PROJECT REPORT ON
<u>EMPLOYEES TRAINING AND DEVELOPMENT</u>

IN THE PARTISAL FULLFILLMENT OF REQUIRMENT FOR THE AWARD OF DEGREE IN
MBA (MASTER OF BUSINESS ADMINISTRATION)

SUBMITTED TO   SUBMITTED BY

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

The primary objective of my study at _____to lay down the foundation of training and development.

SECONDARY OBJECTIVE

The objective of my study about employees training and development to improve the current process of employees training and development at _____.

- My another objective is to apply my learning in the area of Human Resources so that I gain significant practical and Understand the nature and importance of training and development and identify the various inputs that should go into any programme.
- Delineate the different stages in a training and development programme and describe each step.
- Understand the need for and the ways of training for international assignments.

SCOPE OF THE STUDY

This research provides me with an opportunity to explore in the field of Human Resources. This research also provides the feedback of people involved in the Training and development process Apart from that it would provide me a great deal of exposure to interact with the high profile managers of the company.

TRAINING

Training is concerned with imparting developing specific skills for a particular purpose. Training is the act of increasing the skills of an employees for doing a particular job. Training is the process of

learning a sequence of programmed behaviour.

In earlier practice, training programme focused more on preparation for improved performance in particular job. Most of the trainees used to be from operative levels like mechanics, machines operators and other kinds of skilled workers. When the problems of supervision increased, the step were taken to train supervisors for better supervision.

DEVELOPMENT

Management development is all those activities and programme when recognized and controlled have substantial influence in changing the capacity of the individual to perform his assignment better and in going so all likely to increase his potential for future assignments.

Thus, management development is a combination of various training programme, though some kind of training is necessary, it is the overall development of the competency of managerial personal in the light of the present requirement as well as the future requirement.

Development an activity designed to improve the performance of existing managers and to provide for a planned growth of managers to meet future organizational requirements is management development.

Management development is based on following on assumptions.

1. Management development is a continuous process. It is not one shot programme but continues though out the career of a manager.
2. Management development is any kind of learning, is based on the assumption that there, always existing a gape between an individual's performance and his potential for the performance.
3. Management development seldom takes place in completely peaceful and relaxed atmosphere.
4. Management development requires clear setting of goals.
5. Management development required conducive environment.

Training Need Identification for a company

Introduction

Training need identification is a tool utilized to identify what educational courses or activities should
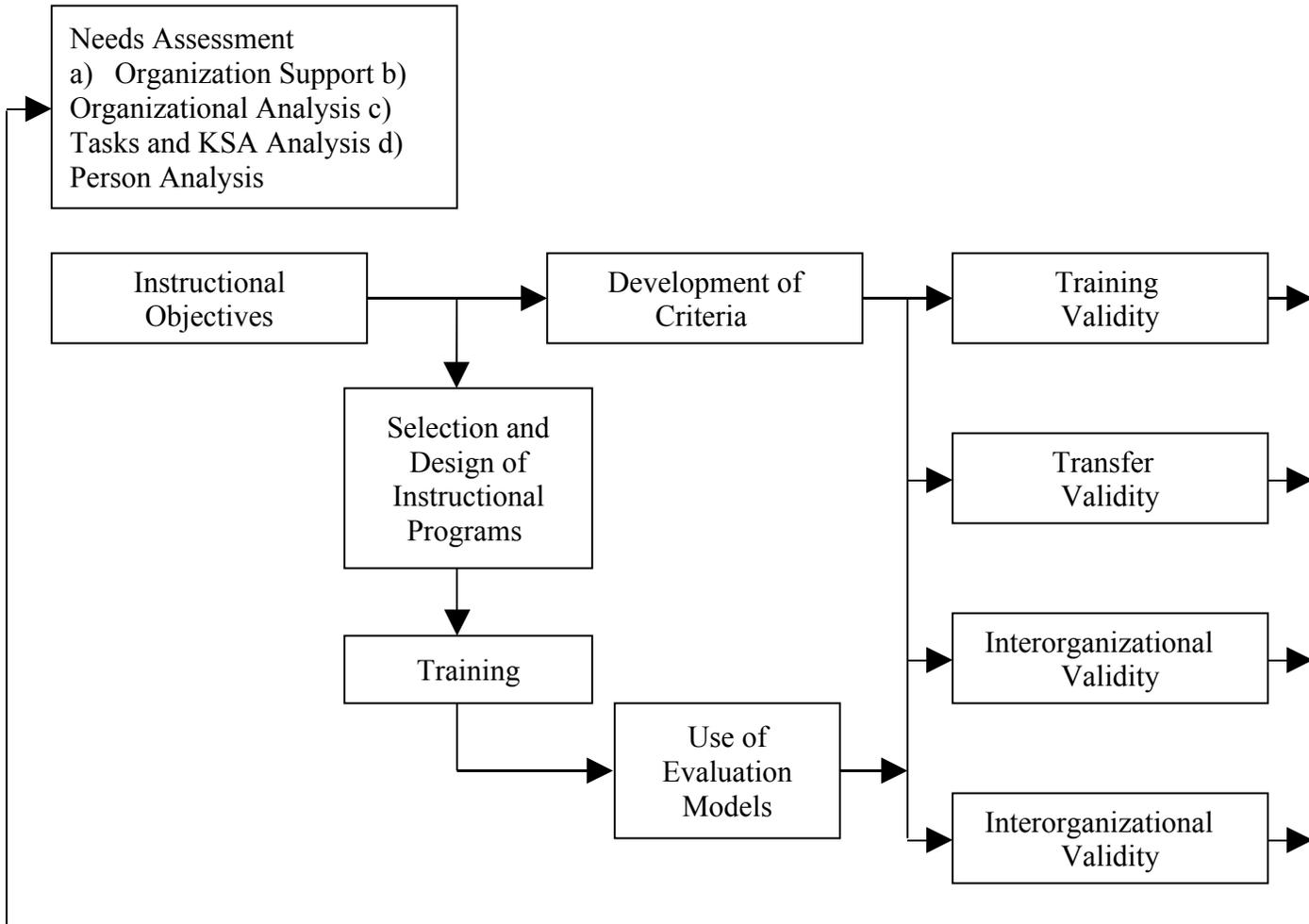
be provided to employees to improve their work productivity. Here the focus should be placed on needs as opposed to desires of the employees for a constructive outcome. In order to emphasize the importance of training need identification we can focus on the following areas: -

- To pinpoint if training will make a difference in productivity and the bottom line.

- To decide what specific training each employee needs and what will improve his or her job performance.

- To differentiate between the need for training and organizational issues and bring about a match between individual aspirations and organizational goals.

Identification of training needs (ITN), if done properly, provides the basis on which all other training activities can be considered. Also requiring careful thought and analysis, it is a process that needs to be carried out with sensitivity as people's learning is important to them, and the reputation of the organization is also at stake.
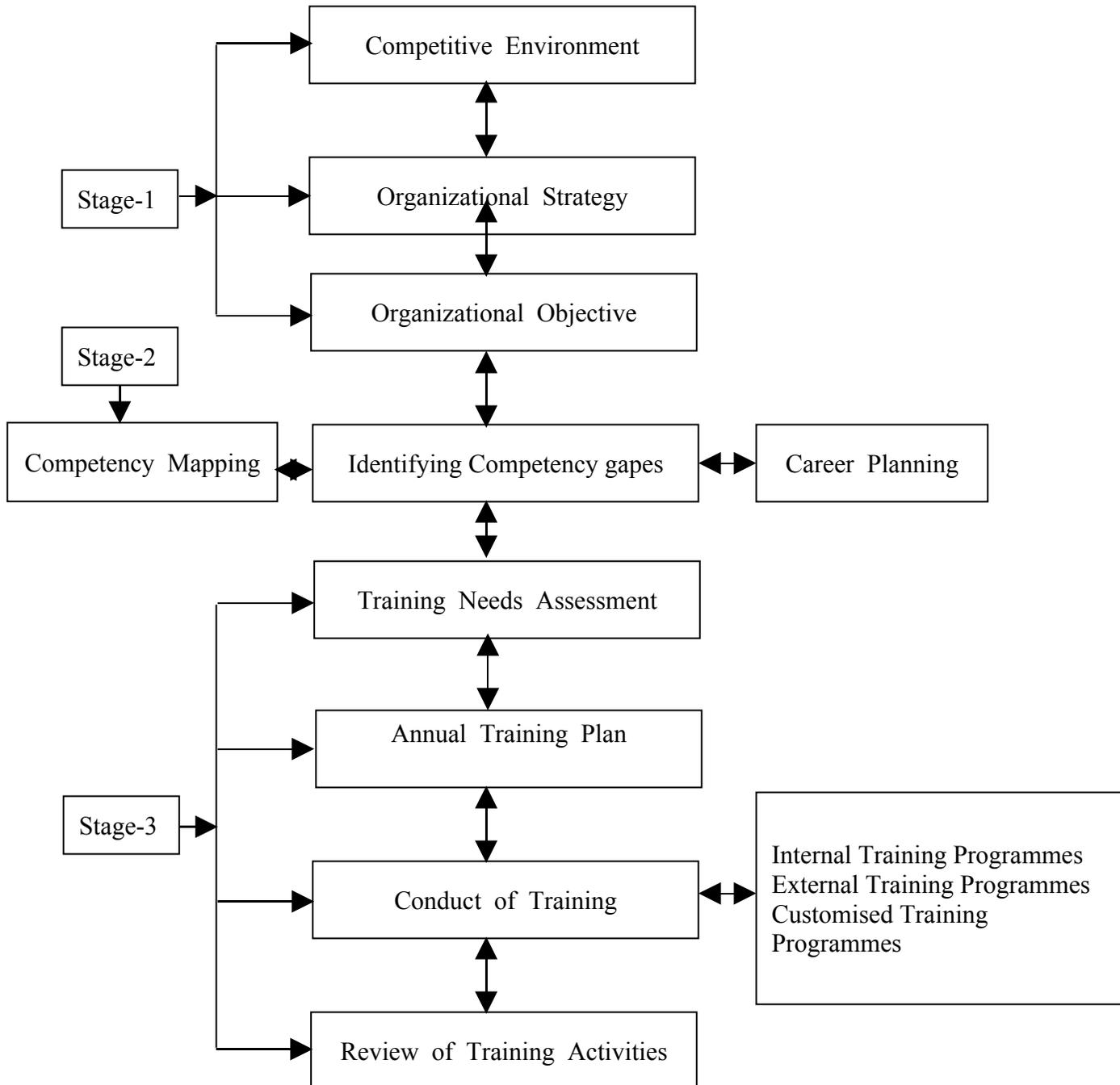
Identification of training needs is important from both the organisational point of view as well as from an individual's point of view. From an organisation's point of view it is important because an organisation has objectives that it wants to achieve for the benefit of all stakeholders or members, including owners, employees, customers, suppliers, and neighbours. These objectives can be achieved only through harnessing the abilities of its people, releasing potential and maximising opportunities for development. Therefore people must know what they need to learn in order to achieve organisational goals. Similarly if seen from an individual's point of view, people have aspirations, they want to develop and in order to learn and use new abilities, people need appropriate opportunities, resources, and conditions. Therefore, to meet people's aspirations, the organization must provide effective and attractive learning resources and conditions. And it is also important to see that there is a suitable match between achieving organizational goals and providing attractive learning opportunities.

Training Process

Needs Assessment
a) Organization Support b) Organizational Analysis c) Tasks and KSA Analysis d) Person Analysis

| Instructional Objectives | → | Development of Criteria | → | Training Validity | → |

| Selection and Design of Instructional Programs |

| Training |

| Use of Evaluation Models |

| Transfer Validity | → |

| Interorganizational Validity | → |

| Interorganizational Validity | → |

Training Process

Development Process

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                    ┌──────────────────────────────┐
              ┌────▶│   Competitive  Environment   │
              │     └──────────────────────────────┘
              │                    ↕
  ┌─────────┐ │     ┌──────────────────────────────┐
  │ Stage-1 │─┼────▶│   Organizational  Strategy   │
  └─────────┘ │     └──────────────────────────────┘
              │                    ↕
              │     ┌──────────────────────────────┐
              └────▶│   Organizational  Objective  │
                    └──────────────────────────────┘
                                   ↕
  ┌─────────┐
  │ Stage-2 │
  └─────────┘
      │
      ▼
┌──────────────────┐   ┌──────────────────────────┐   ┌──────────────────┐
│ Competency Mapping│◀▶│ Identifying Competency gapes │◀▶│  Career  Planning │
└──────────────────┘   └──────────────────────────┘   └──────────────────┘
                                   ↕
                    ┌──────────────────────────────┐
              ┌────▶│  Training  Needs  Assessment │
              │     └──────────────────────────────┘
              │                    ↕
              │     ┌──────────────────────────────┐
              ├────▶│    Annual  Training  Plan    │
              │     └──────────────────────────────┘
  ┌─────────┐ │                    ↕
  │ Stage-3 │─┤     ┌──────────────────────────────┐   ┌────────────────────────────────┐
  └─────────┘ │     │    Conduct  of  Training     │◀▶│ Internal Training Programmes    │
              ├────▶│                              │   │ External Training Programmes    │
              │     └──────────────────────────────┘   │ Customised Training             │
              │                    ↕                    │ Programmes                      │
              │     ┌──────────────────────────────┐   └────────────────────────────────┘
              └────▶│  Review  of  Training  Activities │
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PROCESS OF DEVELOPMENT

RESEARCH METHODOLOGY

MEANING OF RESEARCH:-

Research as " the manipulation of things, concepts of symbols for the purpose of generalizing to extend, correct or verify knowledge, whether that knowledge aids in construction of theory or in the practice of an art."

The Research Methodology followed for further work can be primarily classified into two stages namely Exploratory and Descriptive. The stepwise details of the research are as follows:

Stage - I

Exploratory Study: Since we always lack a clear idea of the problems one will meet during the study, carrying out an exploratory study is particularly useful. It helped develop my concepts more clearly, establish priorities and in improve the final research design. Exploratory study will be carried out by conducting:

Secondary data analysis which included studying the website (www._____.com) of the company and also going through the various articles published in different sources (magazines, books, internet, newspapers) on Small and Medium Scale Enterprises and Training and development process.

Experience surveys also conduct with Assistant-Manager Human Resources and the General Manager and Personnel Officer of _____ to gain knowledge about the nature of Training and development process followed in the organization.

Stage – II

Descriptive Study: After carrying out initial Exploratory studies to bring clarity on the subject under study, Descriptive study will be carried out to know the actual Training and Development method being followed. The knowledge of actual training and development process is needed to document the process and suggest improvements in the current system to make it more effective. The tools used to carry out Descriptive study included both monitoring and Interrogation.

Sample Selection : To know the Training and development process of the _____, for

identifying through Exploratory and Observational studies that the Assistant Manager Human Resources, the General Manager at Head office and The Esteemed Managing Director of the company are the right persons who provides training to the employees.

Research has shown specific benefits that a small business receives from training and developing its workers, including:

- Increased productivity.

- Reduced employee turnover.

- Increased efficiency resulting in financial gains.

- Decreased need for supervision.

Limitations:

- ❖ In view of the limited time available for the study, only the Training and Development process could be studied.
- ❖ The sample size is too small to reflect the opinion of the whole organization.
- ❖ The answers given by the respondents have to be believed and have to be taken for granted as truly reflecting their perception.

QUESTIONNAIRE

Dear Sir/Madam,

I am doing a research work on Employees Training & Development. I would request you to kindly spare some time to fill up this questionnaire.

Thank you very much for your cooperation.

Name --

Designation---

Department--

Section I

Q1. Please mention your age

€ 20-25

€ 25-30

€ Above 30

Q2. Sex:

€ Male

€ Female

Q3. Marital Status:

€ Single

€ Married

€ Divorced

Q4. No. of years of experience:

€ Less than 3 years

€ 3 to 5 years

€ More than 5 years

Q5. Is this your first organization?

      € Yes

      € No

Section II

NOTE: Please tick mark (✓) the option you feel is most appropriate as per the following:

Rate on a scale of 1-6 to indicate your option, 1 being strongly disagree and 6 being strongly agree

Q1. You know what is expected of   1   2   3   4   5   6
   you at work.

Q2. You have the materials and   1   2   3   4   5   6
   Equipment that you need to
   do your everyday work.

Q3. The work you do has appropriate   1   2   3   4   5   6
   task variety.

Q4. You are performing a job that   1   2   3   4   5   6
   matches your skills.

Q5. You are given ample flexibility to   1   2   3   4   5   6
   perform your job.

Q6. The organization clarifies how its   1   2   3   4   5   6   culture is
   evident through
   employee behavior.

Q7. The organization rewards or   1   2   3   4   5   6
   recognizes such employee behavior.

Q8. You feel comfortable working with   1   2   3   4   5   6
   your team members.

Q9. Your organization has created a   1   2   3   4   5   6
   professional, attractive work area
   that is functional and promotes
   productivity

Q10.The company provides you a safe work environment by accident prevention & safety programs.	1	2	3	4	5	6
Q11.Your work interferes with your personal relationships & family responsibilities.	1	2	3	4	5	6
Q12.Your salary is fair, equitable and competitive.	1	2	3	4	5	6
Q13.You are offered economically feasible employee benefit programs tailored to individual needs.	1	2	3	4	5	6
Q14.Rewards in your organization are immediate and appropriate.	1	2	3	4	5	6
Q15.Performance goals are behavioral, result-oriented and achievable.	1	2	3	4	5	6
Q16.Performance is regularly tracked and measured.	1	2	3	4	5	6
Q17.Performance measures are mutually agreed on & discussed by both the employee & supervisor.	1	2	3	4	5	6
Q18.Performance is appropriately rewarded with raises, incentives, rewards and recognition.	1	2	3	4	5	6
Q19.Performance measurement is used as criteria for promotions.	1	2	3	4	5	6
Q20.You are a part of a supportive and productive team.	1	2	3	4	5	6
Q21.A variety of training & development programs are offered to improve skills	1	2	3	4	5	6
Q22.You feel attached with your company,	1	2	3	4	5	6

team & other employees.

Q23.You have the opportunity to grow and prosper with the organization.	1	2	3	4	5	6
Q24.You work in a trusting and ethical environment	1	2	3	4	5	6
Q25.You have a supervisor who is respectful and one who inspires you	1	2	3	4	5	6

Section III

Q1. Has your company organizes a training and development programme?

Yes

No

Q2. If your organisation identifies the training needs for the employees?

Yes

No

Q3. On an average, how much time did it used to take for training and development programme?

One Month

Two Month

Three Month

Q4. How much training programs has been made in the past one year?

One

Two

Three

Q5. Do you have any training programs in the coming financial year?

Yes

No

Q6. Do your top management take feed back?

Yes

No

Q7. What do you think the training programs will be run in future?

Yes

No

Q8. Do employee development programs raise unrealistic expectations about promotions?

Yes

No

Q 9. Do the Executive Director engage development activities for him/herself?

Yes

No

Q10. Do you feel trust in your supervisors?

Yes

No

Q11. Do the practice's supervisors use positive attitude with employees?

Yes

No

Q12. Does the practice have a consistent, timely and fair method for evaluating individual performance?

Yes

No

Q13. Do you feel, you are being paid fairly?

Yes

No

Q14. Does your practice's equipment (everything from computers to scales) work properly?

Yes

No

Q15. Does your company use a specific training process?

Yes

No

Q16. Do you require a high degree of technical knowledge for your job?

Yes

No

Q17. Are office conditions comfortable?

Yes

No

Q18. Do you satisfy with organizational training and development programmme?

Yes

No

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