TRAINING & DEVELOPMENT

A STUDY ON

"NCS SUGARS LIMITED"

Project report submitted in partial Fulfillment of the Requirement for the Award of
The degree of

MASTER OF BUSINESS ADMINISTRATION

Submitted by

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Under the guidance of

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ST.THERESSA INSTITUTE OF ENGINEERING AND TECHNOLOGY
AFFILIATED TO JNTUV VIZIANAGARAM
GARIVIDI,VIZIANAGARAM
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Dt: 10.11.2023

CERTIFICATE

This is certify that a bonafide record submitted by **Mr. DANNANA MANIKANTA** Regd No : **22991E0004**, student of **M.B.A (HR)** from **Avanti's St.Theressa Institute of Engineering Technology,** Garividi , Vizianagaram Dist, for project entitled **"TRANING AND DEVELOPMENT"** with reference to **NCS SUGARS LIMITED, LATCHYYA PETA, SEETHA NAGARAM MANDAL, BOBBILI.** Under my guidance from 06-10-2023 to 05-11-2023 for 6 weeks impartial fulfillment of the course curriculum.

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CERTIFICATE

This is to certify that **DANNANA MANIKANTA Student** of M.B.A in the Department of Management of studies of Avanthi's St.Theressa Institute of Engg& Technology has under gone project on "**TRAINING & DEVELOPMENT"** in "NCS SUGARS LIMITED**",** Latchayyapeta, under my guidance.

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DANNANA MANIKANTA

DECLARATION

I hereby declare that the project report titled **"TRAINING & DEVELOPMENT"** with reference to **"NCS SUGARS LIMITED, VISAKHAPATNAM"** is a genuine and bonafide work done by me in partial fulfillment of the requirement for the award of degree in **Master of Business Administration** of **Jawaharlal Nehru Technological University-Vizianagaram** and is not submitted to any other university or published at any time before.

PLACE: **(DANNANA MANIKANTA)**

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CONTENTS

CHAPTER-I

INTRODUCTION

The subject of the present study "Training and Development" is an integral part ofHuman Resource Development (HRD). The word "Resource" refers to the productive power of natural goods. Human Resource is, therefore, the productive power in human beings. Unlike the material resources, human resources are the participants as also the beneficiaries of economic development process. Human Resource development has gained increasing attention in last decade from Human Resource specialists, Training and Development professional, Chief Executives and line Managers. Many dimensions of human resource development have been integrated into Research, Training Organization Design and change.

Human Resource Development in organizational context is process by which the employee of an organization is helped in a continuous and planned way to:

- Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles.

- Develop an organizational culture in which supervisor – subordinate relationships, teamwork and collaboration among subunits are strong and contribute to the professional well-being motivation and pride of employees.

- Develop their general capabilities as individuals and discover and exploit their own and/or organizational development purpose.

CONCEPT

The verb **"To Train",** is derived from the French the French word "Trainer", which means "**To Drag".** Training includes activities ranging from the learning of a simple skill up to acquisition of Complex technical skills. According to Nadler, "Training Education and Development are activity areas of Human Resource Development" and the focus of the Training is on the job the employee has. It is concerned With the actual job performance and the learner is expected to use the training immediately on the job. The focus of Education is on preparing the employee to perform the future job.

The focus of the Development is on the organization, where the employee should be developed to face the Organizational changes, trends and movements which the future oriented".

According to Hamblin, **"Training is any activity which deliberately attempts to improve a person's skill on the job".**

Training as we see it has become increasingly refined and this invites the first throw. Training is presented more and more as though it were an activity to be set well apart from the demands and activities of everyday, at its purest and most desirable when cloistered off somewhere and guided by a quasi-priestly caste of trainers. Such training can have important specialized uses, but it plays a minor role.

In the field as a whole. Major developments in the past twenty years have been in quite the opposite direction. The most extensive and far-reaching learning has proceeded with no trainers involved only marginally and at some distance.

Trainers and Founders have become quite inordinately preoccupied with curriculum content, programme design, training methods and materials, and other details-anything it seems, rather than face such broader basic issues as purpose, options for achieving it, and a good fit with the wider organizational and social contexts that must first support the training and then the developments, training is expected to promote. This premature, misplaced preoccupation reduces to chance any relevance and usefulness training may have. All that is guarantees is high entertainment value.

The Establishment of Training Profession

With the outbreak of World War II, the industrial sector was once again asked to retool its factories to support the war effort. As has happened in World War I, this initiative led to the establishment of new training programs within larger organizations and unions. The feudal government establishment the training within industries. (TWI) service to co-ordinate training programs across defense- related industries.TWI also trained company instructors to teach their company instructors to teach their programs at each plant. By the end of the war, the TWI has trained over 23000 instructors, awarding over 2 million certificates to supervisor from 16000 plants, unions and services.

Many defense-related companies established their own training departments with instructors trained by TWI. These departments designed organized and coordinated training across the organization. In 1942, the American Society of Training Directors (ASTD) was formed to establish some standards within this emerging profession. At the time, the requirements for full membership in ASTD included a college or university degree plus 2years

of experience in training or a related field, or five years of experience in training. A person working in training function or attending college qualified for associate membership.

Training and Development(T&D)

Training and Development focus on changing or improving the knowledge, skills and attitude or individuals. Training typically involves providing employee the knowledge and skills needed to do a particular task or job, thorough attitude change may also be attempted. Development activities in contrast, have a long –term focus on preparing for future work responsibilities, while also increasing the capacities of employees to performtheir current jobs.

T &D activities begin when a new employee enters the organization, usually in the form of employee orientation and skills training. Employee's orientation is the process by which new employee learn important orientation values and norms, establish working relational ships, and learn how to function within their jobs. The HRD staff and the hiring supervisor generally share the responsibility for designing the orientation process, conducting general orientation session and beginning the initial skills and technicaltraining programs then narrow in scope to teachthe new employee a particulars skill or area of knowledge.

Once new employees have become proficient in their jobs, HRD activities should focus more on developmental activities-specifically, coaching & counseling. In the coaching process. Individuals are encouraged to accept responsibility for their actions, to address any work-related problems, andto sustainsuperiorperformance. Coaching involvestreatingemployeesaspartners in achieving both personal and organizational goals. Counseling techniques are used to help employees dealwithpersonalthat mayinterfere withthe achievement ofthese goals. Counseling programs mayaddresssuch issuesassubstance abuse, stressmanagement, smoking cessation, or fitness, nutrition and weight control.

After an employee is selected, placed and introduced in an organization he/she must be provided withtraining facilities inorderto adjust himtothe job. Training is the act ofincreasing the knowledge and skills o an employee for doing a particular job. Training is a short-term educational process and utilizing a systematic and organized procedure by which employeelearns technical knowledge and skills for a definite purpose. Dele S. Beach defines the trainingas "…The organized procedure by which people learn knowledge and / or skill for definite purpose. "In other words, training improves changes and moulds the employees's knowledge, skill, behavior and aptitude and attitude towards the requirements of the job and organization.

IMPORTANCE OF STUDY

The importance of Human Resource Management to a large extent depends on Human Resource development.Trained employees would be a valuable asset to an organization. Organizational efficiency, productivity, progress and development to a greater extent depends on training. The main aim of providing training on different topics is to make the employees aware of all the aspects and to reach the organizations objectives and targets. The trained employees feel responsible towards the organization and todo their best.

In the present scenario the Human Resource Management has got very much importance. For any organization training helps an employee acquire the skills required to assume greater responsibilities. So, Humanresource department should look after the employees and try to makethem skillful.

Training is a multifaceted and multidimensional phenomenon. For individuals itprovides an opportunity for learning and development and for organizations, it contributes to increasing the efficiency and productivity.

Training providessolutionsto workrelated problemsand issuesand also improveswork culture in organizations. It is a technique to improve skills and abilities of employees to effectively perform their duties.It is a tool available with the organization to influence the behaviour of its employees and make them more dynamic.Any activity to increase the Knowledge, Skill and Attitude of employees in order to meet the challenges and demands oftheir work requirements is included under training.

When we came to know about the training provided for the employees in the organization we felt surprised because the organization assist employees to function more effectively in their present positions by exposing them to the latest concepts, information, techniquesanddevelopingtheskillstheywillneedintheirparticularfields.

SIGNIFICATION OF TRAINING AND DEVELOPMENT

- Leadstoimprovedprofitabilityand/ormorepositiveattitudestowardprofitsorientation.
- Improvesthejobknowledgeandskillsatalllevelsoftheorganization.
- Improvesthemoraleofthe workforce.
- Improvesthemoraleoftheworkforce.
- Helpspeopleidentifywithorganizationalgoals.
- Helpscreate abettercorporate image.
- Fostersauthenticity,opennessandtrust.
- improvestherelationshipbetweenbossandsubordinate.
- Aidsinorganizationaldevelopment.
- Learnsfromthe trainee.
- Helpsprepareguidelinesforwork.
- Aidsinunderstandingandcarryingoutorganizationalpolicies.
- Providesinformationfor futureneeds inallareasofthe organization.
- Organizationgetsmoreeffectiveindecision-makingandproblemsolving.

- Aidsindevelopmentforpromotionfromwithin.
- Aidsindeveloping leadershipskill, motivation, loyalty, betterattitudesandotheraspects that successful workers and managers usually display.
- Helpskeepcostdowninmanyareas,e.g.production, personnel,administrationetc.
- Developsasenseofresponsibilitytotheorganizationforbeingcompetentand knowledgeable.
- Improveslabor-managementrelations.
- Reducesoutsideconsultingcostsbyutilizingcompetentinternalconsulting.
- Stimulatespreventivemanagementasopposedtoputtingoutfires.
- Benefitssub-optimalbehavior.
- Createsanappropriateclimatefor growthand communication.
- Aidsinimprovingorganizationalcommunication.
- Helpsemployeesadjusttochange.

NEED FOR MANAGEMENT DEVELOPMENT

The need for management development programar is esdue to the following reasons:

- Techno-managers like basic chemical engineers, mechanical engineers, information/systemsengineersneedtobedevelopedintheareasofmanagerialskills, knowledge and abilities.

- Efficientfunctioningofpublicutilities,transport,communicationsetc.dependson profession of management the sectors.

- Profession of management at all level particularly in service organizations need the developmentofmanagerialskillsandknowledgeparticularlyatlowerandmiddlelevels.

- Transmission of communist/ socialist societies into capitalistic economies changed the structure of the principles of business. These changes along with liberalization, privatizationandglobalizationofbusinesschangedtheprinciple.Hence,developmentof the present mangers in these new principles/areas is highly necessary.

- Humanresourcesdevelopment ofthemangersinmultipleareasnecessitatesthe executive development program.

- Theneed formanagement development arisesduetoprovidingtechnicalskillsto non-technical managers and managerial skills and conceptualskills to technical managers.

- Theintensivecompetitionandconsequentlyuponemploymentofvariousgrandstrategies by various business organization necessities the development of managers.

- Theemergenceofnewconceptsismanagement liketotalqualitymanagement,enterprise resources planning. Business process re-engineering empowerment etc. necessities the management to offer development programs.

- Entryofmultinationalandtransnationalcorporationsbrought newtrendsandstrategies for the domestic companies also. These factors necessitate the domestic companies to undertake development programs.

OBJECTIVES OF THE STUDY

- Generally line managers ask the personnel manager to formulate the training policies. The personnel manager formulates the following training objectives in keeping with the company's goals and objectives.
- To prepare the employee, both new and old to meet the present as well as the changing requirements of the job and the organization.
- To prevent obsolescence.
- To impart the new entrants the basic knowledge and skills they need for an intelligent performance of a definite job.
- To prepare employees for higher-level tasks.
- To assist employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills theywill need in their particular fields.
- To build up a second line of competent officers and prepare them to occupy more responsible positions.

METHODOLOGY

Research methodology is common parlance refers to a search for knowledge. One can also define it as a scientific and systematic search for pertinent information on a Specific topic.In fact research is an art of scientific investigation. Redman and Moray Define research as a "systemized effort to gain new knowledge".

Collectionofthe Data:

Thedata iscollectedfrombothprimaryandsecondarysources.

A. TheprimarydatawascollectedthroughQuestionnaire's.TheQuestionnaire'sweredistributed to all the employees through random selection.

B. Secondarydataiscollectedfrombooks,internet&companybroachers.

LIMITATIONS

- Time was the major constraint as the mentioned period was not enough to collect the data in detail.
- Surveywasdoneonlywiththesamplesizeoftwentyastheemployeethe company working shifts and as they are busy with their schedule.
- As the managers of the organization are busy with their schedule it was difficultto collect detailed data.

CHAPTER-II

PROFILE OF THE INDUSTRY

The market protection in fact made the sugar industry complacent in its mode of functioning as well as product-mix in spite if the rapid decline in the export market. Product is still centered on the sugar materials. The balance 20 percent of tarpaulin. In spite of substantial Government initiative since the 1980s for promoting sugar diversification has remained far from encouraging. However, a large number of small and medium enterprises in the decentralized sector have involved themselves in a big way in the manufacture of varies types of sugar diversified products with small-to-large value addition.

The sugar industry

Sugar industry is very important to the Indian National economy, because of its multiple contributions in the shape of employment and provision of raw materials to other industries. Sugaris made by some plants to store energy that they don't need straight away, rather like animals make fat. People like sugar for its sweetness and its energy so some of these plants are grown commercially to extract the sugar.

Sugar is produced in 121 countries and global production now exceeds 120 Million tons per year. Approximately70% is produced fromsugar cane a verytallgrass withbig stems which is largely grown in the crop resembling a large parsnip grown mostly in the temperate zones of the north.

It had been rightly pointed out by the Late Shri. Fakhrudin Ali Ahmed when he was Minister for food and agriculture, at the eleventh annual general meeting of the national federation of co-operative factories limited. "The co-operative factories in some parts of the country have become symbol of industrializations in the development of ancillary industries providing opportunities of employment to the village folk". The industry provides employmentto about 35 million cultivations and 3.6 lakhs skilled and unskilled workers. Further, it accounts for providing employment to crores of thousands in the sugar trade.

The sugar industry is mostly oriented to a single material, namely sugarcane that forms 60% of the total cost of production. Therefore, the availability of sugar cane and facilities of transportingrawmaterialofsugarmillsnaturallyconditiontheindustryofsugarproximityto.

The raw material is essential because the sucrose content of the sugar cane begins to decrease soon after the cane is cut obtained as the factories for generating power use a by product during the producing.

In India, major sugarcane growing states are Uttar Pradesh, Maharashtra, Karnataka, Gujarat, Tamil Nadu and Andhra Pradesh. These six states contribute more than 85% of total sugar production in the country; Utter Pradesh and Maharashtra together contribute more than 57% of total production.

Sugar Industries in AP:

AP occupies 4th place in respect of sugar growing in the country. The sugar cane is cultivated in different parts ofthe state i.e east coast, north west region and south west region. It is mainly grown in zone wise. Srikakulam, Vizianagaram, Visakhapatnam, East Godavari, West Godavari, Krishna, Nizamabad, Chittor and Guntur.

Today there are 41 sugar factories out of which are private and 20 are cooperative sugar factories. Bin olden days govt. purchases only 40% of sugar from different sugar factories as a levy sugar and sold to different types customers, but today it is serving the sugar to those customers who has white ration card. The mill at Bodhan in Nizamabad district of AP is the highest sugar producing unit in Asia.

Inordertoimprove theviabilityofsugarindustrythegovt.hastakenfollowingmajorsteps:

- Theobligationhasbeenreduced to15%.

- The import duty on imported sugar has been raised to 60% in February 2000 along with the continuation of the counter valuing duty of Rs.859/- per million tones to restrict the flow of imported sugar.

History of the Sugar Industry:

The discoveryofsugarcane, fromwhichsugar as it is knowntoday, is derived dates back unknown thousands of years. It is thought to have originated in New Guinea, and was spread along routes to Southeast Asia and India. The process known for creating sugar, bypressing out the juice and then boiling it into crystals, was developed in India around 500 BC. Its cultivation wasnotintroducedintoEuropeuntilthemiddle-ages,whenitwasbroughttoSpainbyArabs.

Columbus took the plant, nearly held, to the west indies, where it began to thrive in a most favorable climate.

It was not until the eighteenth centurythat sugarcane cultivation was began in the United States, where it was planted in the southern climate of New Orleans. The very first refinery was built in New York City around 1690; the industry was established by the 1830s. India is the largest single producer of sugar including traditional cane sugar sweetness. Even in respect of white crystalsugar, India has ranked NO.1 position in 7 out of last 10 years.

Thesugar industryhas been totallyregulated and controlled for the past 50 years. Sugar is declared as an essential commodity under the essential commodity act 1955 and a plethora of legislations and controlorders regulate almost everyaspect of the industry, with the objective of increasing production and also making available sugar at affordable prices to the consumer controls included licensing, administered price for sugarcane, reservation of cane areas, control over the price of sugar and restriction on sale/movement of the by- product molasses were controlled for a long time.

Scenario of sugar industry:

India is the largest consumer and second largest producer of sugar in the world (Source: USDA Foreign Agricultural Service). The Indian sugar industry is the largest agro-industry located in the rural India. The Indian sugar industry has a turnover of Rs. 500 billion per annum and it contributesalmost Rs. 22.5billiontothe centraland stateexchange astax, and excise duty every year (Source: Ministry of food, Government of India). With 453 operating sugar mills in different parts of the country, India sugar industry has been a local point for socio-economic development in the rural areas.

About 50 million sugarcane farmers and a large number of agricultural laborers are involved in sugarcane cultivation and ancillary activities, constituting 7.5% of the rural population. Besides, the industry provides employment to about 2 million skilled/semi skilled workers and others mostly from the rural areas. (Source: ISMA Website accessed on May 16, 2005). The industry not only generates power for its own requirement but surplus power for exporttothegrid basedonby-product bagasse. Italso producesethanol, anecologyfriendlyand renewable energy for blending with petrol.

Indiasugar industryhasgrownhorizontallywith largenumber ofsmall sized sugar plants setupthroughoutthecountryasopposedtotheconsolidationofcapacityintherestofthe

important sugar producing countries, where greater emphasis has been on larger capacity ofsugar plants.

Gone are those days when industries and its participants were highly protected with control and protectionism policies. In the process of liberalization of economic system, decontrolling policies like decontrol of sugar, steel, fertilizers etc.

Sugar industry is highly subsidized so far it also effects with new economic power. The demand for sugar has been increasing due to increase in its consumption out of changing habits of the people including common man and the need of the sugar also demands the sugar industry to meet the internalprofit ofits production and is to be exported to earn foreign currencywithin the changing market.

The sugar producing unit purchase sugar cane from the sugar cane growers. Therefore management ofthese unitshave to adopt marketing concept that iscustomer orientation. Various incentives are available from the government for developing sugar industry. But the industry in India is facing several problems.

Economicrole:

India is one of the largest sugar producing and consuming country in the world. Thesugar industryplaysa vitalrole inruralareasand providesdirect and indirect employment inthe country. India emerged as the largest producer of white sugar in the world.

The central government has already de-licensed. The sugar productions they purpose to decontrol the release mechanism by introduction of reduce on sugar price. At present India enjoys second place in the world sugar production. Centralas wellas state government has been getting 140 crores in the form of excess taxes from sugar industry.

The industry has been providing substance to 5.5 lakhs workers and sustaining about 4.5 crores agricultures. Its total capital investment is amount to Rs. 1560 crores.

The sugar industryhas a unique place in Indian economyand ruraldevelopment because of its multiple contributions in terms of employment and provisions of raw material to other industries. Thus occupies a vitalrole among the 4 major sugar producing countries in the world. Theother 3 are being USA, Brazzil and Cuba.

Imports&exports of sugar:

In the view of cost of caneand sugar production in India, it could not complete with other favorable countries and to honour commitments and maintain international standard quality. The sugar exports began in the year 1958 under the sugar export promotions act up to middle of1961. Government did not subsidize quantity of sugar in later year's government stopped subsidizing these losses. The export policy has been largely influenced by the need for earning foreign exchange.

PROFILE OF THE COMPANY

Brief history of the company:

SriR.G.V.K Ranga Rao, land lord, Raja ofBobbili and ex-chief minister for joint capital of Madras had established a sugar factory named as "Sri Rama Sugar Mills" at Bobbili under private sector in the year 1937. He also started another sugar factory near Bobbili at Seetanagaram for the benefit of the surroundings cane growers. They started factory with 850MT per daycrushing capacityat Bobbili, and 650 MT per dayat seethanagaram. Due to lose by the factory, the operations are in the year 1978-79.

Then the representation made by the cane growers, resulted the govt. of Andhra Pradesh to undertakethe factoryand merged withthe NIZAM sugars factoryltd under authorized control of government. In 1986 the former chief minister Sri N.T.Rama Rao has declared as a govt. company.

The NIZAM sugars successfullyrun the factorytill1990. Due to old machineryand poor performance of the production, the govt. has decided to construct a new factory in between Seethanagaram and Bobbili villagers for the benefit of both factory's cane growers as well as workers. Then the govt. has started construction and stone led by the Sri N. Janardhana Reddy, who was chief minister of Andhra Pradesh.

Accordingly the construction and erection works have been completed in the year 1995 and the new factory was inaugurated with 2500 capacity by our honourable chief minister Sri N.Chandrababu Naidu on December 28th in 1995.

Due to heavy losses incurred during the construction period the company has not overcome the debts and hence the govt. has taken decision to privatize the entire NIZAM sugar factories. Accordingly the process ofprivatization and other matters entrusted to calltenders and finalization process as per the guide lines of the World Bank. The NCS estates Ltd has quoted highest bid and taken over the NIZAM sugar factory at Latchayyapeta in the name and style of the NCS SUGARS LTD and was inaugurated the factoryon 18th December 2002 under the new management.

Narayana Chelamayya&Sons(NCS):

NCS group of companies are well established multi crore business group over the lasttwodecadeswithcorporateheadquartersinHyderabad.Thegroupisengagedindiverse

business activities like manufacture, international trading, and development of port-based infra structure bulk transportation, information technology etc.. NCS estates Pvt ltd one of group of companies owns a distillery at Samarlakota, E.G district, engaged in manufacture extra neutral alcoholwhich uses in manufacture Indian made liquor. The distillery has an installed capacity of 20 kilo per day.

Company profile

NCS Sugars Limited was established in 1960 by Srinivasa rao, Lachayyapeta near Bobbili. Due to improper administration of raw material and labour problems they closed the industry in 1984 for some period at that time. The father family from Calcutta has taken the industry for lease with the shares from local people and they started improving the company. In 1960theorganizationwas namedas "NCSSugar LTD". It was incorporatedon6[th] June2002 for the purpose of purchasing the core assets and business of Latchayyapeta unit of Nizam Sugars Ltd(NSL), a Government of Andhra Pradesh undertaking.

The sugar mill is located inthe easternpart ofAP about 800 kmnortheast ofHyderabad and 1 kmto the northofthe village ofLatchayyapeta. It is 6 km fromBobbili, in Seethanagaram Mandal, Vizianagaram district, A.P.

Latchayyapeta is well served by transport facilities. It is located some 115 km north ofthe airport and one of India's major seaports at the city of Visakhapatnam on the Bay of Bengal. The state Highway 34(SH-34), between Vizianagaram and Seethanagaram, runs immediately to the west of the mill, separating the mill lands from the residential colony lands. Bobbili railway station and Bobbili bus station are about 6 km from the sugar factory.

Theexisting potential for caneproductionand supplyisoftheorderof3.5 to 4 lakhsMT. cane development programs, irrigation and use of organic and / or chemical agents couldincrease both the acreage and yield and supply an additional 50-65,000 mt in a short time horizon. This level of supply would sustain the 2500 TCD plant at Latchayyapeta, allowing for 10% oftotalproduction to be retained for seed and 1% for house hold use bycane growers. The company completed 1st year of operations on 30th April2003 with sugarcane of 2.25 Lakhs MT.

With growing that consistently, now NCS Sugars Limited is a full fledged sugar manufacturing unit with the state if art technology managed by a crew of professionals from various capacities, poising towards a crushing capacity up to 6000 TCD.

The plant has been allotted a zone ofabout 43000acres ofagricultural land consisting 17 mandals, 820 villages and about 22000 potential farmers in the zone. The major thrust is given for cane development and uplifting farmers living standards by increasing their per capita income. This is turn will result in sufficient quantity of cane needed for optimum utilization of ourfacility to crush up to 6000 MT per day, during the seasons.

NCS Sugars Limited is the first company to import Raw sugar to India for the first time during 2004-05 and processed into white sugar, which has predominantly compensated the domestic need as well. Thus, NCS has changed the sugar manufacturing business fromseasonal to throughout the year.

NCS Sugars Limited has also ventured into co-generation of power up to 20 MV, by usingthe bagasse fromthe sugar unit, whichisaneco-friendlyventurethat couldtakecareofthe electricity requirements of AP TRANSCO.

At present the turnover of the factory is 60-70 crores per year. Average production per dayis20tons. The maintenanceofthe factoryissatisfactory. NCSSugars limited hasnearly300 employee working. Inthe factory1200 workers are working onpermanent basis, 1000 are badili workers and other are apprentices approximately 200 women workers 100, approximately the other staff and supervisors 200approximately.

After privatization, the NCS management did some technical modifications inside the plantwhenevennecessaryandtheycouldabletoincreasethecapacityfrom2.5lakhtonesto 3.22lakhtones.

In general when we look on to the sugar industry organization structure, the following departments can be seen.

Thereare-Cane department

      Process department

      Engineering department

      Administration department

As explained above the cane department is the most important department in sugar industry. Because for sugar industry the raw materials are sugarcane produced in the field. The cane department should be organized very well and they should ensure to procure the allotted quantity of cane with expected recovery quality from the fields. NCS group of companies given thehighestprioritytothecanedepartmentandintroducednewvarietyofsugarcaneseedsfor

higher output having better resistant of pests and cane withstand drought situation. With the above, by planting the latest variety of sugarcane in the field the raw materials quantity will be multiplied by one and half of two times than the existed.

After privatization, the NCS group absorbed suitable number of labours and utilized the man power in right direction in right time with high spirits resulted with better recoverywithout any enhancement man power.

Company profile	
Business type	**: Exporter/Importer/Manufacturer**
Yearestablished	**:2001**
No.ofemployees	**:400**
Annualturn over	**:Rs.85 crores**
Productsmanufacturingandexporting products	**:Sugar,molasses,alcohols,relatedby**

Objectivesofthecompany:

- The objectives of the company set out in the memorandum of association asunder:

- To establish factories for manufacturing of sugar.

- To establish the sugar cane units properly and to increase the production of the sugarcane.

- To supply new variety of cane seeds to give maximum price to suppliers of sugarcane.

- To export sugar and other products to thefarmers.

- To introduce the agriculture development schemes and other subsidiary schemes for the farmers .

- Other objectives like facilities for employees and developmen to far area.

Work force of the factory

Officers	66
Permanent	60
Seasonal(NovtoMar)	243
Unseason(Apr toOct)	213
Apprentices	45

Shift systems

The factory is running with three shifts during season;each shift is of 8 hours.

Ashift	6AMto2PM
B shift	2 PMto10PM
C shift	10PMto6AM

In the offseason general shift runs with permanent employees.

Generalschedule	:9AMto6PM
Lunchbreak	:1PM to2PM

CHAPTER-III

Training is the act of increasing the knowledge and skill of an employee for doing a particular job. It is a short-term educational process and utilizing a systematic and organized procedure by which employees learn specific and immediately useable skills.

Trainingprovidesgeneralinformationusedtodevelopknowledgeforfuturelong–term application.

Trainingislearningprocesswherebypeopleacquireskillsconcepts,attitudesorknowledge to aid in the achievement of goals.

Training istheactofincreasingtheknowledgeandskillofanemployee fordoinga particular job. It is concerned with imparting specific job related skill to the employee. **DEVELOPMENT:**

Development is further oriented, and concerned with education, than is employee training or assisting a person to become a better performer. By education, we mean that development activitiesattempt to instillsoundreasoningprocesses-to enhanceone'sabilitiesand interpret knowledge. Development therefore focuses more on employee's personal growth. Development has a broader connotation. Its aim being to improve the overall personality of an individual. It is mostly sued in context of executives only. An attempt to improve employee performance is currently in the present job or related to it. To be effective, training should involve a learning experience, be a planned organizational activity and be designed in responseto identified needs. Ideally training should be designed to meet the goals of individual employee

METHODSUSEDINTRAINING&DEVELOPMENT

Groupororganizational analysis	IndividualAnalysis
Organizationalgoals and objectives	Performanceappraisal
Personnel/skillsinventories	Worksampling
Organizationalclimateindices	Interviews
Efficiencyindices	Questionnaires
Exitinterviews	Attitude survey
MBO orWorkplanningsystems	Trainingprogress
Qualitycircles	Ratingscales

Customersurvey/satisfactiondata	Observationofbehavior
Considerationofcurrentand project changes	

IndividualtrainingneedsGroup trainingneeds–organizationaltraining needs.

- Tomatchtheemployeespecifications withthejobrequirementsandorganizational needs : Management finds deviations between employee's present specifications and the job requirement and organizational needs.

- Training is need to fill these gaps by developing and molding the employee's skill, knowledge, attitude, behavior etc. to tune of tune of the job requirements and organizational needs.

- Organizational viability and the Transformation process: The primarygoalof most ofthe organizations is that their viability is continuously influenced byenvironmentalpressure. If the organizations are that their viability is continuously influenced by environmental pressure. If the organizational does not adapt it to the changes, first it has to train the organizational efficiency and to cope with the changing environment.

- Technologicaladvances:Everyorganizationinorderto surviveandto beeffectiveshould adopt the latest technology i.e. mechanization. Computerization and automation. Adoption of latest technological means and methods will not be complete untilemployees possessing skills to operatethemmanthem. So, theorganizations should train the employees to enrich them.

- Organizational Complexity: With the emergence of increased mechanization and automation, manufacturing ofmultiple productsand by-productsordealing in servicesof diversified lines, extension of operations to various regions of the country or in overseas countries, organization of most of the companies has become complex. This creates the complex problems of coordination and integration pf activities adaptable for and adaptable. To the expanding and diversifying situations. This situation calls for trainingin the skills of co-ordination, integration and adaptability to the requirements of growth, diversification and expansion.

- Human Relations : Trends in approach towards personnel managements has changedfrom the commodity approach to partnership approach, crossing the human relations approach, So today, management of most of the organizations has to maintain human relations besides maintaining sound industrial relations although higher to the managers are not accustomed to dealwith the workers accordingly. So, training in human relations are necessaryto dealwith human relations is necessaryto sealwith human problems and to maintain human relations.
- Change in the job assignment: Training is also necessary when the existing when the existing employee is promoted to the higher level in the transfer.
- Trainingisalsonecessarytoequipoldemployeeswiththeadvanceddiscipline, techniques or technology.

Theneedfortrainingalsoariseto:

1. Increaseproductivity.
2. Improvequalityoftheproduct/service
3. Helpacompanytofulfill itsfuturepersonnelneeds.
4. Improveorganizationalclimate.
5. Improvehealthandsafety.
6. Preventobsolescence.
7. Effectpersonalgrowth.
8. Minimizetheresistancetochange.

TRAININGMETHODS:

On-the-jobMethods	Off-the-jobmethods
JobRotation	Vestibuletraining
Coaching	Roleplaying
Jobinstruction	Lecture methods
Trainingthroughstep-by-step	Conference/ discussion
Committee assignments	Programmedinstruction

ONTHEJOBTRAINING METHOD

This is also known as job instruction training and is the most commonly used method. Under this method, the individual is placed on a regular job and taught the skills necessary to perform that job. The trainee learns under the supervision and guidance of qualified worker or instructor. On the job training has the advantage of giving firsthand knowledge and experience under the actual working conditions.

⇨ **JOB rotation**

This type of training involves the movement of the trainee from once job to another. The trainee receives job knowledge and gains experience from his method of training is common in training mangers for general management positions, trainees can also be rotated from job to in workshop jobs. This method gives an opportunity to the trainee to understand the-problems of employee on other jobs and respect them.

⇨ **Coaching**

The trainee is placed under a particular supervisor who functions as a coach in training the individual. The supervisor provides feedback to the trainee on his performance and offers him some suggestions for improvement. Often the trainee shares some of the duties and responsibilities of the coach and relieves him of his burden. A limitation of this method is thatthe trainee may not have the freedom or opportunity to express his own ideas.

⇨ **Jobinstruction**

This method is also known training through step by step. Under this method, the trainer explains to the trainee the way of doing the jobs, job knowledge and skills and allows him to do job. The trainer appraises the performance of the trainee, provides feedback information and corrects the trainee.

⇨ **CommitteeAssignments**

Under thiscommitteeassignment, agroupoftraineesaregivenandaskedto solveanactual organizational problem. The trainees solve the problem jointly. It develops teamwork.

OFFTHEJOBTRAININGMETHODS:

Under this method of training the trainee is separated from the job situation and his attention is focused learning the materialrelated to his future job performance. Since the trainee is not distracted by job requirements, he can place his entire concentration on learning the job rather than spending his time in performing it. There is an opportunity for freedomofexpression of trainees.

⇨ **VestibuleTraining**

In this method, actual work conditions are simulated in a classroom. Material, files and equipment, which are usedin actual job performance, are usedin training. This type of trainingis commonly used for training personnel for clerical and semi-skilled jobs. The duration of this training ranges fromdays to a few weeks. Theorycan be related to practice in this method.

⇨ **Roleplaying**

It is defined as a method of human interaction that involves realistic behavior in imaginary situations. This methodoftraining involvesactions, doing and practice. The participantsplaythe role ofcertain characters such as the production manager, mechanicalengineer, superintendents, maintenance engineers, quality control inspectors, foremen, workers superintendents, maintenance engineers, qualitycontrolinspectors,foremen, workersand the like. This method is mostly used for developing inter-personal interactions and relations.

⇨ **LectureMethod**

The lecture is a traditional and direct method of instruction. The instructor organizes the material and gives it to a group of trainees in the form of talk. To be effective, the lecture must motive and create interest among the trainees. An advantage of the lecture method is that it is direct and can be used for a large group of trainees. Thus, costs and time involved are reduced. The major limitation ofthe lecture is that it does not provide for transfer oftraining effectively.

⇨ **ConferenceorDiscussion**

It is a method in training the clerical and supervisory personnel. This method involves a group of people who pose ideas, examine and share facts, ideas and data, test assumptions and draw conclusions, all of which contribute to the improvements of job performance. Discussion has distinct advantage over the lecture method, in that the discussion of job performance. Discussionhasthedistinct advantageas is involvestwo-waycommunicationand hence feedback is provided.

⇨ **ProgrammedInstruction**

In recent years, this method has become popular. The subject matter to be learned is presented in a series of carefullyplanned sequentialunits. The units are arranged fromsimple to more complex levels of instruction. The trainee goes through these units byanswering questions or filling the blanks. This method is expensive and time consuming.

METHODOFMANAGEMENT DEVELOPMENT

There are mainly two types of methods by which mangers can acquire the knowledge. Skills and attitudes and make themselves competent managers. One is through formal training and the other through on-the-job training.

ImportantMethodsofMethodsofManagementDevelopment

On-the-jobTechniques	Off-the-jobTechniques
Coaching	TheCaseMethod
JobRotation	Incident Method
UnderStudy	Role Playing
MultipleManagement	In Basket Method
	Business Games
	SensitivityTraining
	Simulation
	GridTraining
	Conferences
	Lectures

ONTHEJOB TECHNIQUES:

On-the-jobtrainingisofutmostimportanceasreallearningtakesplaceonlywhenthe learner uses what he has learner uses what he has learnt.

Coaching

In coaching the trainee is placed under particular supervisor who acts as an instruction and teaches jobknowledge and skills tothetrainee. Hetells himwhat he wants himto do, howit can bedoneandfollowsupwhileitisbeingdoneandcorrectserrors.Theactofcoachingcanbe

done inseveralways. Theexecutiveapart fromasking themto do theroutinework mayask them to tackle some complex problem by giving them a chance to participate in decision-making.

JobRotation

The transferring of executives from job to job from department to department in asystematic manner iscalled jobRotation. Whena manger ispostedto anew jobaspartofsucha program, it is not merely as orientation assignment. He has to assume the full responsibility and performallkinds ofduties. The idea behind this is to give himthe required diversified skills and a broader outlook, which are very important at the senior management levels. It is up to the management to provide a variety of job experiences for those who have the potential for higher ranks before they are promotes.

Understudy

An understudy is a person who is in training to assume at a future time, the fullresponsibility of the position currently held by his superior. This method supplies the organization a person with as much competence as the superior to fill his post, which may fall vacant because of promotion, retirement or transfer. This under study also learns the decision- making as his superior involves him is the discussion of dairy operating problems as well aslong-term problems. The leadership skills can also be taught by assigning him the task of supervising two or three people of the department.

MultipleManagement

Multiple management is a system in which permanent advisory committees of manager study problems of the company and makes recommendations to the higher management. It isalso called junior-board of executives system. These committees discuss the actual taken.

OffTheJobMethods:

Because of the facton-the-job techniques have their own limitations; these off-the-jobtechniques are considered important to fill these gaps.

TheCaseStudy

Cases are prepared on the basis of actual business situations that happened in various organizations. The trainees are given cases for discussing and deciding uponthe case. Then they askedto identifytheapparent and hiddenproblems forwhichtheyhaveto suggest solutions. The situations are generally described in a comprehensive manner and the trainee has to distinguish thesignificantfactsfromtheinsignificant,analyzethefacts,identifythedifferentalternative solutions, select and suggest the best. This whole exercise improves the participant's decision-making skills by sharpening their analytical and judging abilities.

Incidentmethod

It aims to develop the areas of intellectual ability, practical judgment and social awareness. Incidents are prepared on the basis of actual situations, which happened, in different organizations. Each employee in the training group is asked to study the incident and to make short-term decisions in the role of a person who has to cope with the incident in the actual situation. Later, the group studies and discusses the incident and taken by each other.

Roleplaying

A problem situation is simulated by asking the participants to assume the role of a particular person in the situation. The participant interacts with other participants assuming different roles. The mental set of the role is described but no dialogue is provided. The whole play may be tape-recorded and the trainee may thus be given the opportunity to examine his or her own performance. This method teaches human relations skills through actual practice.

InBasketMethod

The trainees are first given background information about a simulated company, its products, its products, keypersonnel, various memoranda, requests and alldata pertaining to the firm.Thetraineehastounderstandallthis, make notes,delegatetasksandprepare memoswithin a specified amount of time. Abilities that this kind of exercise develops are situational judgment

in being able to recalldetails, establish priorities, inter-relate items and determine need for more information, willingness to make decision and take action.

BusinessGames

Under this method, the trainees are divided into group different teams. Each team has to discuss and arrive at decisions concerning such subjects as production, pricing, research experience, advertising etc. Assuming it self to be the management of a simulated firm. Theother teams assume themselves as competitors and react to the decision. This immediate feedback helps to know the relative performance of each team.

Sensitivity Training:

The main objective of this "development of awareness of and sensitivity of behavioral patterns of oneself and others". The development results in the increased openness with others". The development results in the increased openness with others, greater concern for others, increases tolerance for individual differences, less ethnic prejudice, understanding of group processes, enhanced listening skills and increased trust and support.

Simulation:

Under this technique, the situation is duplicated in such a way that it carries a closer resemblance to the actual job situation. The trainee experiences a feeling that he is actually encountering all those conditions. Then he is asked to assume a particular role in the circumstancesand solve the problemsbymaking a decision. He is immediatelygivena feedback of his performance. The very fact that the trainee knows that it is an artificial situation prevents him from experiencing all that he experiences in a real job situation.

Conferences:

A conference is a meeting of several people to discuss the subject of common interest. But contribution from members can be expected as each one builds upon ideas of other participants. This method is best suited when a problem has to be analyzed and examined from different viewpoints. It helps the members develop their ability to modify their attitudes. Participants enjoythis method of learning as they get anopportunityto express their views.

Lectures

It is the simplest of all techniques. This is the best technique to present and explain series of facts, concepts and principles. The lecturer organizes the material and gives it to agroup of trainees in the form of talks. It is direct and can be used for a group of trainees. It presents overviews and scope of the subject clearly. It is a time saving technique.

ASYSTEMATICVIEWOF TRAINING:

The training process involves three major steps. They are needs' Assessment, Development and Evaluation.

Needs'Assessment:

The first step intraining isto determine whether a need for training actuallyexisting or not. An organization should commit its resources to training activity only the training can be expected to achieve some organizational goals. The decision to conduct training must be basedon the best available data, which is collected by conducting a need's assessment. A need's assessment is a systematic, objective determinationoftraining needs, which involves conducting three primary types of analysis. They are organizational analysis, job analysis and person analysis. These analyses are used to derive objectives for the training program.

OrganizationalAnalysis:

An organizational analysis tries to answer the question of where the training emphasis should be placed in the company and what factors may affect the training. The review of short and long term goals of an organization and any trends that may affect these goals is done to channel the training towards specific issues of importance to the firm.

A review of climate and efficiency index is important to identify the problem thatcould beelevatedthroughtraining. Climate indicesor qualityofworklife indicatesand includerecords on turnover, grievances, absenteeism, productivity, accidents, attitude surveys, employee suggestions and labor management data. It is important to identity and organization system constraints on training efforts.

JobAnalysis:

Job analysis tries to answer the question of what should be taught in the trainee can performthejobsatisfactorily.Whenconductingajobanalysistodeterminethetrainingneeds,

both a worker oriented approach, which focuses on identifying behavior and a task- oriented approach, which describes the activities performed should be used.

PersonAnalysis:

Personanalysis attempts to answer the questionof who needs training inthe firmand the specific types of training in the firm and the specific types of training needed. The performance of individuals, groups or units or major job duties is compared to the expected performance standards. One should be able to determine which job incumbents are successful at completing the tasks required.

Development ofTrainingProgramme:

After a need's analysis has been conducted and the Human Resource professional is confident that training is needed to address the performance problem or advance the firm's mission, the training program is developed. This can be done by an in-house training staff or by outside consultants. The program can be developed by setting up preconditions for learning and byarrangingthetrainingenvironment to ensure learning.Thisisto set upeffectivepreconditions for learning so that the trainees will the trainees will be prepared for the training program. Learning principles should be reviewed and integrated into the design of the training programandthe materials. Trainees must bereadyto learnbeforetheyareplaced inanytrainingprogram. To ensure this, it should be determined whether trainees are trainable and have the ability and motivation to learn. They should try to gain the support of trainees and their supervisor prior to actually implementing the training program.

Trainability:

Before a learner can benefit fromtraining, he/she must betrainable or readyto learn. This means that they must have both the ability and the motivation to learn. To have the ability, the trainee must possess the knowledge prerequisites to master the materials. Assessing trainees' ability to learn is of learn is of increasing concern to the corporate. It is not only enough for trainees to have abilityto learn the skills, but also must have the desire or motivation to learn.

Supportoftraineesandothers:

If trainees do not see the value of training, they will be unlikely to learn polishedbehavior and use them in their jobs. Trainees should be informed in advance about the benefits thatwillresultfromtraining.Iftheyseesomeincentivesfortraining,itmaystrengthentheir

motivation to learn the behavior, practice it and remember it. To gain the support of trainees for the training program, the trainees must point out extrinsic and intrinsic benefits of attending training. In addition to garnering the support of trainees for training, the support to their supervisors, co-workers and subordinates should be sought.

Transferof Training*:*

The ultimate goal of any organizational training program is that the learning that occurs during training can be transferred back to the job. To maximize transfer, the following suggestions have been offered. Maximize the similarity between the training context and the job context viz., the training should resemble the job as closely as possible. Include a variety of stimulus situations in the practice so that trainees will learn to generalize their knowledge and skills. Labelor identifythe important features ofthe contentto be learned, inorderto distinguish the major steps involved. Make sure that the general principles underlying the specific contentare understood thoroughly.

Ensure that there is a supportive climate for learning and for transferring new behavior. This can be done by building managerial support for training, by providing trainees with freedom to set personal performance goals, and by encouraging trainees to take risks.

Evaluation:

Evaluation involves the collection of information on whether trainees were satisfied with the program, learnt, the material, and were able to apply the skills back on the job. In addition, evaluation ensures that programs are accountable and are meeting the particular needs of employees in a cost-effective manner. Without evaluation, it is very difficult to show thattraining is behind the improvements. As a result, Management may reduce training budgets to staff in terms of financial hardship.

Most training evaluations assess only the reactions of the trainee participants. While trainee reactions are important and are useful for making future changes in programs, the data alone do not indicate whether the trainees have actually learnt the Material/are capable of performing the behavior on the job.

TYPESOFCRITERIA:

ReactionMeasures:

Reaction measures are designed to assess trainee's opinions regarding the training program. Using a questionnaire, trainees are asked at the end of the degree to which they were satisfied with the training, the trainer, the subject matter and content, the materials and the environment. Favorable reactions to a programdo not guaranteethatthe learning has takenplace or that the appropriate behavior has been adopted.

Learning:

Measuresassessthe degreeto whichtraineeshave masteredthe concepts,knowledge and skillofthe training. Typically, learning is measured bypaper and penciltests, performance tests, and simulation exercises. These measures should be designed to sample the content of the training program.

Behavior:

Behavior oftrainees before and after training should be compared to assess the degree to which raining has changed their performance. This is important because, one of the goals of training is to modify the on the job behavior to performance evaluation, system and collect ratings of the trainees both before and after training.

OrganizationalResults:

The purposeofcollecting organizationalresults is to examine the impact oftraining onthe work group or the entire company. Data may be collected before and after training on criteria such as productivity, turnover, absenteeism, accidents, grievances, quality improvements, scrap, scales and customer satisfaction.

TRAININGANDDEVELOPMENTINNCSSUGARFACTORYLATCHAYYAPETA

N.C.S management is conducting training programmes in the factory to increase the knowledge and skill of an employee in a particular job. Training is necessary to raise the skill levels, increase productivity and adoptability of the employees. The objective of the trainee is thus to bridge the gap between the existing performance ability and desired performance. The traininginNCSfactoryhasbecomeadefinitetoolinthehumanresourcedevelopmentand

N.C.Sgives importanttotrainingand development.

PURPOSE:

The document a procedure for

- Training to enhance competence of personnel.

- Performance improvement.

- People growth and organizational effectiveness.

- Identifying the training needs.

- Providing training.

- Evaluating effectiveness of training provided.

Scope:

The main scope of training is all personnel performing activities effecting environment. Manager training is responsible for effective training. This covers all activities related to competence determination, training needs identification, training providing and evaluating of effectiveness.

Objectives:

The Government of India enacted the apprentices act in 1961 to supplement the program of institutional training by on-the-job training and to regulate the training arrangements in industry. The act came in to force on 1st march, 1962 and is applicable to the whole of India. Since January 1963, it has become a very important vocational training scheme for production of skilled work force needed for industrial growth and economic development of India. A careful study of the statement of objects and reasons underlying the introduction of the bill in parliament on 4th August 1961 brings out the following objectives of the apprentices act.

- To organize the systematic basis in the training apprentices in industry with a view to meeting the increase in demand for skilled craftsmen.

- To utilize fully the facilities available with the industry for the training of apprentices ,and

- To ensure the training of apprentices in accordance with the programs, standards and syllabi drawn up by the expert bodies.

- Toimprovetheemploymentopportunitiesforeducatedyoungpeoplebyequippingthem with various types of employable skills.

Coverage:

Under this act, it is statutory obligation on all employees in the notified industries to engage apprentices as for the ratio prescribed for the designated trades. The number of notified industries increased from53 in1962to 217in1978and the number ofdesignatedtradesfrom14 to 138.Moretradesand industriesare beingbrought withintheambit oftheact soastocover ina paged manner of all vocations and industries.

Salient features:

Under the apprentices act, 1961 apersonis qualified for being engaged as anapprentice if he/she is not less than 14 years of age. The minimum educational qualification for the trade apprenticeship varies from trade to trade. For some trades it is matriculation or equivalent; for others it is 8th standard;and incase ofsome trades it is even lower. Fresher as wellas passed-out trainees of industrial training institutes are eligible for apprenticeship. The entire responsibility rests with the employers with in the standards laid down. Apprentices are recruited twice a year, during March and September.

Thepercentoftrainingplaces isreservedforphysicallyhandicapped.

Theapprenticestrainingfortradeapprenticesconsistofthree parts.
- Basictrainingoroff-the-jobtraining.

- Practicaltraining oron-the-jobtrainingand

- Relatedinstruction.

Thedurationofapprenticeship training (including basictraining) for most oftradesinour country is three years. But for some trades the subsequent years. The basic training varies from sixmonthsto fouryears. Candidates initsorother institutionsrecognized bythe nationalcouncil for training in vocational trades are allowed rebate in term of apprenticeship.

The program consists of basic training in the first year which is followed by on-the-jobor shop floor training in the subsequent years. The basic training is the responsibility of Government, or the employer if the employs more than 500 workers.

The employer has to open his own basic training institute in the premises or elsewhereasapprovedbygovernment.ThegovernmentprovidesbasictrainingintheITI'S.Incaseof

employers employing less than 500 workers 50% of the prescribed cost is met by thegovernment.

The minimum rates of stipend payable per month during the first year of training are RS.290,second year RS.330, third year RS.380 and fourth year RS.440.To attract the candidates of betterquality, the employers many offer to payhigher stipends at their discretion.

Theapprenticesentitledto amaximumperiodof12dayscausalleave, 15days medical leave and 10 days extra-ordinary leave in a year.

Incase of personal injury to the apprentice arising out of and in the course of his training, the employer has to pay him compensation in accordance with the workmen's compensation act, 1923.

TRAININGPOLICYOFN.C.S SUGARS:

To exposeeveryindustryforat least 2training mandaysforofficers1trainingday for workman in each financial year.

OBJECTIVESOFTRAINING POLICY:

- Tobring anawarenessintheemployeesontheimportanceofcontinuous training.

- Toenableemployeestolearnnewtechniquesmethodsofworkinchanging technology.

- Tounderstandingthechangingenvironmentandtogetpreparedtorespondtochanges.

- Tomeettheindividualandorganizationrequirements.

- Toenhancetheexistingskillslevelsofworkmanthisincludesadditionofnewskillsand improving the existing skills.

- Todevelopmentofficersin functionalknowledgeandgeneticskills.

Responsibility

TrainingistheresponsibilityoffourmaingroupsintheN.C.S factory.

- Thetopmanagement,whichframesthetraining policy.

- AGM(HR&Administration) plansestablishedand evaluateinstructionalprograms.

- Supervisors,whoimplementandapplydevelopmentalprocedures,.

- Employees,whoprovidefeedback,revisionandsuggestionsforcorporateeducational, endeavors.

Procedure:

Competencyevaluation

Thecompetencyevaluationfortheemployeesinthedepartmentisdonebythe concerned head of the department, inclusive of training needs required bythe individual.

Thecompetencyevaluationisreviewed,updatedannuallyandmaintainedinthe format NCSSL/HRA/F-02.

IDENTIFICATIONOFTRAINING NEEDS:

The training needs identification is based on Competency evaluation results Training needs identified by headof the department salary annually Communicationfromexternal agencieson training /seminary/workshops/symposia/conferences/conventions etc.

Primarily responsibility for identifying the training needs rests with managers. Individualemployees and HR department maycontribute substantiallyto this process.HR would also periodically carryout training need surveys, analyze input from performance. Management process and outcome s of development centers. Business strategies will also provide leads.

DEELOPMENTOFINHOUSEPROGRAMS:

All efforts would be made to design, develop and conduct in house training programs to cater to training requirements, which are widely shared. These programs will be tailor made to suit our needs and cost effective. External facility may be invited to take sessions on keytopics.

Training department will arrive at the design in consultation with head ofthe department salary. The programs are characterized by the following methods of learning. Participative and discussion-led seminars-work/function related also analysis and observations such as first hand information on incidents, concerns, problems and opportunities that HRA the explored for any department .Over a period of time, the training department will collect live case evidences asthey occur and use them for analysis and learning.

Each program will have at least one session on action planning. Programs related to behavioral sciences, personal growth and managerial skills will largely rely on experiential learning.

EXTERNALTRAININGPROGRAMS:

People will be nominated for external programs. Some illustrated criteria are A newarea in which expertise is not available within the company a need, not shared by many others, so as to make it worthwhile to organize an in use program through external faculty.

Senior managers benefiting through exchange of experiences with their counterparts from other companies. Any long durational educational program.

PARTICIPATION:

Itisexpectedthateachemployeemaygoforaminimumoffivedaysfor AGMSandabovecadre,nominatedemployeesarerequiredto attendtheprogram /workshop/seminar/conference.Itisonly with thepermissionfrom unithead,awaivercanbe obtained. The details of training imparted are recorded .

NOMINATIONSFORTRAININGWORKSHOPS:

The nomination for training is related to the development plan for the individual and business needs.HR will orchestrate nominations on centralized basis in consultation with managers.

FACULTY

Faculty for in house programs would be drawn from within the group. Internalfaculty will be helped to improve their training skills as required.HR department will identify empanel external faculty.

FEEDBACKANDEVALUATION:

On completion of training program, training department arranges to collect feedback from participants' concerned managers. Based on patterns of feedback, training is evaluated for effectiveness. Immediate superior will also evaluate the effectiveness of training. The training action plan should be forwarded to the concerned in HR department and these details will be recorded

REVIEWOFTRAINING:

In February –March every year, unit head will review the effectiveness of the training process based on presentation by HOD (HRD & ADMN).

The employee wise training record is updated maintained in softcopyat HRD & ADMN department and HODS.

TRAININGPROGRAMEVALUATIONRECORD
WorkerseducationProgram

The NCS sugarsmanagement hasbeenarranged 2 daysselfgeneration. Find programon date 24-03-2007 to 25-03-2007 at factory premises conducted by central board for workers education at Visakhapatnam. The inaugural function was started by Sri.B.ANJANEYULU chief executive and Sri.D.B.VAYAS regionaldirectorofCBWE SriN.RAGHUPATI RAO, education officer and 21 employees were participated in the program. The employees are selected from each department and section.

Thetaughtonthe following topics like, teamwork, leadership, positive workculture and workethics, totalqualitymanagement system, humanselectionat work, safety, commu0nication skills, quality of life and positive work culture. They covered above topics which have useful to the employees on 25-03-2007 they conducted program evaluation by distributing questionnaire sheets. The 21 employees shouldawarethe importantteamwork,safety,house keeping, positive work culture etc.Every employee paidattention and shown their interest on two days program. Theyassured that theywillapplyskills in day-to-dayworkswhat theyvery learned into the class room.

Inthe second daytheydistributed certificates to allparticipants the class was closed after welfare function. The entire program was covered with photographs.

Ultimatelysuchclassesare usefulto everyemployee to develop their career and maintain good industrial relation among them and with employer.

ISO Auditing training program was conducted by Sri.KAMESWARA RAO, ISO consultant, real time quality management services Visakhapatnam on 23-03-07 to 24-03-07 inthe each and every department. He has also conducted sample audit in the departments' mainly housekeeping, records verification etc.

He trained all departmental auditions (Internal) how to conduct audit within the departments and how to prepare audit reports by auditions.

He visited each department and audits the records and noted his observations in hisreport. The copy of the sample audit report is supplied to concerned department and also given suggestion for requirement of ISO certification.

He informed front internalaudit schedulesISO 9001, internalqualityaudit check list and details of non – Cox format procedures etc. to all heads and internal auditors.

We have trained the clerks on the operation of cane management system module ofexpire on 08-12-2006. We have conducted retaining on the operation on today as they are not fully accustomed. Now, they trained on the operation of gate entry and weighment.

All the operators were confident in operation of the gate entry, weighment operations of the cane management system of ERP (software) package

To have introducedthe expired package andthe training wasgiventoourclerksonusage of the cane management system at their work desk by the ERP team.

They learned concepts 50-60 percentage only due to the language problem. Hence, another training session is required.

Wewilltraintheclerksoncanemanagementmoduleoperationon10-12-2010

The ISO meeting was conducted in conference hall on 18-11-2010.At 3:30 pm in administration building. All heads and sectional heads, and the same of the staff members were also present.

The ISO-9001 certificate consultants Sri P.V.RAMANA RAO and Sri SRINIVASA RAO along with Mr.EKAMBRAM chief co-ordinate ISO were also participated in the meeting. They discussed onqualitymanagement system, Bis, levels ofdocumentationauditing and certification procedures.

They suggested all participants that every department should maintain work, instruction and display them within the department and train the employees accordingly.

So that they can prepare to face audit by certification authorities. There is a need to give proper training up to supervisory staff also. There is an improvement on ISO when compare previous meeting among the participants.

TheISOmeetinghasbeenconductedintheconferencehallon5-11-2006at11:00am. Allheadsandsectionalofficershaveparticipatedinthemeeting.

ISO consultants Sri SRINIVASA RAO, Sri P.V. RAMANARAO spoke to the meeting regarding implementation of ISO -9001 systems at our NCS sugar's factory.They briefed what is ISO?And how to implement the system, documentation etc…They advised all HOD's and sectional heads everybody should co-operate to get certificate by following ISO procedures.

The chief executive has also suggested to the participants each and every department heads should follow the advices of ISO consultants and workers areto be started immediately.

Displayed ISO contains through LCD project to the participants for understanding ISO procedures.

Themeetingwasconcludedaftercompletionofintroductionsession.

TRAININGEVALUATIONDETAILS:

Management has been arranged workers education program classes for 2 days that is from24/3/07 sri.D.B.VYAS,regional director and sri N.RAGUPATHI RAO education officerand 21 employees were participatedin the program. They taught the subject and every employee is paid much interest on topics. The employees' doubts have been clarified by education officer.

Every end of the last hour they took evaluation from the participants. Almost all employees are expressed their satisfaction and opined that the time is not sufficient to complete/cover the all topics hence required some more classes by covering all employees at leasteveryquarter and also informed ifthe classes to be arranged during off-season some more employees may be participated. The serial no: 6,7,18 and 21 employees advised to education officer that if the managementpermits themagain theywillparticipate in the next program.

RecentlyISOAuditingtrainingprogramwasconductedon10-1-2011to12-1-2011. Giventraining regardingintroductionofISOto employees.
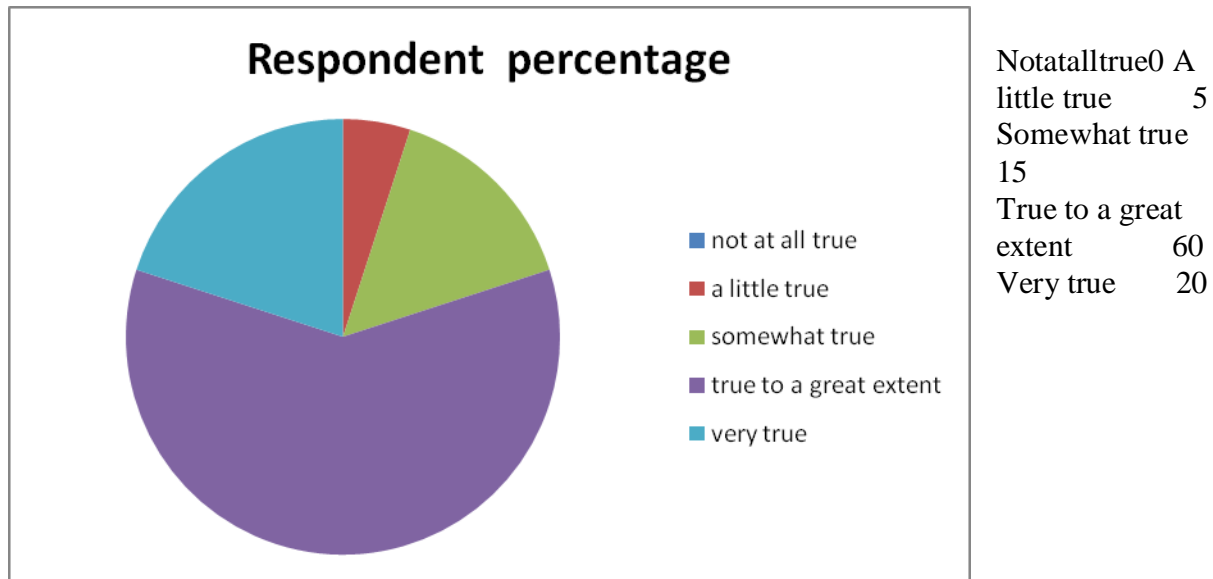
Trainingimpartingrecord:

Subject:

Workerseducation2daysprogramteamwork,communicationskills,safety awareness, work ethics, leadership, housekeeping etc…

CHAPTER-IV

DATAANALYSISANDINTERPRETITION

1. Inductiontrainingisgivenadequateimportanceinyourorganization

	No.ofEmployees	Respondent percentage
Notat alltrue	0	0%
Alittle true	1	5%
Somewhattrue	3	15%
Truetoa greatextent	12	60%
Very true	4	20%
Total	20	100%

Respondent percentage

- not at all true
- a little true
- somewhat true
- true to a great extent
- very true

Notatalltrue0 A little true   5 Somewhat true 15 True to a great extent   60 Very true   20
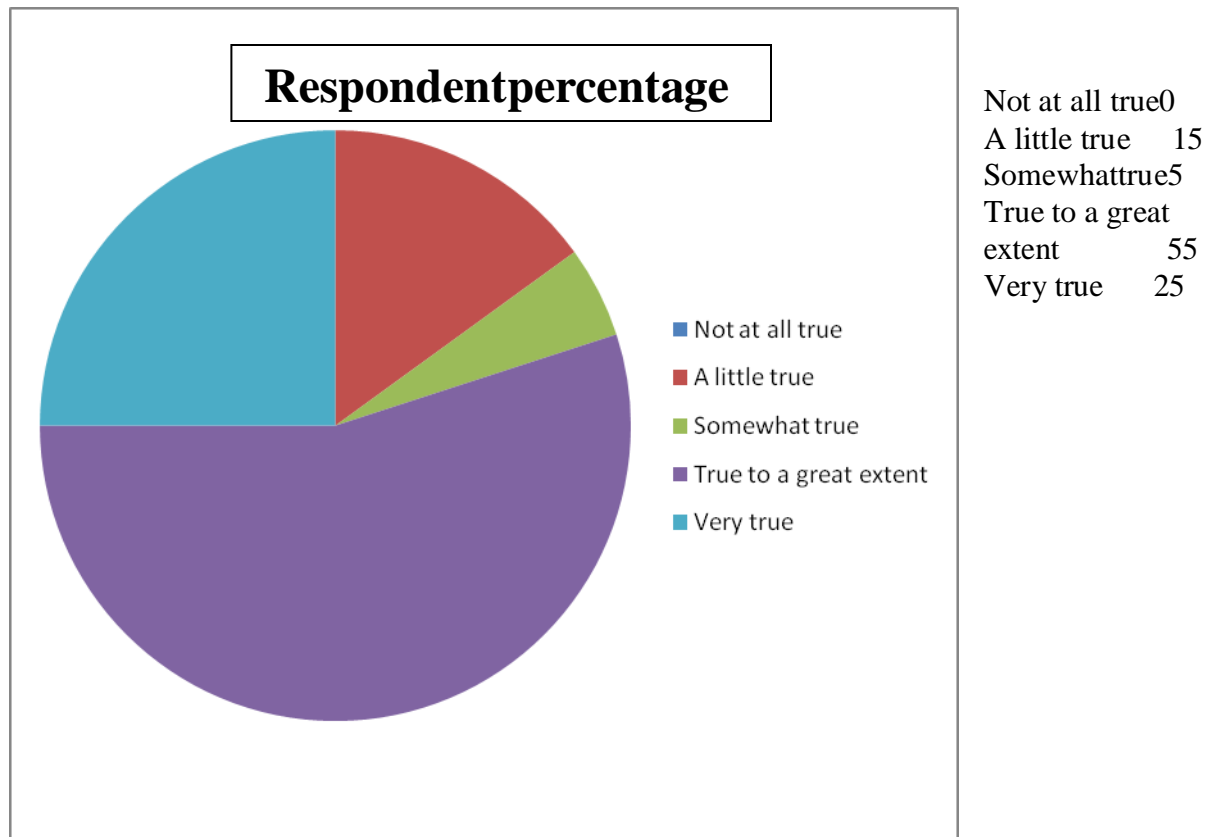
INTERPRETATION:

From the above table,60% of the employees stated that the induction trainingis given adequate importance in the organization to a great extent,20% of employees believes that it's very true,15% of employees feel that it is somewhat true and 5% a little true and 0% stated that it's not at all true.

2. Inductiontrainingiswellplanned

	No.ofEmployees	Respondent percentage
Notat alltrue	0	0%
Alittle true	3	15%
Somewhattrue	1	5%
Truetoa greatextent	11	55%
Very true	5	25%
Total	20	100%

Respondentpercentage

- Not at all true
- A little true
- Somewhat true
- True to a great extent
- Very true

Not at all true0
A little true   15
Somewhattrue5
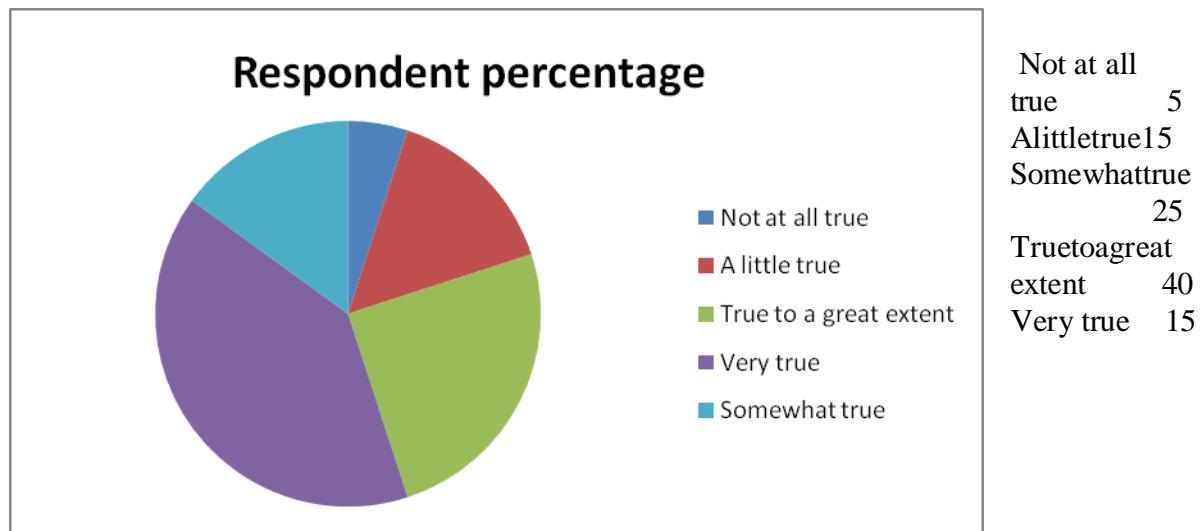True to a great extent   55
Very true   25

INTERPRETATION:

From the above table,55% of the employees stated that the induction trainingis well plannedin the organization to a greatextent,25 % of employees believes thatit's very true,5 % of employees feel that it is somewhat true and 15% a little true and 0% stated that it's not at all true.

3. Inductiontrainingisofsufficientduration

	No.of Employees	Respondent percentage
Notat alltrue	1	5%
Alittle true	3	15%
Somewhattrue	5	25%
Truetoa greatextent	8	40%
Very true	3	15%
Total	20	100%

Not at all true   5
Alittletrue15
Somewhattrue   25
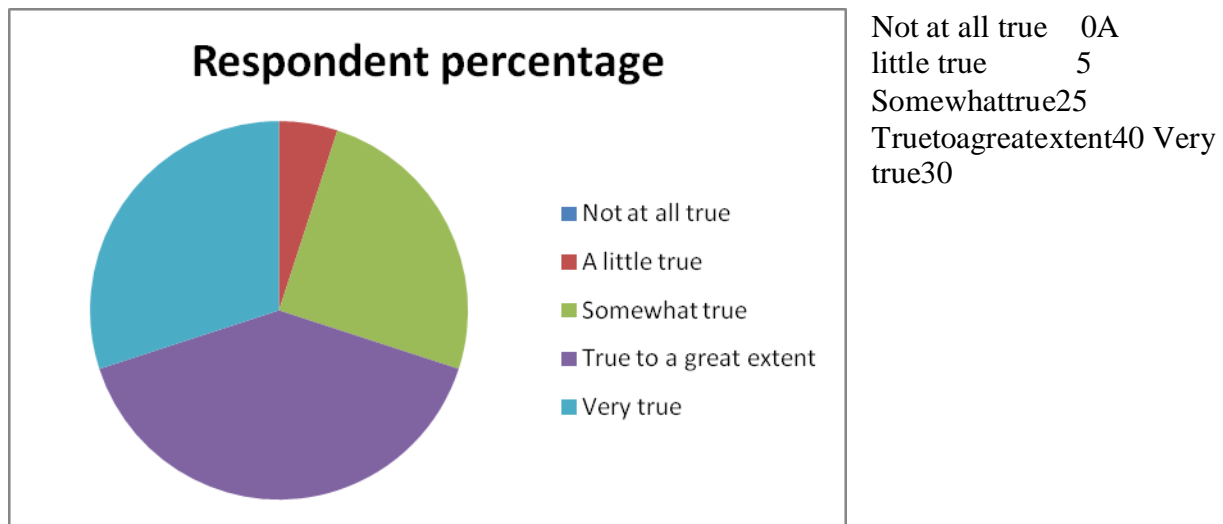Truetoagreat extent   40
Very true   15

INTERPRETATION:

From the above table,40% of the employees stated that the induction trainingof sufficient duration in the organization to a great extent,15 %ofemployees believes that it's very true,25 %ofemployees feel that it is somewhat true and 15% a little true and 5% stated that it's not at all true.

4. Inductiontrainingprovidesanexcellentopportunityfornewcomerstolearn comprehensively about the organization

	No.ofEmployees	Respondent percentage
Notat alltrue	0	0%
Alittle true	1	5%
Somewhattrue	5	25%
Truetoa greatextent	8	40%
Very true	6	30%
Total	20	100%

Not at all true   0A
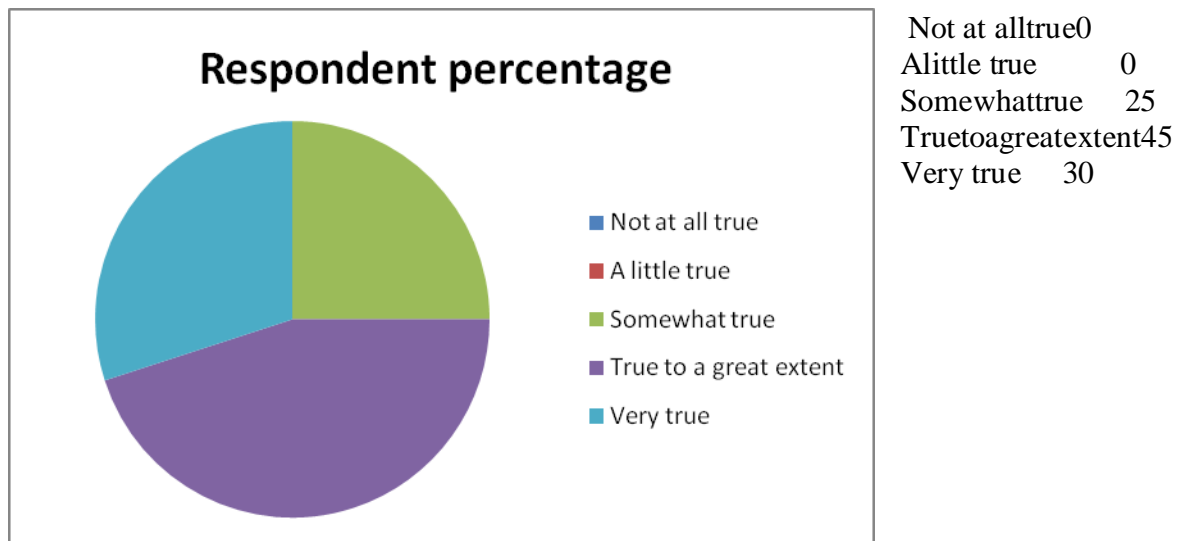little true   5
Somewhattrue25
Truetoagreatextent40 Very true30

INTERPRETATION:

Fromtheabovetable,40% oftheemployeesstatedthatthe inductiontrainingprovidesan excellent opportunityfor new comers to a great extent,30 %ofemployees believes that it's very true,25 % of employees feel that it is somewhat true and 5% a little true and 0% stated that it's not at all true.

5. The normsandvaluesofthecompanyareclearlyexplainedtothe new employees during induction

	No.ofEmployees	Respondent percentage
Notat alltrue	0	0%
Alittle true	0	0%
Somewhattrue	5	25%
Truetoa greatextent	9	45%
Very true	6	30%
Total	20	100%

Not at alltrue0
Alittle true   0
Somewhattrue   25
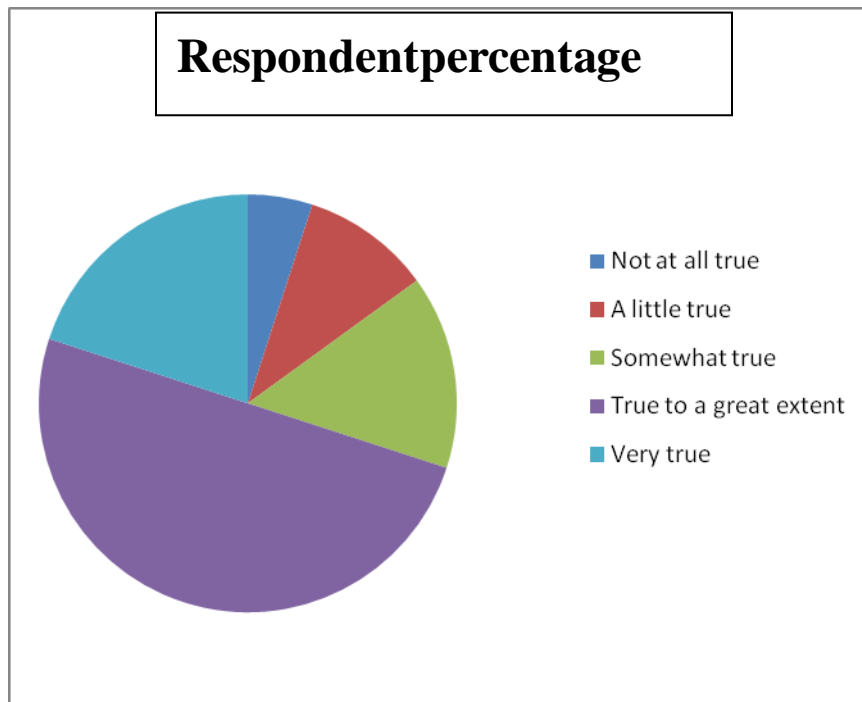Truetoagreatextent45
Very true   30

INTERPRETATION:

From the above table,45% of the employees stated that thenorms and values of the company are clearly explained to the new employees during induction, to a great extent,30 % of employees believes that it's verytrue,25%ofemployees feelthat it is somewhat true, 5%alittle true and 0% stated that it's not at all true.

6. Seniormanagementtakesinterestandspendstimewiththe newstaffduring induction training

	No.ofEmployees	Respondent percentage
Notat alltrue	1	5%
Alittle true	2	10%
Somewhattrue	3	15%
Truetoa greatextent	10	50%
Very true	4	20%
Total	20	100%

Respondentpercentage

■ Not at all true
■ A little true
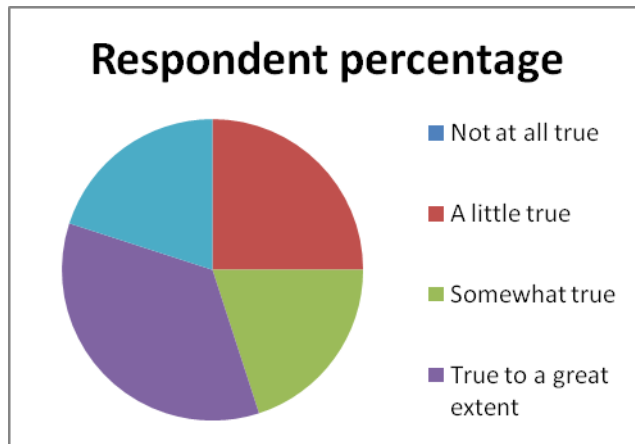■ Somewhat true
■ True to a great extent
■ Very true

Not at all true   5
A little true   10
Somewhat true   15
Truetoagreatextent50 Very true20

INTERPRETATION:

From the above table,50% of the employees stated that the senior management takes interest and spends time with the new staff during induction training, to a great extent,20 % of employees believes that it's very true,15 % of employees feel that it is somewhat true, 10% a little true and 5% stated that it's not at all true.

7. Thereisadequateemphasisondevelopingmanagerialstaffthroughtraining

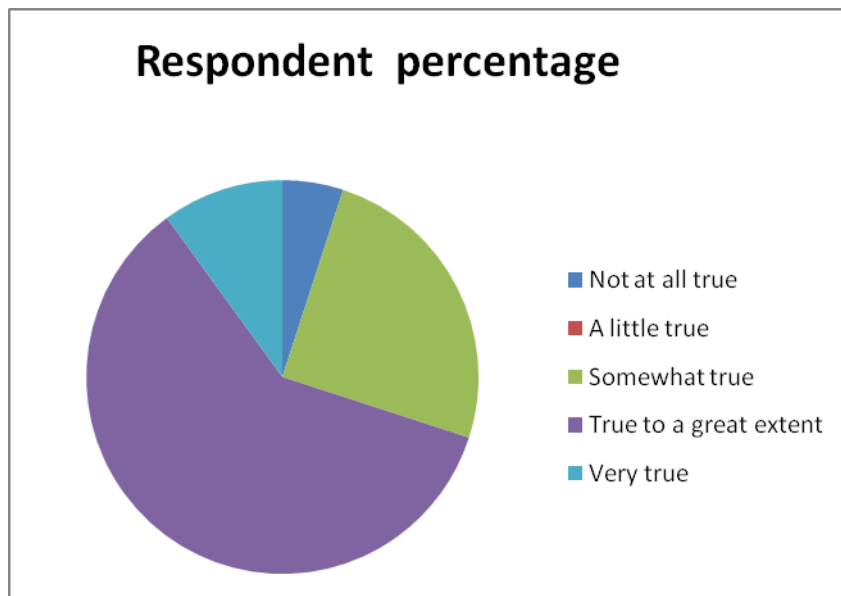|	No.ofEmployees	Respondent percentage
Notat alltrue	0	0%
Alittle true	5	25%
Somewhattrue	4	20%
Truetoa greatextent	7	35%
Very true	4	20%
Total	20	100%

Notat alltrue   0
Alittle true   25
Somewhattrue   20
Truetoa greatextent   35
Very true   20

INTERPRETATION:

From the above table,35% of the employees stated that to there is adequate emphasis on developing managerial staff through training, to a great extent,20 % of employees believes that it's verytrue,20%ofemployees feelthat it issomewhat true, 25%alittletrueand0% statedthat it's not at all true.

8. Line managersprovidethattherightkindofclimatetoimplementnew ideas and methods acquired by their juniors during training

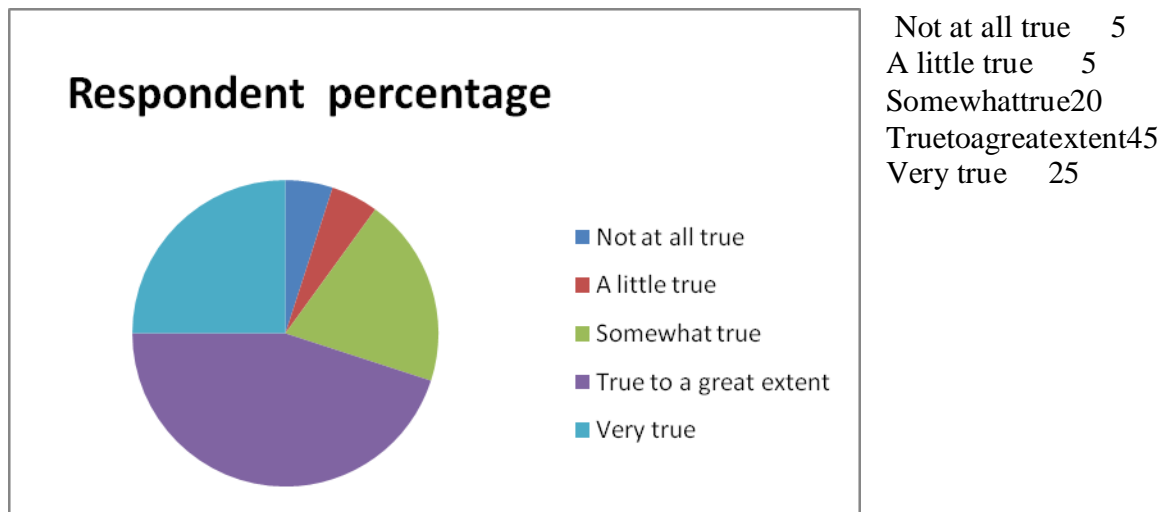|	No.ofEmployees	Respondent percentage
Notat alltrue	1	5%
Alittle true	0	0%
Somewhattrue	5	25%
Truetoa greatextent	12	60%
Very true	2	10%
Total	20	100%

Notat alltrue   5
 Alittle true   0
Somewhattrue   25
Truetoa greatextent   60
 Verytrue   10

INTERPRETATION:

From the above table,60% of the employees stated that the Line managers provide thatthe rightkind of climate to implement new ideas and methods acquired by their juniors during training, to a great extent,10 % of employees believes that it's very true,25 % of employees feel that it is somewhat true, 0% a little true and 5% stated that it's not at all true.

9. Externaltrainingprogrammesarecarefullychosenaftercollectingenough information about their quality and suitability.

	No.ofEmployees	Respondent percentage
Notat alltrue	1	5%
Alittle true	1	5%
Somewhattrue	4	20%
Truetoa greatextent	9	45%
Very true	5	25%
Total	20	100%

Not at all true   5
A little true   5
Somewhattrue20
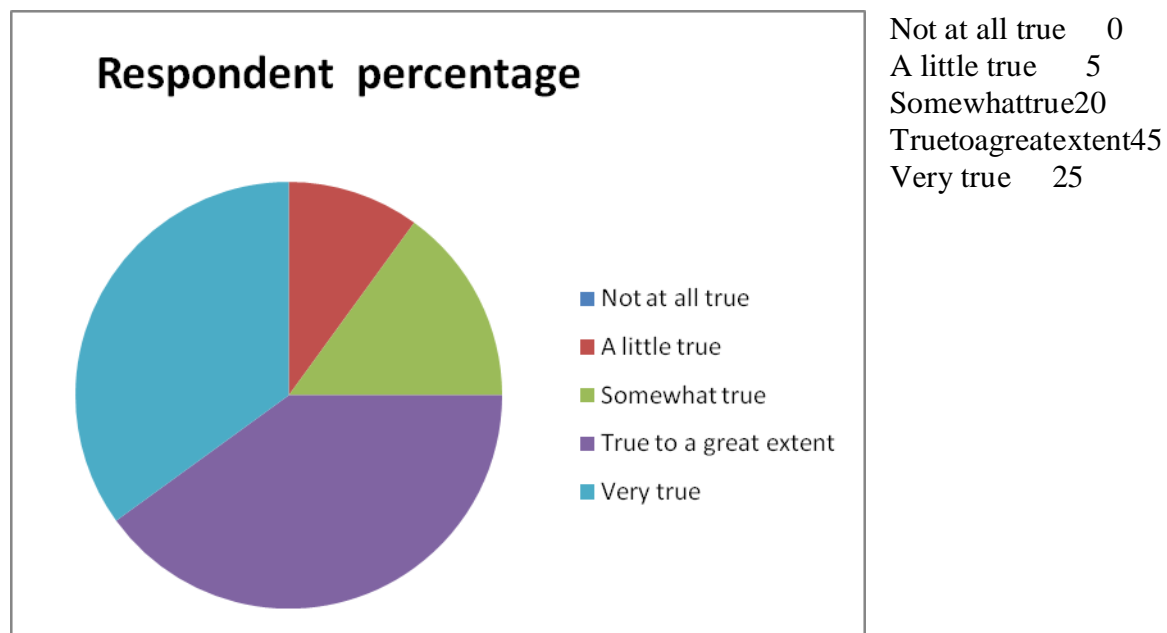Truetoagreatextent45
Very true   25

INTERPRETATION:

Fromthe above table,45% of the employees stated that externaltraining programmes are carefullychosen after collecting enough information about their qualityand suitabilityto a great extent,25% of employees believes that it's very true,20 % of employees feel that it is somewhat true, 5% a little true and 5% stated that it's not at all true.

10. Thereiswell-designedandwidelysharedtrainingpolicyinthecompany

	No.ofEmployees	Respondent percentage
Notat alltrue	0	0%
Alittle true	2	10%
Somewhattrue	3	15%
Truetoa greatextent	8	40%
Very true	7	35%
Total	20	100%

Respondent percentage

- Not at all true
- A little true
- Somewhat true
- True to a great extent
- Very true

Not at all true   0
A little true   5
Somewhattrue20
Truetoagreatextent45
Very true   25

INTERPRETATION:

Fromthe above table,45% ofthe employees stated that there is well-designed and widely shared training policy in the company ,to a great extent,25% ofemployees believes that it's very true,20%ofemployees feelthat it is somewhat true, 5% a little trueand 0% statedthat it's not at all true.

SUMMARY

The N.C.S sugar ltd erstwhile as NIZAM sugars ltd constructed in 1993-94 and sugar processing work carried out tillDecember16th ,2002 bythe NIZAM sugars a government body. During the privatization process, this unit was sold by NIZAM sugars the N.C.S group of companies.

As explained above sugar industry is a seasonal industry, agro based industry. this sugar unit capacityis2500TCD. crusher capacityfrom1994totill2002.duringthis7 yearsperiodthe unit crossed maximum amountof cane in one season is around 2.5 lakhs.

After privatization, the NCS management did some technical modification inside the plantwhenevennecessaryandtheycouldabletoincreasethecapacityfrom2.5lakhtonesto 3.22lakhtones.

Training and development at NCS is being given much important and is followed in a systematic and pre planned way. The following suggestions are offered to the management for improving the effectiveness of employee and its programs

.

FINDINGS

1. Theclassroomprogramshouldbeinteractive.
2. Thepeoplewho aretobetraining fromtheservicesthere isno needtogivetobetraining programs.
3. Someofthetrainingprogramsarenot relatedtothework
4. Mostoftheemployees intheorganizationhaveveryexperiencedpersonsinqualified.
5. Mosttherespondenthavecompleted20-30yearsserviceinthe company.
6. Majorityoftherespondent haveattendantthetrainingprogramandacquireknowledgeabout the skills and technical information about working equipments.
7. Trainingshouldbeprovidedperiodicallycoveringtoallemployees.
8. Thetrainingneeds havetobepreparedbyHRdepartmentandidentifytheneedyemployees,
9. Manytrainingprogramslookingforwardtorelevantthejobrequirements,improvement inthe production, efficiency and increase the skills capabilities among employees.
10. Thetraining progammeshouldeffectivelyreachtoallcategoriesofemployees.
11. Providingtrainingclasses frominternalandexternalsourceisveryusefultheworkmenin the organization.

SUGGESTIONS

Thetrainingprogramshould bedesigned insucha waythatthepracticaland liveprojectsare also a part of the content.

- Goodinteractivesectionsshouldbeconductedanystudy,groupdiscussion,roleplay techniques should be more in the training program.
- The management should judge the deficiencies of the employees and provide training in those areas.
- Subjectmattershouldbeselectedwithrelevantandlatest information.
- Feedback should also collect fromsupervisorsofshop floor to knowwhether thetrainees have applied their knowledge in their day-to-day work.
- Training program should be conducted both for management staff and non management staff combine so that their views and ideas can be known to each and every one and can be expressed in a better way.
- Faculty from the program should be hired from internal and external sources and should see that they are good professionals and are having good communicational skills and knowledge regarding the subject.
- Latest ISO standards should be introduced and more programs relating to SAP configuration and its latest developments should be conducted.
- Management should see that each and every employee has been selected for at least one training program which is helpful in his /her working area.

CONCLUSION

The study made on "effectiveness of employee training " in NCS had made to knowmuch about thecompanyand its training methods and other areasoftraining aspects. Training hasbeenimportant functionofNCSsugar factoryandthe mainobjectiveoftraining inNCS isto upgrade and maintain the technical and functional skill levels of employees tomatch the company's present as well as envisaged requirements.

The main training policy is to facilitate and provide an environment congenial for continual learning aimed at increasing proactively, creativity and adaptacility.NCS is providing training to both managerial staff and non managerial staff in the areas like safety, quality and improvement awareness, team building and leadership development ,computer application, pollution control, energy conservation etc…

After making the detailed study and careful analysis of the information collected it isclear that almost all the executives and other staff are satisfied with the training programs conducted by NCS. But as there is a scope of increasing in the effectiveness of training programmes.I concludethatmanagement shouldexaminethe findingsandsuggestionsseriously and design the training programmesuch a way that it would reach cent percentresult in the areas like feedback, workload, learning, coordination etc…so that there would be no question of failure in training programme.

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* DynamicsofIR   C.B.Memoria

Searchengies:

www.google.com

www.hrm.com

www.NCSSUGARSLTD.com

Questionnaire

S.NO	Question	Not at all true	A little True	Somewhat True	True to a Great Extent	Very true
1	Induction training is given adequate importance in your organization.					
2	Induction training is well-planned.					
3	Induction training is of sufficient duration					
4	Induction training provides an excellent opportunity for newcomers to learn comprehensively about the organization					
5	The norms and values of the company are clearly explained to the new staff during induction training					
6	Senior management takes interest and spends time the new staff during induction training					
7	The new recruits find induction training very useful in your organization					
8	The induction training is periodically evaluated and improved					
9	The employees are helped to acquire technical knowledge and skills through training					
10	There is adequate emphasis on developing managerial staff through training					
11	Human relation competencies are adequately developed in your organization through in human skills					
12	Training workers in given adequate importance in your organization the basis of carefully identify developmental needs					

13	Employees in the organization participate in determiningthetrainingthey need					
14	Employees sponsored for training go with a clear understanding of the skills and knowledge they are expectedtoacquireformthe training					
15	TheHRdepartmentconducts briefing and debriefing sessions for employees sponsoredfortraining					
16	In-companyprogrammesare handledbycompetentfaculty					
17	Thequalityofin-company programmes in your organizationisexcellent					
18	Employees recruiting form training are given adequate freetimetoreflectandplan improvements in the organization					
19	Linemanagersprovidethe right kind of climate to implement new ideas and planimprovementsinthe organization					
20	Externaltrainingprogammes are carefully chosen after collecting enough informationabouttheir quality and suitability					
21	There is well-designed and widelysharedtrainingpolicy inthecompany					