

EXECUTIVE DEVELOPMENT PROGRAMMES IN SCCL – A STUDY OF TRANSFER OF TRAINING

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ABSTRACT

Executive Development Programmes (EDPs) have been playing an imperative role for the last three decades in India. The current study analyzes the performance of SCCL. The article highlights and evaluates the performance of EDPs and their efficiency in bringing out the effective managers so as to ensure the organization development. The Singareni Collieries Company occupies a crucial position in the economic development of the entire south and particularly the state of Andhra Pradesh. The management of Singareni, its organizational set-up, financial position, employment status, wages and service conditions of its workers, their working and living conditions and the set-up of the personal department will greatly influence directly or indirectly the industrial relations climate in it.

Keywords : Coal Industry, Development, Executive, Programmes, SCCL.

Introduction

An organisation, whether a business or industrial enterprise or service industry, needs various factors of production. The success or failure of an organisation depends on an effective combination of these factors. Of these, however, the management of human resources is very important and challenging task. Rarely has the management of employees received more attention than it does currently. A new era of human resource development practices and philosophy is emerging and assuming increasing significance in modern organization (L. A. Lococoa).

The success of any organisation depends on the quality of its human resources. Studies in the growth pattern of advanced countries have shown that improvements in the quality and utilisation of personnel have played a major role in accelerating pace of economic growth. It is the effectiveness of human system, therefore, that differentiates successful, dynamic and progressive organisations from others. (Thomas Acton and Willie Golden) in their Management Classic of Excellence, "Treat people as adults. Treat them as partners; treat them with dignity, treat them with respect. Treat them not capital spending and automation-as the primary source of productivity gains. These are fundamental lessons from the excellent companies research. In other words, if you want productivity and the financial reward that goes with it, you must treat your workers as your most important asset."

Thus, the human resource development is of crucial concern. This certainly does not indicate that physical resource development is not required, In fact the economisation and utmost usage of all types of resources are a prerequisite, to efficiency. (Mr. Henry Ford II) "Executive talent is the most important asset we have. It doesn't appear on our balance sheet, but it will have more important effects on our progress, our profits and the prices of stock, than any other asset we possess or can acquire. Nor is this asset an expensive one to acquire. It is a bargain buy every day of the year, a low-cost risk with a

high-return potential. If you will give as much thought to the acquisition and development of men with top management potential as you do to planning a plant or a product, nothing can stop this company.”

The need for developing skills of Executives/Managers is being increasingly felt all over the world. The following factors are responsible for this:

1. Managers being life giving element in every organisation, without their leadership qualities resources of production will remain resources only. Thus, progress of companies are possible due to better quality management
2. In the changing commercial world, it is a managerial responsibility to keep itself abreast with new technological changes that take place. To ensure the survival & continued growth of the business system, effective education & development of managers must be planned in a systematic & continued manner.
3. One of the biggest problems faced by various organisations is shortage of qualified executives. Therefore, it becomes necessary for them to develop existing executives to avoid this problem.
4. There is a growing public demand for professional performance. Professionalism in management is the need of the hour. For the development of this professionalism, there is every need to provide ways and means for developing technical skills, and knowledge in the managerial hierarchy of an organisation.

Training and Development

In a rapidly changing society, employee training and development is not only an activity that is desirable but also an activity for which an organization must commit resources, if it is to retain available and knowledgeable work force. Training is a process of learning a sequence of programmed behavior. It is an application of knowledge. It gives people an awareness of the rules and procedures to guide their behavior. It attempts to improve their performance on the current job, and prepares them for an intended job. (Dales S. Beach) Training as the organized procedure by which people learn knowledge and skills for a definite purpose. Development is a related process.

It covers not only those activities, which improve job performance, but also those which bring about growth of the personality, help individuals in the process towards maturity and actualization of their potential capacities so that they become not only good employees but also better men and women. The term development can be defined as the nature and direction of change taking place among personnel through educational and training processes.

Executive Development Programmes (EDPs) have been playing a vital role for the last three decades in India, because these have been widely accepted as critical input for improving managerial performance and organizational effectiveness. Management development involves making exercises in managerial manpower flows, future inventories of human skills, abilities, resources to match demands of expanding, diversifying operations of the organization; forecast of human resources balance sheets, and programmes of manpower surpluses and deficits, etc. Executive development is any part of the process by which a manager grows in his job and becomes more promotable. Under this broad definition, chance could be equally as effective as directed activity. It would be fatuous to say that chance does not play a significant part in the development of most managers. There are some men who have an amazing proclivity for being in the right place at the right time under the right leadership. “Executive development” means guided, or directed activity undertaken to help himself become more competent in his present position or to prepare him for heavier responsibilities to come. Implicit in this

concept is a fundamental belief that no man can develop another.

Employees who are trained can perform jobs with limited supervision. Both employees and supervisor want less supervision but greater independence, which is not possible, unless the employee is adequately trained. All the same, trained employees are not prone to accidents. Further, organizations can be stable, even if key employees and managers leave them. This is due to the fact that the trained work force can adjust to the changes easily in the organization. For instance, flexibility, the ability to adjust to short-run variations in the volume of work requires personnel with multiple skills. It is no exaggeration to state that trained employees with multiple skills can only adjust to the short-term fluctuations in the volume of work.

Methods of training and development

There are various methods of training, which can be divided into cognitive and behavioral methods. Trainers need to understand the pros and cons of each method, its impact on trainees, keeping their background and skills in mind, before giving training. Cognitive methods are more of giving theoretical training to the trainees. The various methods under Cognitive Approach provide the rules for how to do something, written or verbal, demonstrate relationships among concepts, etc. These methods are associated with changes in knowledge and attitude by stimulating learning.

The various methods that come under Cognitive approach.

- Lectures
- Demonstrations
- Discussions
- Computer Based Training (CBT)
- Intelligent Tutorial System (ITS)
- Programmed Instruction (PI)
- Virtual Reality

Evaluation of Training

Having an internal technical training service together with in-house programs in itself is no guarantee that something positive is being accomplished. Without evaluating the training service and programs, the impact of these on the organization's results are unknown, and the Return on Investment (ROI) to the shareholders remains unjustified. Achieving an effective training service with effective programs requires that these be systematically evaluated to measure success, prioritize improvements, and articulate the benefits of such to the organization's shareholders and stakeholders.

Some important areas of industrial training:

Areas of training can be classified into the following categories:

- i. Training in company policies and procedures (induction training)
- ii. Training in particular skills
- iii. Training in human relations
- iv. Training in problem solving
- v. Managerial and supervisory training
- vi. Apprentice training

Training Programs for Executive Trainees

The training program will be conducted for all trainees before deputing them to Areas for “On the Job Training”. The induction training program is aimed at acquainting the employees about the rules, regulations and procedures of the company. The training program runs for six months as it provides exposure to the executive trainees about the entire company. Further, it provides basic knowledge to all the trainees, which will enable them to perform higher functions at a later stage. To make the induction training program effective, it has been divided into six modules. The first module provides basic exposure to employees about the various facets of the coal industry while the second module makes employees familiarize with all the departments in the company at corporate level. The third module is an advanced course in the relevant functional area. In this phase, trainees are given small assignments and they are required to give system improvement under the guidance of a middle level executive at corporate level. In the fourth module, trainees will be exposed to all Area Level Departments and they are familiarized with the same. In the fifth phase, employees will be deputed to unit level offices of the respective disciplines so that they will get experience in the same. In the sixth or final phase, trainees will have to formulate a report each and then they have to make a presentation at both Area level and Corporate level. After that trainees will be deputed to the respective places of postings and will continue the training period on the job.

Benefits of Training and Development

General Benefits from Employee Training and Development are

- i. Increased job satisfaction and morale among employees
- ii. Increased employee motivation
- iii. Increased efficiencies in processes, resulting in financial gain
- iv. Increased capacity to adopt new technologies and methods
- v. Increased innovation in strategies and products
- vi. Reduced employee turnover
- vii. Enhanced company image, e.g., conducting ethics training
- viii. Risk management, e.g., training about sexual harassment, diversity training

Training and Development Movement in India

India is passing through convulsive changes due to advancement in science and technology but at the same time, 1000 million people of this country are caught in the twilight zone of development and under development. Despite the fact of viewing human resource as an asset, there is a gloomy side to this issue. An element, which has surfaced in the warning signal of the World Bank, as related to India is that by the turn of this century, India will have abundance of human resources, the brain trust of a nation and on the other side, we are in a state of emergency to convert the human resources as asset. This is possible only through continuous recycling of human resources through formal, informal and non-formal education involving training and retraining. Most of the Public Enterprises have taken up HRD in a big way, however, in private sector it is less continuous but more enterprise focused and need based. It is also a fact that in private sector formal assessment of training needs and strategies of fulfilling them are absent. It is often viewed as a retreat for reflection and recruitment. But things are changing under the new economic policy and globalization of operations. Increasingly private sector

industrial houses are setting up training centers and planning to establish even private universities.

Importance of EDPs in coal industry:

In the present information age, a large number of organizations, whether engaged in manufacturing or services or whether public or private sectors, are laying emphasis on the development which is an outcome of the pressure of change in global scenario, which requires competent personnel to cope with changes. Globalization waves have created considerable ripples in the all-important area of human resources their interaction is the corporate world. Today's competitive environment necessitates gradation of knowledge and skills in the existing employees, procurement of skilled/trained employee's and re-training them on a continuous basis.

Broadening of skill base of employees and overcoming human resources obsolescence is the need of the hour. One of the main challenges faced by organization, especially the coalmines industries, is the need to develop human resources capable of handling in operation; in other words, to optimize human resources, organizations have to be receptive about designing and implementing EDPs. In the liberalized and competitive areas, the world is striving for a change amidst pressures of soft skills and technological development. The employees need to acquire a considerable amount of training development skills in training assessment, designing and choosing effective methods in improving the management skills. In many organizations, especially in coal industries, management training is considered as an integral part of organizational planning. Systematic and planned development of managers provides direction and purpose to effective development of employees. For effective functioning of existing managerial personnel for future, EDPs need to be analyzed periodically and reoriented to cope with the changing requirements.

Training programs for executives programmes for planning

SCCL undertakes in-house training programs for its executives. The topics covered in the in-house training programs for its E1-E3 executives are emotional intelligence, basic computers, health & nutrition, management of stress, work-study, and productivity techniques. On the other hand, the topics covered for its senior executives or E-4 and above cadre are the basic computers, modern office management, management of stress and new techniques of management. It is to be noted that the training period varies from cadre to cadre. For instance, junior executives who fall in the E1, E2 and E3 cadre undergo training for a period of two weeks in a year while middle level executives undergo in-house training for a period of one week in two years. Senior Executives on the other hand undergo in-house training programs one week in a year.

Motivation to Transfer Training

Research in the area of training transfer has been hampered by the conceptual lack of clarity as to what constitutes transfer. This imprecision has restricted not only research in the area, but also the extent to which relevant findings can be applied to organizational environments. It is difficult to uncover reliable relationships among individual, organizational, and contextual variables and training transfer when the latter variable is measured inconsistently. This problem is exacerbated by the fact that common measurements of transfer may be too broad to adequately uncover interesting relationships among the variables in question.

The impact of a number of experiences on trainee motivation to transfer training.

Researching these antecedents may help to provide information concerning the conditions under which training works, rather than only information of whether the training is effective (Baldwin). Not only looking at what happens after the training program has been delivered, the following also has to be look at (1) those variables in the pre - training environment that can possibly influence trainee reaction to training, and thus training outcome, and (2) whether information the trainee learns is likely to be transferred to the job. If post – training motivation can be measured to transfer training, another indicator of whether the training received will be transferred to the job to eventually enhance organizational productivity. (Tannenbaum)

If the predictors examined in this study help identify variables that can be manipulated (e.g. situational characteristics such as perceived supervisor support and individual characteristics such as general self - efficacy), then organizations will have more resources for enhancing the likelihood of training transfer to the workplace. Some researches have indicated that the post - training as well as pre - training environments should be considered as factors of both types can influence the transfer process. Transfer may be encouraged or discouraged by the type of rewards, job aids, and equipment in the environment at work, or by the way peers and superiors interact with trainees before or after training participation.

Performance of SCCL

Coal is a major mineral-mine in the country. It is a major source of energy for most of the Indian industries as nearly 80 per cent of the energy requirements are met by the coal and therefore, it is one of the chief contributors of economic development of the country. The Indian industries are by and large coal based. The importance of coal is also realized by the recovery of a number of by-products like tar, benzol, sulphur, calcium carbide, methane, etc. Coal claims an increasing importance in our national economy as the crude oil prices are rising throughout the globe.

The fast changing industrial map of Andhra Pradesh owes much to the state participation in the economic activity through the philosophy of public sector. The Singareni Collieries Co. Ltd., is the oldest industry in the public sector in Telangana State. It is located in the economically backward and tribal areas of three districts in Telangana State, namely Khammam, Karimnagar and Adilabad, and plays a crucial role in the economic development of these districts. The large quantities of its coal product are utilized by the thermal power plants and cement industry. Andhra Pradesh has large deposits of coal (8,583 million tonnes) of non- coking type which would last for several hundreds of years.

The coal fields which provide employment to nearly 88,000 workers cater to the market needs of the entire South. The industrial progress of the south, in general and the state of Telangana in particular depends to a considerable extent on the ability of the Singareni to supply the coal at reasonable rate. The power houses, industries and railways are the major consumers of coal produced by Singareni. As a consequence of the crucial position it occupies in the economy and of any disturbance in its production activity owing to disturbed industrial peace or failure or breakdown of plant and machinery, the normal functioning of the power houses, cement industries, railways and other industries in the area would come to a standstill.

Review of Literature

Machin (2002) focuses on specific strategies for improving transfer of training taken from several important theoretical models of the training transfer. Numerous authors have addressed the problem

of how to optimize the transfer of training. For instance, As a result, an integrated model of the transfer process examining strategies that can be applied before, during, and after training at the individual, unit / team and organizational levels.

Apparao C and Guptha A.P (2003) highlighted on how training has been systematically planned and implemented at RINL (Rastriya Ispat Nigam Ltd. Public Sector Steel Plant Vishakapatnam) how the top management involved in HRD and how the training function was interwoven in the hierarchical web of the organization, bringing out commitment at all levels.

Deshpande and Viswesvaran (1992) indicated that effective selection procedure for the expatriates and their training were the important factors in the matter of realizing the full potential of the expatriates. In their meta-analysis, they found a positive relationship and psychological well being; scowl skills with host country nationals, the ability to adjust, and the development of accurate perception of the host culture and its people. They also found that most studies indicate a positive relationship between cross- cultural training and performance.

Dwivedi R. S (1997) describe that the training was prerequisite to improved performance and preparing human resources for new jobs, transfers, promotions, and change over modern technology and equipment. In addition to training of new entrants, manpower at all levels requires refresher training from time to time to avoid personal obsolescence and improving its competence to hold higher positions.

Hashim (2001) surveyed 262 training institutions in Malaysia to identify the practices of training providers for evaluating training programs. He found that training providers used different evaluation methods that included trainees feedback, observations, interviews, performance analysis, and training reactions forms and concluded that the most used method was the training reactions form as clients require them.

Phillips et al (2004) define evaluation training through a systematic process involving eighteen steps that looks at the value training brings to the organization. The evaluation process is separated into logical detailed steps, each one adding value to the next. His evaluation starts after a request for training, and finishes with the need to communicate the program results.

Baldwin and Ford (1988), suggests that, investigators have been studying transfer since 1901; however, its activity has been more remarkable from the 1970s into the present (Ford and Weissbein 1997). In spite of the recent researches efforts, the concept of transfer of training is still in discussion. Transfer of training has been defined as the “extent to which trainees apply the knowledge, skills, and attitudes gained in the training context of the job” This traditional view of training transfer only considers the process of transfer of learning effectively, but it pays no attention to the post-training environment. In general, studies have demonstrated that organizational support is a vital condition to transfer training from classroom to the job, as well as that trainees who work in a supportive work environment exhibit greater transfer rate than trainees working in a workplace lacking support. These authors (Rouiller and Goldstein 1993, Tannenbaum andYukl, 1992, Holton et al 1997, Kirkpatrick 1998, Baldwin and Ford 1998) affirm that unless a trainee’s work environment or organization supports the use of trained skills on the job training transfer is unlikely to occur despite the best efforts of training designers to develop and deliver a high-impact training program. These factors influencing transfer can be classified in two main categories, depending on whether they are related to the trainee or to the environment. Trainee - related factors can be

divided into two sub - categories: motivation or ability - related factors. Motivation - related factors can be the perceived relevance of training, the choice in attending training, outcome expectancies, self - efficacy, job involvement, job motivation and perceived control.

Need for the Study

The expectations from coal and demands made on them which are increasing both in volume and complexity have made the role of coal as more challenging, requiring empathy and new types of skills and expertise on the part of coal mine employees. In view of the recent and ongoing economic reforms Indian corporate class has decided to improve Executive Development Programmes and its competitive edge. No organization can get better over night. Every organization has to start it and success depends on the willingness of the traditional approach for a new better way. Competitiveness is a reality to stay ahead of the best of the competitor's strategy. Growth not only helps access to the market but also brings a positive image to the organization. A modern problem which begins as a result of shift from the craft man is operation of goods to mass production. Moreover EDP is a dynamic concept which changes overtime, needs and expectations of organization, which is striving untiringly to inform EDPs in to its work environment. Therefore, the present study makes a modern attempt to evaluate the Management Development Programmes in SCCL.

Conclusion

It is the executive who has to share major burden of responsibilities for framing of various policies regarding human resource development and their implementation. An executive is expected to utilise resources in the most effective manner under the most trying circumstances in order to attain optimum results. Various resources are at his command which can be broadly classified under two groups viz, Physical Resources and Human Resources. The success or failure of an executive depends largely on his ability to handle these resources. As such, an effort shall be made in the next chapter to analyze various programmes developed by the State Bank of India for developing its executives. A new era in the coal industry in India has ushered in necessitating the coal to respond effectively to the continuing and rapid changes in the socio-economic scenario in the country. EDP is a dynamic concept which changes overtime, needs and expectations of organization, which is striving untiringly to inform EDPs into its work environment. Executive development implies programme centered training for developing professional class of managers in modern techniques in making them acquire skill and insight in decision making. This paper discussion was carried on the history of coal industry and coal companies in India, evolution of SCCL, phases of the growth of coal production, operational analysis, communications strategies, working performance and organizational strengths of SCCL, welfare measures, safety and trainee and measures taken for enhancement of safety, developments, other achievements and landmarks in the history of SCCL and organization structure of SCCL at mining level, area level and corporate level. The total workforce employed in an organization at various levels, performing different types of jobs whether blue collar or white collar nature collectively complimented for the success and effectiveness of management of human resources. In the paper an attempt has been made to analyze and evaluate the performance of EDPs and MDPs in SCCL with a structured questionnaire, according to age-wise, length of service, functional need, satisfaction of trading methods, annual budget for training and development, difficulties faced by the organization in implementing EDPs, identifying, selecting and improving training programmes to employees and procedures used at the end of the training programmes, etc. Training teams with diversified background having unprecedented excellence or mostly used and performance improvement was taken up based on the study. The organization is encouraging the global training programs in the fields of mining, management training and maintenance of equipments supplied to the company.

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