
Chapter II

IMPORTANCE OF THE STUDY.

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Training plays an important role in creating efficient employees. The value of training can be noted down in terms of improvement in production, sales, employees morale, product quality of supervision. So main aim of training is to maximise the value. Training is also necessary for designing, developing the learning system. Training reduce the accident rates, employee grievences, labour disputes and machine breakdown rejects.

" Training is an act of increasing the knowledge and skill of an employee for doing a particular job."

In the words of Cambell, " Training courses are typically designed for a short term, stated set purpose such as operation of sum pieces of machinary."

" Training is widely accepted problem solving device."

" Training differs from education which is imparted in class-room. Though training differes from education the later proceeds the former because the person undergoes training is said to have formal education. Training differs from development as well. Training helps to acquire skills so that be perform the duties completely.

Training is useful device for improving the performance cf staff, it is essential to instill confidence in the workers and to develop in them the right attitude and skill require for the work.

The effectiveness of other incentives and encouragement depends basically upon a well planned training programme. Training is one of the areas of management in which employer and employee have mutual interest. Training is spilt into two parts.

- (a) Training of operative personnel.
- (b) Development of managers.

TRAINING OF OPERATIVE PERSONNEL. =====

Importance of Training.

- (1) Increased productivity.
- (2) Hightened morale.
- (3) Reduced supervision.
- (4) Reduced accident.
- (5) Increased organisational stability and flexibility.

(1) INCREASED PRODUCTIVITY. -----

An increase in skill usually results in an increment in health quality and equality of output.

(2) HIGHTENED MORALE. -----

Training programmes satisfy and basic human needs such as security and egosatisfaction it helps to increase the morale of personnel.

Did you find these changes in the case study?

(3) REDUCED SUPERVISION.

Trained employee is one who can perform with limited supervision.

(4) REDUCED ACCIDENTS.

Proper training in both job skills and safety attitudes, should contribute towards a reduction in the accident rate.

(5) INCREASED ORGANISATIONAL STABILITY AND FLEXIBILITY.
-----**Stability.**

The stability of the organisation to sustain its effectiveness despite the loss of key personnel can be developed only through creation of reserves of trained replacement.

Flexibility.

The flexibility to adjust to short run variation in the volume of work requires personnel with multiple skills to permit their transfer to jobs where the demand is highest.

NEED, SCOPE AND LIMITATIONS.

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Need for training.

Training of workers is essential for a strong industrial base which cannot be built up without an adequately competent skilled labour function. Training of worker has assumed a significant place in the field of human resources due to fast moving scientific and technological development and representation movement as the process and techniques of production became more and more computerised. Therefore it is very essential.

It is continuous process of helping employees to be more effective in their present work. A well trained employee will not do the job more effectively and efficiently but also get more satisfaction from his work.

Training is considered to be normal function of personnel management after recruitment, selection and placement for the developed areas of business enterprises the an executives development function became necessary require for training. The employee so as to develop their full potential for optimum efficiency in effective performance.

PRINCIPLES OF TRAINING.

A training programme must be based on the following basic principles.

- (1) The training programme must be based on the principles of individual differences.
- (2) The need for the depth of nature of training to be provided should be worked out from the job analysis.
- (3) Suitable incentive must be provided for effective motivation in the trainees.
- (4) Both the executives and supervisors as well as the trained must take active part in the training activities so that all concerned should take genuine interest in the training.
- (5) The trainees must be trained the teachers selected for imparting training should undergo special training of the purpose.
- (6) Training activities should be such as the trainee must be eager to undergo training.
- (7) Training will more effective where there is reinforcement in the form of rewards and punishments.
- (8) Reward will encourage good performance and hence due importance of reward is necessary.
- (9) The important step in training is to determine needs and objectives.

(10) To be effective training must use the tested principles of learning.

(11) Training should be conducted at actual job, environment to the maximum possible extent.

INTRODUCTION OF COMPANY

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The Shahu Chhatrapati mills was founded by the "Late Shri Chhatrapati Shahu Maharaja," the beloved king of Kolhapur in 1906 and today it is number one textile mill under the supervision of Maharashtra State Textile Corporation. The mills was established in 1906 and actual production was started after the period of four years. Morally it was the Shahu Chhatrapati whose personal efforts which brought this textile unit to existence and prosperous conditions. As the king was well aware of the needs of the lower class of the society. He decided to produce grey cloth in this mills which an average man from the lower class could afford.

HISTORY OF THE MILL.

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In the history of the mill, the first world war(1914-1918) has occupied an important position. It is in this period that there was a contineous increase in the demand of grey cloth from the other parts of the country as well as from some foreign countries also. There was also much more expansion in all areas or sections of the mills. Upto 1936 the same conditions were prevailing over there.

The war conditions were there for a short period and slowly disappeared. As a result of their disappearance the imported goods came in to the market at a high speed, because of this the manufacturers acquired new technology and ideology. This new technology and ideology led to a production of high quality cloth. There was a decrease in demand for grey cloth as the market was flooded with a variety of cloth. This made the mill to reduce the production. The development and growth of this young mill was also struck by the great depression. As the purchasing power in the company was worse in the year 1936 the mills experienced great loss.

In the year 1936 the mills were allotted to Kolhapur State as their property. And in the same year the mill were handed over to the management of James Finley and company. The efforts to push the mill to profitable position were made by the new management, that were not upto the expected standard. These efforts duly decreased production upto certain extent but due to the existence of buyers market the situation did not improved daily.

In the year 1948 the State of Kolhapur was merged and its property was taken over by Bombay State. The proprietorship of the mill was changed but it was under the same management i.e. James Finley and company.

Upto 1956 the unit was running on steam power. In the year 1957 the electrification took place. At that time spinning department was working under two shifts, while weaving department had only one shift. As a result of the expansion in the electrification shade, It started its working in full three shifts and the weaving department started two shifts.

After the Bombay Reorganisation Act 1960 the mills were declared as a commercial undertaking of ^{the} state Government and all transaction of the mills passed through the Government accounts. In the same year there was an increase in number of spindles from 11,560 to 16,000 and there were 3000 looms in the mills. From there two time the Government appointed the management agents. The managing agents were as under.

- (1) James Finley & Co:- They managed the mills for a period from 1936 to 31 may 1959.
- (2) M/S. Budhgaon Trading Co. (Later Known as M/S. Natu & Sons Pvt Ltd):- They managed the mills from 1st June 1959 to 1st June 1967.

In this period the mills experienced rapid growth and also the quality of production improved as a result of the market obtained by management.

(3) Maharashtra State Textile Corporation Ltd:- From 1st June 1967 the management was transferred to MSTC. The mills was taken as on agency basis as a departmental undertaking of the Govt of Maharashtra.

OBJECTIVES OF THE MILLS.

The main purpose for starting the mills were,

- (1) To produce cloth for the lower class of the society.
- (2) To avoid raw materials and market for the products.
- (3) To provide different quality and quantity of the cloth to different class of the society at an affordable rate.

EXPANSION PROGRAMME:

In the future expansion programme of the mills, increase in capacity is given priority. The present position and different components included in the expansion programme is explained in the theoretical part. The following points could be considered as regards the expansion programme.

(1) Shipping capacity should be fully utilised. As estimated everyday shipping produces 15000 kgs yarn surplus to weaving capacity. This surplus yarn from shipping dept will be utilised in the number of looms increases.

(2) The old looms and old setup of the machinery requires large repairs as it may fail to satisfy the growing demand of cloth. It will avoid the wastage of working hours and production will not be hampered. So the looms and machinery could be the ultimate solution to remove all the difficulties and hence would increase production.

(3) The old looms will not be in a position to produce the needed poplin and superfine cloths apart from the grey cloth. This makes the diversification of products difficult. So new looms are required.

(4) Bleaching process can be improved by adding the process house. By considering the above points the expansion programme of Shri Chhatrapati Shahu mills could be made effective.

PRESENT CAPACITY.

The present capacity of mills should be taken up for consideration. After having a thorough examination of development of Shri Chhatrapati Shahu Mills .

(1) The total land area covered by the textile unit at present is 11,69,229 sq feet out of this 3,42,889 sq feet is occupied by the factory building.

(2) Licenced and present capacity of machinery upto April 1990 as follows.

Particulars	Licensed	Installed	working
Spindles	34,824	27,848	27,848
Looms			
i) Ordinary	394	394	394
ii) Automatic	200	200	
Total Looms	594	594	594

(2) Head office :- Head office is at Kolhapur and branch office at Bombay .

(3) Bankers:- State Bank of India, Bombay and Kolhapur Branch.

FINANCIAL INFORMATION :-

Matters related to finance are to be passed through account which is opened by government in the name of Reserve Bank of India as government of Maharashtra, c/o shri. Shahu Chhatrapto Mills, Kolhapur. Every receipt operated by M.S.T. Company through mills Bombay office. The office by demand draft, in the mills name.

This amount is required to be deposited with Government treasury at the mills Kolhapur where impressed Profit and Loss Account is opened by the mills. The mills is having cash credit facility up to the extent of Rs. 40,000,000 with State Bank of India. However the mills officer at Bombay office or M.S.T.C. has the authority to use the facility.

DEPARTMENTS:-

(1) Spinning

Following are the steps which are composed in this department

- A) Mixing and blow room.
- B) Carding.
- C) Comber.
- D) Frame Speed.
- E) Ring.
- F) Doubling.
- G) Spinning.
- H) Waste.
- I) Rolling.

2) Weaving:-

It includes following steps.

- a) Winding.
- b) Warping .
- c) Beaming.
- d) Weaving general.
- e) Ordinary rooms.
- f) Bunding and Railing.

3) Process:-

It constists of following steps.

- i) Bleaching.
- ii) Dyeing.
- iii) Finishing.
- iv) Calendering.

LABOUR COMPLEMENT:-

The labour complement upto April 1990 as per master file were as follows.

Particular	Male	Female	Total
Permanent	1513	50	1563
Substitute	281	-	281
Total	1794	50	1844

MODERNISATION PROGRAMME.

- 1) In the 1954 the large scale renovation programme was taken over and was completed by 1959. Spinning department was taken under this programme which incurred Rs. 23.00 Lacs.
- 2) In 1965 the second renovation programme took place spindles and it was completed in 1967. In this period 10,560 spindles and 72 automatic looms were installed newly which cost Rs. 60.00 Lacs. Therefore in this period the change from handlooms to powerlooms took place.
- 3) The third modernisation programme included civil work and process house of Rs. 174.72 lacs and modernisation of Rs. 42.00 lacs.
- 4) Between 1979 and 1980 Residential quarters and steam pipe line were completed by a sanctioned total capital outlay of Rs. 215.72 lacs.

INFORMATION ABOUT BANKERS MANAGEMENT AND HEAD OFFICE:-

- 1) Management:- Management is done by Maharashtra State Textile Corporation Ltd. Vasi Chamber, 47, New Marine Lines, Bombay. 400 020 M.S.T.C manages the day today affairs of the mills. Yearly

budget is submitted to the Government through the Maharashtra State Textile Corporation Ltd.

2) Engine:-

It includes the following.

- A) Watch and ward.
- B) General.
- C) Masdoors.
- D) Power plant.
- E) Mechanic.
- F) Humidifire.
- G) Canteen.
- H) Tarning and Fitings.
- I) Crechs.

WAGE SYSTEM:-

The wage system which is followed in the mills is fixed and piece rate syatem.

SHIFTS:-

There are three shifts in the mills.

Ist shift.....6.30 A.m. to 3.00 P.m.

IIInd shift3.00 P.m. to 11.00 p.m.

IIIrd shift11.00 P.m. to 6.30 P.m.

MANUFACTURING PROCESS :-

The manufacturing process of the mills starts from mixing various types of cotton. The required cotton is brought from different place and sorrelirres from foreign countries also. The cotton is mixed according to the quality of the yarn to be produced.

Different types of cotton are spread and mixed together. This work is done by one old machine and six modern brealer machines. This opened and mixed cotton then goes to blow rooms where the raw material and the dust are separated with help of occupine (Axi-flo) machine. Again this cotton is cleared then the labs which are so fixed quality are prepared and after weighing the labs the

In carding section from labed cotton the silvers are prepared which are then stored in the silver boxes. These silver boxes are then transferred through care to drawing section to bring the evenrues in its shape. The combinning process is added when the yarn is to be produced of superfine quality. These findsted silver boxes are then transferred to the ring trames section where the yarn is prepared. The yarn is winded with bobbins. These bobbins are of two types i.e. weft and warp. The weft bobbins are sent directly to weaving

section and warp bobbions are sent for next preparatory stage.

The full winded bobbins are brought into winding section from ring frame section and here the yarn is winded into different types of chooses.

The chooses which which are winded for the purpose of market are sent with packing directly and chooses which are prepared for own consumption are sent to warping section for next process.

In warping section to determine whether the yorn is strong enough for weaving the beams are sent to sizing department with the help of warping machine. These sized beams are sent to Prowing section for foghtening the yarn through starch. Then these beams are sent to loom for weaving sted for weaving.

The cloth produced in weaving department is then sent for the next process in cray told section in which the cloth is cheched. This checked cloth is then passed through sizing machine where the chloride is removed form the cloth. Then the lying process is done on the cloth.

SALES OFFICE AND ITS PROCEDURE:-

Sales office is centrally situated. The sales executive looks after sales administration and sales. General Manager is the final authority as regards finalising of sales of cloth and yarn. Each person in the department is allocated some work for which he is responsible. In the department work to be done includes invoices preparation, sale accounting, recording and maintaining is done.

In the sales procedure, offer is the first step which then leads to contract. The signatures by the party sales executive and manager on such offer is required. The offer is valued only after the signature of above mentioned authorities otherwise it is invalid. After preparation and signing of the sales offer by the party to if the contract is prepared. In the sales offer the sales rate, quality, quantity and delivery period is mentioned. These offers are filled in the triplicate. In the case of intending agents, offer books are sent to them and they send their offers to mills for confirmation and delivery.