning to the jobs in the organizational settings. The training fraternity of SAIL is given a meaningful direction by a high level board called Training Advisory Board (TAB) chaired by the Chairman, SAIL. Each year the TAB meeting is held at MTI, Ranchi or SAIL corporate office in New Delhi. The members of the TAB are the Directors of SAIL, the CEOs of all SAIL units, the heads of HR of all units of SAIL, all the heads of training (HoTs) etc. Another high level committee called Training Advisory Committee (TAC) chaired by the CEO of the SAIL unit concerned guides the HRD function of that unit. The chairman of the TAC of DSP is MD, DSP and the members are the EDs, all General Managers and HoT of DSP. Usually TAC meetings are held twice in a year in Durgapur Steel Plant. TAC decides and finetunes the quantity, quality and the methodology of the training and development programmes that are held in Durgapur for the development of the people and the organisation. Sometimes, some outside programmes conducted by the expert trainers and consultants are used for the employee development of SAIL/DSP. For example, in the 80's and the 90's MTI, SAIL had a continuous collaboration with British Steel for designing and developing the contents, methodology of different training programmes in general and the Management Development Programmes in particular. SAIL sometimes takes help of outside consultants/trainers in India and abroad for developing its employees in general and the trainers in particular for subsequent development of some special training modules on the basis of organizational needs.

In short, SAIL/DSP invests a huge amount of resources for keeping its training community fully updated. DSP's Centre for HRD has modern infrastructure for training purpose. It has state-of-the-art Electrical-Electronics-PLC Lab, Hydraulics & Pneumatics Lab, Mechanical & Electrical Workshops, Computer
Lab, Auditorium for seminars, Conference Halls and fully-equipped Class Rooms with latest audio-visual facilities including internet facility etc. There are nine able Training Officers and about 50 HRD staff members responsible for carrying out and facilitating different HRD activities. SAIL/DSP believes in the power of high quality T&D to achieve and sustain excellence in every sphere of activities and process in the organisation. Because, Durgapur Steel Plant is a flagship unit of a genuinely learning organisation called Steel Authority of India Limited.

3.6 Management Development Programmes in DSP

3.6.0 Introduction to MDPs in DSP

MTI is the management college of SAIL catering mainly to the leadership, managerial and techno-managerial training needs of the middle-level and the top-level executives of all the units of SAIL. Its programmes are held in Ranchi and some of its programmes are conducted at the various SAIL plant sites. Management Training Institute also develops trainers – through its “Train the trainer” programmes – who in turn organize various MDPs for the frontline managers at various HRD centres of the SAIL plant. So MTI is the nodal agency for SAIL’s management training and development programmes which are held on a continuous basis for the updation of its executives.

MTI organizes and leads a network of management trainers from different SAIL units which is known as MDP network. MDP network is responsible for designing, developing and updating the management programmes from time to time. MDP network meetings are regularly conducted at MTI with clear objectives of planning, designing, organizing, reviewing and evaluating the MDPs held at Ranchi and the SAIL plant locations. Programmes are conceptualized, designed and
finalized in a process known as “successive approximation”. Sometimes, MTI collaborates with external Organisations / Institutes like some IIMs, MDI etc. for designing and conducting the programmes for SAIL executives.

The generic objectives of the management programmes are to broaden the managers’ vision and stimulate a more creative & innovative approach to problem solving and decision making in the organisation. The methodology includes class room lectures, case studies, individual and group exercises, role play, management games, syndicate discussions, project presentations etc. Average duration of the MDPs for the frontline officers is about 4 working days. The programmes held at CHRD, DSP and other HRD centres of SAIL plants are participated by the executives from E1 level to E5 level.

Most of the trainers for the MDPs of DSP are the experienced, qualified and highly trained professional managers from CHRD and other departments of DSP who are given various types of exposures to management practices through different programmes including rigorous interactions. MDPs take care of the knowledge, skill and attitudinal needs of the participating managers who develop different “personal competencies” by attending the programmes. In CHRD, DSP there is a Management Development Section(MDS) with an AGM(HRD) as its head responsible for organizing and coordinating all the management programmes held throughout the year as per the individual, occupational and organizational training needs. MDS provide the infrastructural and academic support to the faculty members and the participants of MDPs. MDS also takes responsibility for giving support in terms of the effectiveness evaluation of the management programmes.
3.6.1 Different MDPs for Different Levels of Employees

There are total 13 Management Development Programmes being conducted in Durgapur Steel Plant for the supervisors and the frontline managers. The programme briefs are shown in table 3.2.

<table>
<thead>
<tr>
<th>Programmes</th>
<th>Participants’ Level</th>
<th>Duration in days</th>
<th>Avg. no. of Programmes in a year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Leadership</td>
<td>E3-E5</td>
<td>3d</td>
<td>2</td>
</tr>
<tr>
<td>Micro Planning</td>
<td>E1-E5</td>
<td>4d</td>
<td>3</td>
</tr>
<tr>
<td>EME</td>
<td>E5</td>
<td>5d</td>
<td>5</td>
</tr>
<tr>
<td>MDP-I</td>
<td>E1-E2</td>
<td>4d</td>
<td>3</td>
</tr>
<tr>
<td>MDP-II</td>
<td>E3-E4</td>
<td>4d</td>
<td>3</td>
</tr>
<tr>
<td>Mgmt. Of Cap. Repair</td>
<td>E1 &amp; above</td>
<td>2d</td>
<td>1</td>
</tr>
<tr>
<td>SDP</td>
<td>Non-exe.</td>
<td>4d</td>
<td>6</td>
</tr>
<tr>
<td>Company Information</td>
<td>Non-exe.</td>
<td>2d</td>
<td>4</td>
</tr>
<tr>
<td>Creativity &amp; Innovation</td>
<td>E1-E5</td>
<td>2d</td>
<td>3</td>
</tr>
<tr>
<td>QMS ISO 9001:2000</td>
<td>Non-exe.</td>
<td>1d</td>
<td>4</td>
</tr>
<tr>
<td>QC Concepts for members</td>
<td>Non-exe.</td>
<td>1d</td>
<td>5</td>
</tr>
<tr>
<td>QC Concepts for facilitator</td>
<td>E1 &amp; above</td>
<td>1d</td>
<td>1</td>
</tr>
<tr>
<td>Communication &amp; Presentation Skills</td>
<td>E1-E5</td>
<td>2d</td>
<td>3</td>
</tr>
</tbody>
</table>

3.6.2 Programme Objectives and Brief Contents of Some MDPs

Some of the important management programmes held in CHRD are Supervisory Development Programme(SDP), MDP-I, MDP-II, Action Leadership Programme(ALP), Microplanning, Creativity & Innovation(C&I), Communication & Presentation Skills(CPS), Enhancing Managerial Effectiveness(EME) etc. The brief objectives and contents of some of the above-noted MDPs are given below:
SDP Objective: To develop knowledge and skill in various basic supervisory functions such as communication, team building, motivation, problem solving etc.

Programme Contents: Knowing the company, Total Quality Process and the role of supervisor, Improving communication skills, Managing discipline on the shopfloor, Team building and Motivation.

C&I Objective: To develop the understanding of the process of creativity and to enable the participants to apply their learning at the work place.

Programme Contents: Introduction to creativity & innovation, Vertical & lateral thinking, Problem solving through brainstorming, Creative behaviour test, Stages of creativity, Various blocks to creativity.

CPS Objective: To enable the participants to acquire necessary skills in business communication and develop the art of making effective presentation using different tools and techniques.

Programme Contents: Basics of communication and specifics of business communication, Developing the presentation skills, Use of words, voice & the body language, Making presentation slides using MS-Powerpoint, Self improvement by continuous practice & feedback-taking.

3.6.3 Organising the Programme

A well designed training programme if not implemented with proper care will not be as effective as it is intended to be. Management Develop Section ensure that each individual MDP has a dedicated programme Co-ordinator for organizing the programme with full enthusiasm and spirit. In fact, the programme Co-ordinator checks the
preparation for the particular programme with the help of a comprehensive check list at various stages i.e. before the programme during the programme and also after the programme. Programme coordinator (PC) work in close association with the tutor/faculty members: MDS in-charge, departmental heads who are responsible for nomination of participants, participants themselves, HRD staff who give audio-visual and secretarial support and even housekeeping staff. PC is the anchor person for programme inauguration, faculty introduction and programme valediction including participants’ feedback taking. MDP class rooms are equipped with latest audio-visual aid including multimedia projector for making the learning affective and enjoyable. MDP tutor takes the floor to facilitate the learning process so that the learning becomes participant-oriented. He/she makes the sessions interesting by using various modern techniques and concepts of management training that he has learnt mainly from the “Train the Trainer” programmes. The tutor/trainer plays a crucial role to make the sessions interactive in such a way that any participant can learn from his/her co-participants also in a natural and stress-free environment. The main job of the MDP faculty member is to create a conducive environment during the programme. The process of participant nomination for any particular MDP is very important for the success of the programme. In DSP the participants are nominated on the basis of the “Competency Assessment” done throughout DSP to identify the training needs. An MDP is conducted with some objectives called “Programme Objectives” and even each session has some specific objectives that are achieved during that session. Finally in the valedictory session an attempt is made to evaluate the effectiveness of the management programme.
3.7 **Current Status of Effectiveness Evaluation of the MDPs**

From time to time every training director faces the nagging questions: what has been the impact and value of the training effort? Does training really do any good to the individual and the organisation? Does it modify behaviour? Does it help an organisation meet its goals? etc. Evaluating the impact of training is really a challenging task. The evaluation of training is relatively straightforward when it is in production/operation/technical areas whose results/output can be measured in terms of quantity & quality. But management training evaluation is different and difficult because it involves the development of conceptual, judgement and problem solving skills and the ability to work with others.

In DSP the technical and management programmes both are evaluated. The most of the technical programmes are evaluated at three levels e.g. learning level, reaction level and application level. But the MDPs are evaluated only at the reaction level. At the end of the MDPs the individual the participants express their view points as to what is their opinions about the programme in terms of quality of tutor, programme contents & methodology, reading materials, learning environment with reference to the programme objectives. Finally the “Programme rating” is calculated on a 4-point scale and monitored and if the rating is found to be less than 2.85 out of 4 then action is taken to improve the next programme. Once in a while result level evaluation is done for one or two MDPs, but that too in an unscientific and weak manner. Most of the findings from this type of evaluation are intangible and highly subjective in nature. It is, therefore felt that the status of effectiveness evaluation of the management programmes held in CHRD, DSP is not very encouraging. It is rather superficial and somehow done to achieve only the minimum standard mentioned in the QMS documents. And no recent effort has been made to improve the evaluation standard of the MDPs at DSP. Not only in the context of SAIL, DSP but also in the overall organizational context in general the field
of training evaluation of the management programmes is still weak and unstructured and there is ample scope of good work to be done in future.

3.8 **Uniqueness of the Organisation in Respect of Learning and its Evaluation**

In 80’s and 90’s SAIL/DSP was not doing good in terms of productivity, profitability, quality etc. because of many reasons. The steel demand of the country (under protected economy and also during the initial period of the open economy) was not impressive. But all along, DSP’s human resource (education, consciousness and behaviour of the employees etc.) has been assessed as good with respect to SAIL’s other units and also the outside world. Moreover, Steel Authority of India is truly a learning organisation. Its previous leaders brought in a learning culture in SAIL and the present leadership is also contributing in terms of “knowledge renewal”. But still a lot of effort is needed for the change and renewal of the organisation. For example the performance evaluation matters need improvement. Since last few years, SAIL/DSP’s executive performance appraisal system (EPAS) is being criticised by the insiders as well as the outsiders and experts. The existing EPAS caters only to the evaluation of performance of the executives/managers. The need for inclusion of “values, potential and personal competencies” in the EPAS were being felt by all stakeholders. So some new EPMS (Executive Performance Management System) etc. was being thought of for implementation in SAIL so that its managers could be appraised and developed in terms of EQ-based competencies. A new model of EPMS under the guidance of Prof. T V Rao, a voted HRD expert in India, is going to be implemented in whole SAIL from this year. Moreover, discussions are on as to how to make SAIL/DSP an emotionally intelligent organization. Training programmes are likely to play a key role in that process.