

Case Study**STUDY OF LEARNING AND DEVELOPMENT PHILOSOPHY AT
LANXESS WITH SPECIAL REFERENCE TO DEVELOPING L AND D
MANUAL FOR XTRAINEE PROGRAMME****Dipti Tulpule*****Shilpa. D. Mule****

ABSTRACT

This is a case research which focuses on the designing of the Learning and Development manual with special reference to the Xtrainee programme of LANXESS India and also the Learning & Development philosophy at LANXESS. A Learning and Development Manual is a guidance to the employees which includes information regarding all the management programmes, with all its activities functionally inter – related. It is a vital necessity for the organisations to have an L&D manual for assisting in developing their employees.

L&D manuals are particularly useful in the following situations:

- *Trainees can use the manuals for reviewing and understanding the subject after training.*
- *It lets the trainee concentrate on and participate in the training during the training session instead of taking detailed notes.*
- *It can serve as a reference document in the work place.*

Developing an L&D manual is an important part in designing a formal training program. A formal manual ensures consistency in the presentation of the training program. Another major advantage is that all the training information on skills, processes, and other information necessary to perform the tasks is together in one place. L&D manuals should support the training objectives.

The study tells us about the various key contents included in the manual and the methodology adopted for designing such manual. The study tries to provide employees all the information related to competencies and the related development programmes in the form of L&D manual. It also gives special reference to the Xtrainee programmes wherein all the details about the various trainee programmes and their processes are outlined.

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OBJECTIVE OF THE STUDY

1. To understand the designing of Learning and Development Manual with special reference to Xtrainee programme at LANXESS.
2. To study the Learning & Development philosophy at LANXESS.

COMPANY DETAILS (CASE DETAILS)

LANXESS - India

LANXESS has a growing presence in India. Operating from its registered office in Thane, the core business of LANXESS India is the development, manufacturing and sale of specialty chemicals, plastics, rubber and intermediates. LANXESS India has sales offices in Thane, Delhi, Kolkata and Chennai and production sites in Jhagadia and Nagda. LANXESS India manufactures leather chemicals, specialty rubber and material protection products at its factory in Madurai and basic chemicals at its Nagda site.

In March 2010, LANXESS India completed the first construction phase of its new site in Jhagadia, Gujarat state. The production of the rubber chemicals plant started up, as planned, after being relocated from Thane, Maharashtra state. The new ion exchange resins plant at the site in Jhagadia was opened in December 2010. In January 2012 the company's Semi-Crystalline Products business unit started production at Jhagadia's new plant for high-tech plastics used by the automotive industry

THEORETICAL BACKGROUND OF THE TOPIC

The case research focuses on designing the Learning & Development Manual of the organization and the study of the Learning and Development philosophy at LANXESS. This manual is designed to abreast all the employees with the programmes offered to them which are customized and supports LANXESS India's employees' developmental needs. It also contains the information regarding the application and nomination process which the employees can refer to. Many organizations design the Learning & Development manual to increase interaction with the employees and try to help them develop themselves in a much better way. The manual also encourages the employees to take active participation in their personal development as well as the development of the organization. The manual also talks about Xtrainee programme in the organization. XTrainee programme is offered to students / fresh graduates / management graduates and comprises of series of platforms to learn about the organization. The project also talks about the L&D philosophy at LANXESS which states- "YOU. You must take charge of your own development and seek support and guidance from your manager and the organization."

The L&D manual mainly contains the competencies defined at LANXESS, the Employee Development programmes based on the defined competencies and about the employee development plans and processes.

The Xtrainee programme comprises of three main programmes- Internship programme, Management Trainee programme and Trainee programme. It is given the name Xtrainee programme since “X” is the symbol of LANXESS.

LEARNING AND DEVELOPMENT PHILOSOPHY AT LANXESS

“Anyone who stops learning is old, whether at twenty or eighty. Anyone who keeps learning stays young. The greatest thing in life is to keep your mind young.” - Henry Ford

Learning – Learning is acquiring new, or modifying existing, knowledge, behaviors, skills, values, or preferences and may involve synthesizing different types of information. The ability to learn is possessed by humans, animals and some machines. Progress over time tends to follow learning curves. Learning is not compulsory, it is contextual. It does not happen all at once, but builds upon and is shaped by what we already know. To that end, learning may be viewed as a process, rather than a collection of factual and procedural knowledge.

Human learning may occur as part of education, personal development, schooling, or training. It may be goal-oriented and may be aided by motivation. The study of how learning occurs is part of neuropsychology, educational psychology, learning theory, and pedagogy

Development - Development is a related process. It covers not only those activities that improve job performance but also the soft skills, which bring about growth of personality, help individuals in the progress towards maturity and actualisation of their potential capacities so that they emerge not only as good employees but also as better men and women. Development is a long term educational process utilising a systematic and organised procedure by which managerial personnel learn conceptual and theoretical knowledge for a general purpose.

In organisation terminology, it is intended to equip persons to earn promotion and hold greater responsibility. Training a person for higher and bigger job is development. This would include imparting specific skills and knowledge, inculcating certain personality and mental attitudes.

At LANXESS, every employee is encouraged to continuously develop their own skills and seek out new experiences in order to strengthen his/her contribution towards the company. The employee is also empowered to take accountability for identifying and acquiring opportunities to build new competencies, consequently, driving the self development process. It is also believed that every human being is capable of learning. Each has an intellectual capacity and the ability to learn from training, though this capacity may differ from person to person.

At LANXESS, they follow the philosophy of self development. This means an individual is responsible for his/her own development. They should take the initiative to bridge their developmental gaps and take up their own charge with prior discussion with his/her supervisor/manager. Learning at LANXESS is also self motivated and related to attainment of personal goals since the employees work to satisfy their needs for self-expression, self-accomplishment, self-actualisation and financial incentives.

LEARNING AND DEVELOPMENT MANUAL

A Learning and Development manual is a book or booklet of instructions, designed to improve the quality of a performed task. L & D manuals are widely used in organisations including in business and the military.

Purpose of the L&D manual -

The main aim behind designing the manual is to provide the employees all the information regarding the on-going activities and value added training programmes carried out within LANXESS as well as outside LANXESS.

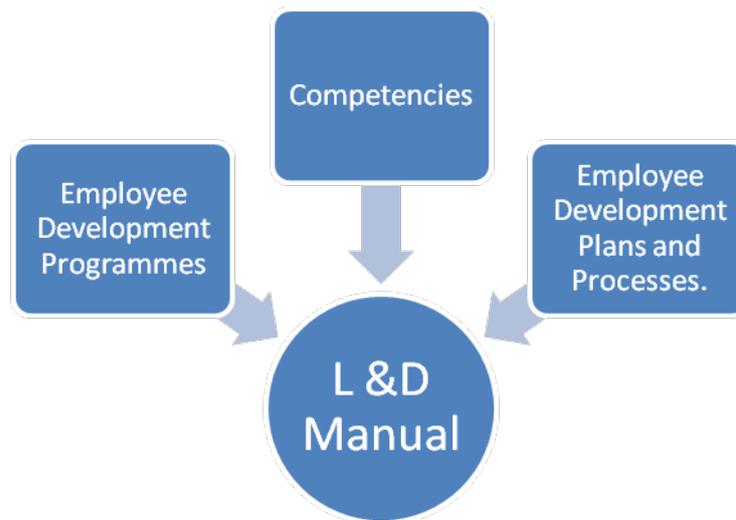
The L&D manual is prepared to update the employees with the developmental programmes designed to bridge their developmental gaps. The nomination processes and application processes are also outlined here in this manual.

While designing the Learning & Development manual at LANXESS was divided into two parts –

- L & D manual
- Xtrainee programme

L & D Manual

The L&D manual consists of three main contents –



Competencies –

Competence (or **competency**) is the ability of an individual to do a job properly. A competency is a set of defined behaviours that provide a structured guide enabling the identification, evaluation and development of the behaviours in individual employees.

Competencies are the things people need to be good at if they are to be effective in their jobs and meet the needs of the organization. They are a combination of knowledge, skills, behaviors and aptitudes which produces good performance.

Achieving career goals is usually met by applying or developing job competencies. Job competency is defined as an underlying characteristic of an employee, i.e., a motive, trait, skill, aspect of one's self image, or a body of knowledge which results in effective and/or superior job performance. It is simple and useful to think of a competency as the ability to perform a task well. Each set of knowledge, skills, and experiences is one competency. Employees use many competencies in their jobs, and changing jobs requires employees to master new competencies.

Competencies applicable at LANXESS

At LANXESS there are 10 competencies defined for the employees along with the positive and negative aspects of each competency. Developmental recommendation for each competency is also outlined in the manual.

Given below are the key competencies which are defined and are believed at LANXESS

1. Analytical skills
2. Strategic thinking
3. Self-management

4. Leadership and decision-making
5. Ability to work in a team
6. Change management
7. Motivation and energy
8. Self-reflection
9. International management & entrepreneurial thinking.
10. Expertise and Qualification.

• **Based on the individual employee position, these competencies will differ and the applicability of the competencies and its level shall be considered only after discussion with his/her supervisor.**

Competencies related to Personal attributes and Behaviors

Competencies numbered from **1 to 9** are personal attributes that enhance an individual's interactions, job performance & career prospects. They relate to a person's ability to interact effectively with co-workers & customers and are both broadly applicable to inside as well as outside the workplace.

Competencies related to Technical and Functional Knowledge and skills

Expertise & Qualification is related to technical competency which includes knowledge and proficiency in certain specialized field, such as engineering, computers, accounting, or manufacturing. This skill is also referred as the skill required for accomplishment of specific tasks.

1. Analytical Skills :

Analytical skill is the ability to visualize, articulate, and solve both complex and uncomplicated problems and concepts and make decisions that are sensible based on available information.

Such skills include demonstration of the ability to apply logical thinking to gathering and analyzing information, designing and testing solutions to problems, and formulating plans.

Although there is no question that analytical skills are essential, other skills are equally required as well.

2. Strategic Thinking

Strategic thinking, a key thought process of strategic management framework; is defined as the generation and application of unique business insights and opportunities, to create competitive advantage for a firm or organisation. It can be done individually, as well as collaboratively among key people who can positively alter an organisation's future.

Group strategic thinking create more value by enabling a provocative and creative dialogue, where we gain other people's perspectives on critical and complex issues which is an important benefit in today's highly competitive and fast-changing business landscape.

Strategic thinking is about finding and developing a strategic foresight capacity for an organisation, by exploring all possible organisational futures, and challenging conventional thinking to foster decision making today

3. Self Management

In business, education, and psychology, self-management refers to methods, skills, and strategies by which individuals can effectively direct their own activities toward the achievement of objectives, and includes goal setting, decision making, focusing, planning, scheduling, task tracking, self-evaluation, self-intervention, self-development, etc

Workers' self-management - a form of workplace decision-making in which the employees themselves agree on choices (for issues like customer care, general production methods, scheduling, division of labour etc.) instead of the traditional supervisor telling workers what to do, how to do it and where to do it. Workers self-management was promoted on all levels in society

4. Leadership and Decision-making

Leadership has been described as “a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task”.

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent

Leadership is the kind of responsibility, which aims at achieving particular ends, by utilizing available resources (human and material), to make organization cohesive and coherent.

Decision making can be regarded as the mental processes (cognitive process) resulting in the selection of a course of action among several alternative scenarios. Every decision making process produces a final choice. The output can be an action or an opinion of choice.

When trying to make a good decision, a person must weigh the positives and negatives of each option, and consider all the alternatives. For effective decision making, a person must be able to forecast the outcome of each option as well, and based on all these items, determine which option is the best for that particular situation.

5. Ability to work in a team

To succeed at accomplishing an assigned task, everyone involved needs to put forth a maximum effort and combine that effort with those of the group. When everyone does their

job well, the result is realized by an increase in what the team, as a whole, can accomplish. The teamwork concept must be recognized by everyone. Everyone must know that great things can be accomplished if individuals master the fundamentals and work together as one unit. Each individual has his or her own unique contribution, however, the key is for each person's individual role or contribution to be recognized and appreciated.

6. Change Management

Change management is an approach to shifting/transitioning individuals, teams, and organizations from a current state to a desired future state. It is an organizational process aimed at helping change stakeholders to accept and embrace changes in their business environment.

In some project management contexts, change management refers to a project management process wherein changes to a project are formally introduced and approved.

Change management is defined as the utilization of basic structures and tools to control any organizational change effort. Change management's goal is to minimize the change impacts on workers and avoid distractions.

7. Motivation and Energy

Motivation is the psychological feature that arouses an organism to action toward a desired goal and elicits, controls, and sustains certain goal directed behaviours. For instance: An individual has not eaten, he or she feels hungry, and as a response he or she eats and diminishes feelings of hunger. There are many approaches to motivation: physiological, behavioural, cognitive, and social.

Energy is a very important aspect for an employee to perform a task properly. If the person is enthusiastic and energetic, that means he loves his job and he will work more efficiently.

8. Self-Reflection

Self-reflection is the capacity of humans to exercise introspection and the willingness to learn more about their fundamental nature, purpose and essence. The earliest historical records demonstrate the great interest which humanity has had in itself. Human self-reflection invariably leads to inquiry into the human condition and the essence of humankind as a whole.

Human self-reflection is related to the philosophy of consciousness, the topic of awareness, consciousness in general and the philosophy of mind.

9. International Management and Entrepreneurial thinking

Entrepreneurship is the act of being an entrepreneur or "one who undertakes innovations, finance and business acumen in an effort to transform innovations into economic goods".

This may result in new organizations or may be part of revitalizing mature organizations in response to a perceived opportunity. Entrepreneurial activities are substantially different depending on the type of organization and creativity involved. Entrepreneurship ranges in scale from solo projects (even involving the entrepreneur only part-time) to major undertakings creating many job opportunities. Many "high value" entrepreneurial ventures seek venture capital or angel funding (seed money) in order to raise capital to build the business. Entrepreneurial Thinking is to train managers in such a way that they come out with proposals and ideas.

International management is the management of business operations for an organization that conducts business in more than one country. International management requires knowledge and skills above and beyond normal business expertise, such as familiarity with the business regulations of the nations in which the organization operates, understanding of local customs and laws, and the capability to conduct transactions that may involve multiple currencies.

International management is simply the act of managing more than one company in more than one country. For instance, a person may work for "The Company", which has 6 offices in America and 4 offices in other countries. If this person oversees the managing of at least one in America and one in another country, he is an International Manager.

10. Expertise and Qualification

Expertise is basis of credibility of a person who is perceived to be knowledgeable in an area or topic due to his or her study, training, or experience in the subject matter. "Area of Expertise" means where one is proficient; skilled; specialist in knowledge of and an authority on information in that particular area.

For instance in your job, you have skills/knowledge that you are the most knowledgeable about and that is your area of expertise.

Qualification refers to Capacity, knowledge, or skill that matches or suits an occasion, or makes someone eligible for a duty, office, position, privilege, or status. Qualification denotes fitness for purpose through fulfilment of necessary conditions such as attainment of a certain age, taking of an oath, completion of required schooling or training, or acquisition of a degree or diploma. Qualification does not necessarily imply competence. It also means precise limitation (from general to particular) of language, scope, or terms that would otherwise be interpreted broadly or differently.

EMPLOYEE DEVELOPMENT

Employee development is a joint, on-going effort on the part of an employee and the organization for which he or she works to upgrade the employee's knowledge, skills, and abilities. Successful employee development requires a balance between an individual's career needs and goals and the organization's need to get work done.

Employee Development is the growth of the individual's skills, capabilities and experiences and the application of these to the benefit of the organization and the individual.

Employee development is the ongoing process between an employee and a manager. Organisations need rising stars to fill new positions and one of the roles as a manager is to foster employee development to meet these needs

Employee development is a necessary component of a organization's efforts to:

- improve quality
- retain key employees
- meet the challenges of global competition and social change
- incorporate technological advances and changes in work design

At LANXESS, Employee Development is one of their values and it is viewed as a shared responsibility between the individual and the company

INDIVIDUAL DEVELOPMENT PLANS

Individual Developmental Plans (IDP) is an individually-tailored action plan to develop specific competencies (knowledge and skills) needed to improve performance in present position or to prepare for new responsibilities.

The purpose of an IDP is twofold. First, it ensures that the employee maintains the current level of job proficiency through continued training and developmental activities. Secondly, the employee charts a career path by identifying new knowledge, skills and abilities to pursue, as well as learning activities needed to reach the established goals. Third, the IDP will support organization mission and career field needs

IDPs are individually tailored and describe objectives and activities for the employee's career development. IDPs can be a win/win strategy because they benefit both the employee and the organization. Employees benefit, because implementing an IDP helps them enhance their knowledge, skills and experiences. Improved competencies help them achieve personal and career goals both inside of and external to the organization. The organization benefits by developing improved employee capabilities, work load planning, and resume needs.

Competent employee performance, plus the added bonus of improved morale, and personal job satisfaction can make the organization more effective.

At LANXESS every employee is encouraged to continuously develop their own skills at each stage of his / her career with LANXESS.

EMPLOYEE DEVELOPMENT PROCESS

The Employee Development Process is a continuing cycle of planning, implementation and evaluation between an employee and supervisor, for the mutual benefit of both the employee and the organization. Both the supervisor and the employee are responsible for developing an Individual Development Process, while the employee completes it with the co-operation and assistance of the supervisor; it is the supervisor who normally has to approve individual development.

The employee development planning process involves:

- identifying development needs
- choosing a development goal
- identifying the actions that need to be taken by the employee and the company to achieve the goal
- determining how progress toward goal attainment will be measured
- investing time and energy to achieve the goal
- establishing a timetable for development.

EMPLOYEE DEVELOPMENT PROGRAMMES

Employee development programmes and competencies are co-related. Only after measuring self based on the defined competencies, the employee will nominate himself/herself for the employee development programmes.

In discussion with his/her supervisor, an employee identifies his/her your primary needs.

At LANXESS, every employee is encouraged to develop at every stage. As an organization, LANXESS offers various ways in which an employee can develop.

Given below are the opportunities offered to our employees to develop and grow-

► On-the Job training

On-the-job training focuses on the acquisition of skills within the work environment generally under normal working conditions. Through on-the-job training, employees acquire both general skills that they can transfer from one job to another and specific skills that are unique to a particular job.

▶ **In-house programmes**

Building both people and functional capability is one of the key elements of investment in people. To reinstate this in action, LANXESS offers to its employee various In-house programmes which are customized based on the developmental needs of the various teams with LANXESS

▶ **External Programmes**

If the developmental need of an employee is not internally addressed, they can also nominate self for an external programme which will help in developing the identified gaps.

▶ **Mentoring**

Mentoring is to support and encourage people to manage their own learning in order that they may maximize their potential, develop their skills, improve their performance and become the person they want to be

▶ **Transfer**

A transfer is a horizontal or lateral movement of an employee from one job, section, department, shift, plant or position to another at the same or another place where his salary, status and responsibility are the same.

▶ **Lateral Move**

In a lateral move, an employee moves to an equivalent role in an organization, usually with a similar salary range and a job title at the same level. A lateral move is an opportunity for an employee to expand his or her career path opportunities.

▶ **Promotion.**

A promotion is a form of recognition for employees who make significant and effective work contributions. For LANXESS, globally all the jobs are evaluated using the **Hay methodology**. The grade is determined by the position which an employee holds. Promotions are considered only if there is an increase / additions in the job responsibilities to the position. Every year, in August or September the Promotion Conference is arranged wherein the board members discuss, evaluate and take decision on the promotion recommendations provided by the Business Unit / Group Function heads.

IN-HOUSE PROGRAMMES –

LANXESS offers to its employee various In-house programmes which are customized based on the developmental needs of the various teams with LANXESS.

In-house programmes can be divided in to three programmes-

1. Core Programmes

2. Elective Programmes; and
3. Global Programmes

Core Programmes:

The success of our business depends on each of us leveraging our skills and experience aligned with the business strategy. Equally important is for us to continuously improve and update our skills so that we can positively impact our growth in the organization. Core programmes are designed to support our business strategy and growth. They are customized programmes based on the long term developmental plans of the pre-decided employees.

The various Core programmes initiated and organized by LANXESS India -

1. X start India
2. LEAP - Leadership experience acceleration programme
3. Performance Dialogue Session

Elective Programmes

These make up the majority of the programmes. Typically, employees nominate self for these programmes based on their eligibility criteria.

These programmes will give you a solid grounding in the essentials of management and a deep understanding of the core skills and behaviors required to be a more confident and productive leader in .

The L & D team is responsible for initiating and implementing those programmes; all the facilitation and related activities will be carried on by the L&D team.

Global Programmes

LANXESS Germany has also initiated and organized the following programmes globally for its employees subject to their respective positions. The various global In-house programmes are-

1. LEAD - LANXESS experience and development
2. LILI- LANXESS international leadership introduction
3. ILSA - International LANXESS sales academy

EXTERNAL Programmes

If the developmental need of an employee is not internally addressed, they can also nominate self for an external programme which will help in developing the identified gaps.

Employees can also be directly nominated for external programmes by their Business Unit / Group Function head. However, HR shall be given the nomination form and the feedback form for the records.

Nomination Process

LANXESS India HR recommends external training programmes. The updates on the external training programme are uploaded on Xnet.

Based on the nomination received, LXS HR will register with external training institute by intimating them through mail the following details of the participant – Name, Company Name, Contact details.

HR with the help of accounts department will release the payment.

LXS HR sends the invitation to the participants which includes information of date, day, venue, time and faculty.

Feedback Process

After the In-House training programme, the participants are requested to fill up the feedback form given by the HR.

They will be asked to rate the programme on the scale of 1 to 5 and they are welcome for any suggestions.

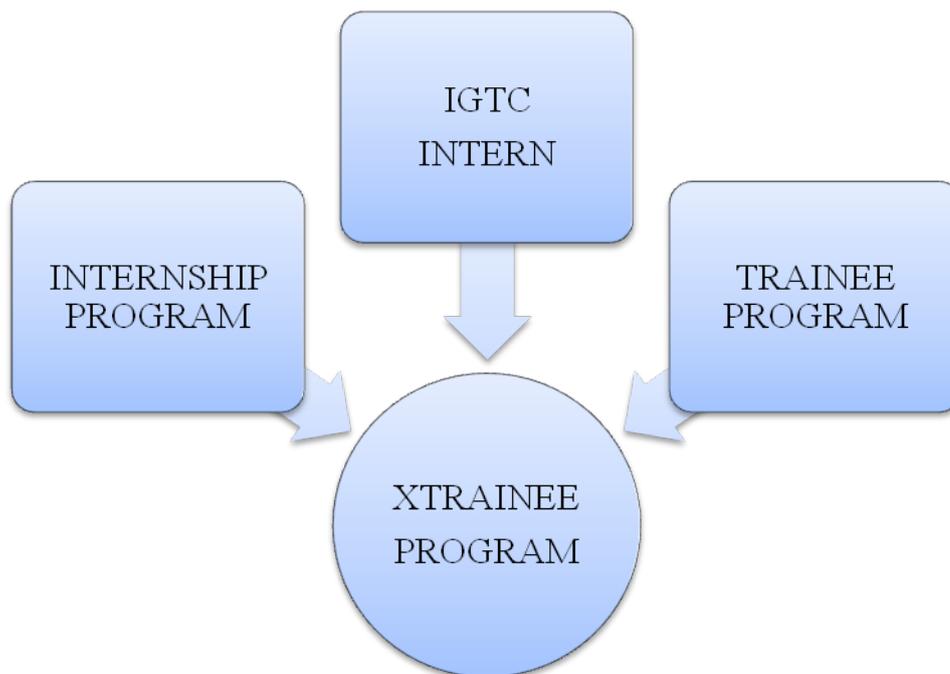
HR evaluates the feedback from the participants and incorporates the suggestions and improvement ideas for the next programmes.

XTRAINEE PROGRAMME

XTrainee programme is offered to students / fresh graduates / management graduates and comprises of series of platforms to learn about LANXESS business, industries and customers, its systems and processes, hence making a contribution in preparing talented, hardworking and enthusiastic graduates for various roles within any organization.

It is given the name Xtrainee, since “X” is the symbol of LANXESS.

Successful trainees will gain the transferable skills necessary to move on to positions within LANXESS or other organization with a clear understanding of how a large organization operates.



Internship Programme

Meaning of an INTERN-

An advanced student usually in a professional field undergoing supervised practical experience within LANXESS.

Objective-

LANXESS offers students an opportunity to gain knowledge on subject matter they want to specialize in for practical experience, and deepen their theoretical knowledge at Lanxess.

Each intern will be given a project or an assignment that she/he will have to do independently, or together with the LANXESS team and complete by the end of the internship programme under the supervision of the mentor. (Mentor in this case will be the one under whom the project is defined.)

At the end of the internship, the candidate will be required to prepare and submit a comprehensive presentation featuring the work carried out during the internship.

At LANXESS, the Internship programme is divided into two categories –

1. Summer Intern
2. IGTC Intern

SUMMER INTERN

- Internship offered to students pursuing professional degree / post degree from any recognized institute.

- On receiving of the application from an intern/candidate, Human Resources screens the application and looks for an opportunity where the intern can be offered a project or an assignment.
- Duration: The duration of the internship programme will differ from minimum 1 month to maximum 3 months.

IGTC INTERN:

- Indo German Training Centre, MUMBAI has collaboration with LANXESS as a training partner for 18 months.
- Based on the requirement received from various BU/GF, LANXESS participates in the trainee selection process when potential candidates are selected for the post graduate programme in business administration.
- Students selected from the Trainee selection process are offered Internship programme with LANXESS as a part of practical training for six months of each year which are as follows –
 - ⇒ Phase 1 will be in January & February
 - ⇒ Phase 2 will be in June & July
 - ⇒ Phase 3 will be in November & December
- Interns are evaluated across three phases. In case of the positive training, looking at the qualification and prior experience of the IGTC intern, HR shall look for an opportunity within LANXESS for him/her.
- If there is any relevant position matching the interns' skills / qualification / experience are subject to HR approval.
- If there are no positions available for the IGTC intern, he/she will be offered Management Trainee programme for 18 months. For further details, please refer to the management trainee programme below.

Management Trainee Programme

Management trainee programme is a 18 months programme designed to nurture aspiring and professional management talents for future development of LANXESS. Management trainees have a well defined career path as a part of the long term strategy. The management trainees are recruited through campus recruitment.

Objective-

To uprise talent and to provide a good chance for advancement to the fresh management / engineering graduates recognized institutes. Candidates who have a significant potential to grow and who wish to build a career with LANXESS are hired as Management Trainees.

Meaning of MANAGEMENT TRAINEE-

A graduate specialized in a specific field assigned to perform duties to gain/obtain knowledge and experience

Given below are the various Management Trainee Programme at LANXESS –

A. Engineering Trainee Programme- LANXESS offers engineers the option to join the company as an Engineering Trainee in one of our thirteen worldwide Business Units in addition to the direct entry option. As an Engineering Trainee you will learn about the diverse tasks and assignments for engineers in our facilities in India in an exciting and dynamic environment as part of your 18-month training program.

Prerequisites to be met to apply for the Engineering Trainee Program –

- A degree in engineering sciences, preferably with a focus on chemical engineering, mechanical engineering or electrical engineering from a reputed institute.
- Your personal qualities include a visionary and strategic approach as well as distinct team and communications skills.
- You see yourself as creative and analytical; you demonstrate initiative and have a high sense of responsibility.
- You are fluent in written and spoken English. Knowledge of another foreign language is an asset

B. Finance Trainee Programme- Financial Management at LANXESS covers the Group Functions (GF) Accounting, Treasury, Internal Auditing, Investor Relations and Tax. In the Accounting Group Function the main job is to provide financial information to control the company and for the capital markets, as well as ensuring that the respective corporate processes are in place. This includes the definition, description and support of globally standardized processes and parameters as well as setting out the Group's financial statements and supporting the subsidiaries.

Prerequisites to be met to apply for the Finance Trainee Program –

- A Post graduate degree with specialization in Finance from a reputed institute or Chartered Accountant degree.
- Your personal qualities include a visionary and strategic approach as well as distinct team and communications skills.

- You see yourself as creative and analytical; you demonstrate initiative and have a high sense of responsibility.
- You are fluent in written and spoken English. Knowledge of another foreign language is an asset.

C. HR Trainee Programme- The Human Resources Trainee Program at LANXESS offers you a well-rounded training from the classic human resources tasks as the basic tools for every human resources manager, up to the active involvement in strategic projects e.g. in the areas Personnel Marketing, Executive Development or Strategy & Policies.

Prerequisites to be met to apply for the HR Trainee Program –

- A Post graduate degree with specialization in Social Science or Human Resources from a reputed institute.
- Your personal qualities include a visionary and strategic approach as well as distinct team and communications skills.
- You see yourself as creative and analytical; you demonstrate initiative and have a high sense of responsibility.
- You are fluent in written and spoken English. Knowledge of another foreign language is an asset.

D. Marketing Trainee programme- As a Marketing Trainee in one of the thirteen worldwide LANXESS Business Units you will learn all facets of daily B2B Marketing in an exciting and dynamic environment. Your responsibilities include analyzing market and customer requirements as well as developing pricing strategies and active involvement and integration in product management tasks.

CONCLUSION

For any company top progress, it is very essential to have an able and focused manpower at its disposal. At LANXESS, it is made sure that the employees progress along with the company. Training the people to be perfect in what they do every day and help them develop it in a very effective and efficient way was understood during this collaboration with organization.

L & D manual is very necessary in any organization. It provides and guides the employees with all the details regarding systems and processes at LANXESS. At LANXESS India, this was the first manual designed by them which needed lot of thinking during the finalization of the key contents in the manual. But this was possible only because of my team who were very co-operative in giving me all the minute details needful for the manual.

Thus it can be concluded that, at LANXESS, vigorous efforts are taken for not only the development of the employee, but for improving the whole personality of that person. Thus LANXESS firmly believes in making progress along with its employees and surge towards continuous development.

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