

**A
Project Report
On
“Essentials of Training and Development”**

Submitted by

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Declaration

I Siddhi Badade of MBA-II: Seat No _____ hereby declare that the project work titled “**Essentials of Training and Development**” which has been submitted to University of Pune, is an original work of the undersigned and has not been reproduced from any other source. I further declare that the material obtained from other sources has been duly acknowledged in the report.

Date: 15th January 2022

Signature:

Place: Pune

Name: Siddhi Badade

ACKNOWLEDGEMENT

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Chapter 1: INTRODUCTION

1.1. Introduction

1.2. Importance

1.3. Meaning

1.4. Aims and Objectives

1.5. About the research/project

1.6. Research Methodology

Chapter 1

INTRODUCTION

1.1. Introduction

Training and Development is a structured program with different methods designed by professionals in particular job. It has become most common and continuous task in any organization for updating skills and knowledge of employees in accordance with changing environment. Optimization of cost with available resources has become pressing need for every organization which will be possible only by way of improving efficiency and productivity of employees, possible only by way of providing proper employee training and development conditioned to that it should be provided by professionals.

Training is the process of improving and polishing the required Skills to an employee in order to make him/her skilled and perfectionist in the job which he / she does. Training is purely job focused but development is psychology and soft skills oriented

1.2 Importance of Training

1. Training enables management to face the pressure of changing environment
2. Training usually results in an increase of quantity and quality of output.
3. Training needs to job satisfaction and higher morale of employees.
4. Trained workers need lesser supervision.
5. Trained workers enable enterprise to face competition.
6. It molds the employees' attitudes and helps them to achieve better co-operation within organization.
7. Trained employees make better economic use of materials and equipment's resulting in reduction of wastage and spoilage.
8. Training instructs the workers towards better job adjustment and reduces the rate of labor turnover and absenteeism.

1.3 Meaning & Definition

Training & Development

Training and development refers to educational activities within a company created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks.

Training is a short-term reactive process meant for operatives and process while development is designed continuous pro-active process meant for executives. In training employees' aim is to develop additional skills and in development, it is to develop a total personality.

In training, the initiative is taken by the management with the objective of meeting the present need of an employee. In development, initiative is taken by the individual with the objective to meet the future need of an employee.

1.4 TRAINING AND DEVELOPMENT OBJECTIVES

The principal objective of training and development division is to make sure the availability of a skilled and willing workforce to an organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Societal.

- **Individual Objectives** – help employees in achieving their personal goals, which in turn, enhances the individual contribution to an organization.
- **Organizational Objectives** – assist the organization with its primary objective by bringing individual effectiveness.
- **Functional Objectives** – maintain the department's contribution at a level suitable to the organization's needs.
- **Societal Objectives** – ensure that an organization is ethically and socially responsible to the needs and challenges of the society.

Training and development is one of the functions of human resource management aimed at improving and polishing the skills and performance of an employee in an organizational. It has been known by several names, including **employee development, human resource development, and learning and development.**

Types of Training and Development

The types of training programs are -

- Technical training is a type of training meant to teach the new employee the technological aspects of the job.
- Quality training refers to familiarizing employees with the means of preventing, detecting, and eliminating non-quality items, usually in an organization that produces a product.
- Skills training, the third type of training includes proficiency needed to actually perform the job.
- The fourth type of training is called soft skills training. Soft skills refer to personality traits, social graces, communication, and personal habits that are used to characterize relationships with other people.
- Professional training is a type of training required to be up to date in one's own professional field.

Human Resource is most important asset of an organization. Training and Development is considered to be most important part of an organization. Due to growing competition in the manufacturing sector it is essential for the POSHS Group to measure the effectiveness of training given to employees to make them more competitive and more efficient as compared to other manufacturing sectors. **“A study on the effectiveness of Training and Development”** will be helpful in analyzing the effectiveness of training and find out areas business. further training to keep up with the challenges of

- The study uses a questionnaire prepared for evaluating various factors which affect the effectiveness of training and the results are displayed in a table and graph format. Conclusions are arrived based on this sample.

1.5 RESEARCH METHODOLOGY

Methodology is the systematic, theoretical analysis of the methods applied to a field of study. It comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge. Typically, it encompasses concepts such as theoretical model, phases and quantitative or qualitative techniques.

A methodology does not set out to provide solutions—it is therefore, not the same as a method. Instead, a methodology offers the theoretical underpinning for understanding which method, set of methods, or practices can be applied to a specific case, for example, to calculate a specific result. It has been defined also as follows:

1. "the analysis of the principles of methods, rules, and postulates employed by a discipline"
2. "the systematic study of methods that are, can be, or have been applied within a discipline"
3. "the study or description of methods".



1.5.1 Research Design

Research design is the framework of research methods and techniques chosen by a researcher. The design allows researchers to hone in on research methods that are suitable for the subject matter and set up their studies up for success.

There are three main types of research design: Data collection, measurement, and analysis.

The type of research problem an organization is facing will determine the research design and not vice-versa. The design phase of a study determines which tools to use and how they are used.

1.5.2 Data Collection Method

Primary Data

These are the data which are collected from some primary sources i.e., a source of origin where the data generate.

These are collected for the first time by an investigator or an agency for any statistical analysis. “Data which are gathered originally for a certain purpose are known as primary data.” — Horace Secrets

Secondary Data

These are the data which are collected from some secondary source i.e. the source of reservation storage where the data is collected by one person and used by other agency. These are collected as primary data and used by other as secondary data.

“The data which are used in an investigation, but which have been gathered originally by someone else for some other purpose are known as secondary data.” — Blair

it can be gathered from various sources like:

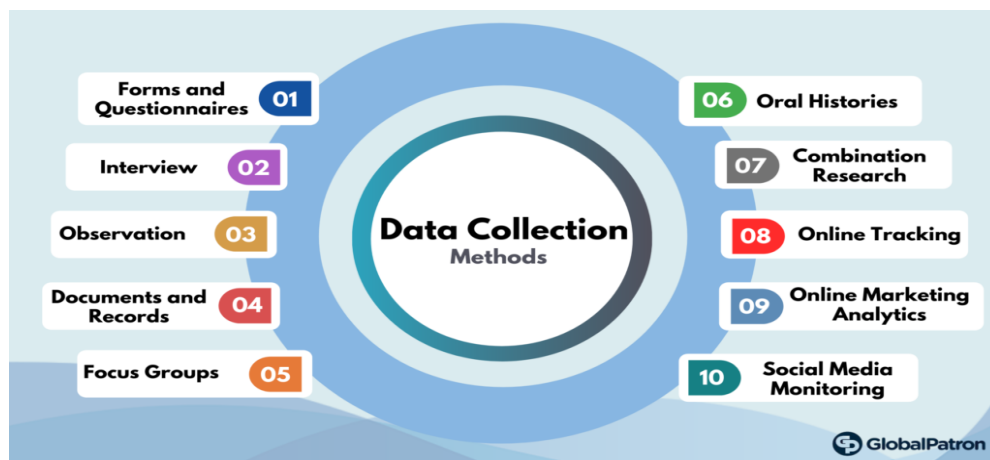
- a. Published sources
- b. Unpublished sources

Published Source

- (i) Govt. Publications
- (ii) Semi-government Publications
- (iii) International Publications
- (iv) Reports of Committees and Commissions
- (v) Publication by Trade Business Association
- (vi) Newspapers, Magazines and journals

Unpublished source

It refers to any information source that is not officially released by an individual, publishing house, or other company, and can include both paper and electronic sources. Some examples of unpublished sources may include manuscripts accepted for publication but still "in-press," data from an unpublished study, letters, manuscripts in preparation, memos, personal communications (including e-mails), and raw data.



Chapter 2 THEORITICAL BACKGROUND

2.1 Introduction

2.2 Definitions

2.3 Need of Performance Appraisal

2.4 Different approaches of performance appraisal

2.5 Importance of questions asked in questionnaire

2.6 Summary

THERIOTICAL BACKGROUND

2.1 INTRODUCTION

In this chapter the concepts of Human Resource Management, Training and Development needs and methods, Executive Development programmes are discussed. The systematic approach to training by identifying needs, setting objectives, designing policy and conducting training in an effective way with follow up and evaluation is discussed. In the last section. needs, criteria and methods of evaluating effectiveness of training and development programmes are discussed in detail

2.2 STATEMENT OF PROBLEM

No systematic study has been conducted so far about the effectiveness of training in POSHS Group so far. Therefore, the present study is an attempt to examine the effectiveness of training in POSHS Group.

2.3 OBJECTIVES OF THE STUDY

To study the various training methods followed by POSHS Metal Industries Pvt Ltd

To assess the effectiveness of training at POSHS Metal Industries Pvt Ltd

To analyze whether employees are satisfied with various training programs implemented by the organization.

Identify whether employees need further training.

2.4 SCOPE AND SIGNIFICANCE OF STUDY

This study can be used as a tool to develop training method for M/s. VEEKESY POLYMERS PVT LTD.

CONCEPTUAL MODEL OF STUDY

The efficient working of an organization depends upon efficiency or capability of personnel working in an organization. Organizations and individuals should develop and progress simultaneously for their survival and attainment of mutual goals. Employees need to be trained and developed to meet present job requirements and future challenges. Training and development is a specialized function and one of fundamental operative functions of Human resource management.

The purpose of training is to achieve a change in behavior of those trained and to enable them to do their job better in order to achieve this objective. Any training programme should try to bring changes in

Knowledge. It helps a trainee to know facts, policies, procedures and rules pertaining to his job, Skills-It helps him to increase his technical and manual efficiency necessary to do the job and Attitude-It moulds his behavior towards his co-workers and supervisors and creates a sense of responsibility in the trainee.

2.5 LIMITATIONS

1. Due to time limit sample size is limited to only 50 which may affect accuracy of study.
2. Reluctance in the part of respondents may affect the accuracy of study.
3. Duration of study is limited to 14 days so that an extensive and deep study could not be possible.

2.6 Need for Training

Training is required on account of the following reasons.

1. Job requirements

The employee selected for a job might lack the qualifications required to perform the job effectively. New and inexperienced employees require detailed introduction for effective performance on the job. In some cases the past experience, attitudes and behavior patterns of experienced persons may be inappropriate for new organization.

2. Technological Changes

The technology is changing fast. Increased use of fast changing techniques requires training in new technology. New jobs utilizing latest technology require new skills. Both new and old skills require training.

3. Organizational Viability

In order to survive and grow an organization must continuously adopt itself to changing environment. With increasing economic liberalization and globalization India, Business firms are experiencing international competition. So the firms must upgrade their capabilities. An organization must build up a second line of command through training in order to meet the future needs for human resources.

4. Internal Mobility

Training becomes necessary when an employee moves from one job to another due to promotion or transfer.

Thus there is an even present need for training people so that new and changed techniques may be taken advantage and improvements in old methods are effected. Need for training has increased due to growing complexity of jobs, increasing professional management, growing

uncertainties in the environment, global competition, growing aspirations vast untapped human potential, ever increasing gaps between plans and results and suboptimal performance levels.

2.7 HUMAN RESOURCE MANAGEMENT

Organization is the process of combining work which individuals or groups has to perform with the facilities necessary for its execution, that the duties so performed provide the best channels for efficient, systematic, positive and coordinated application of the available effort.

HRM is the planning organizing directing and controlling of the procurement, development, compensation, integration, maintenance of human capital of an organization to achieve individual, organizational and societal objectives.

2.7.1 HRM MODEL

The model developed by American Society for Training and development (ASTD) identifies nine human resource areas:

1. Training and Development
2. Organization Development
3. Organization/Job design
4. Human Resource planning
5. Selection and Staffing
6. Personnel Research and Information Systems
7. Compensation/Benefits
8. Employee Assistance



Training and Development



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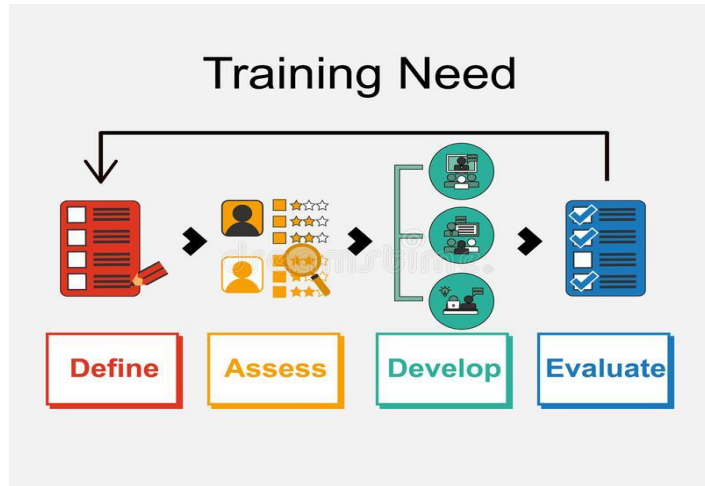
Attitude- It molds his behavior towards his co-workers and supervisors and creates a sense of responsibility in the trainee

Training is a short term process utilizing a systematic and organized procedure by which non managerial persons learn technical knowledge and skills for a definite purpose.

The terms Training and Development are used synonymously. But they have different meanings. While training is the act of increasing the knowledge and skills of an employee for doing a particular job, the Management Development includes the process by which managers and executives acquire not only skills and competence in their present job, but also capacities for future managerial tasks of increasing difficulty and scope.

Development is a long term process utilizing a systematic and organized procedure by which managerial persons learn conceptual and theoretical knowledge for long term use.

2.7.2 Need for Training



Training is required on account of the following reasons.

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2.7.2 Importance of Training



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6. It molds the employees' attitudes and helps them to achieve better co-operation within organization.
7. Trained employees make better economic use of materials and equipment's resulting in reduction of wastage and spoilage.
8. Training instructs the workers towards better job adjustment and reduces the rate of labor turnover and absenteeism.

2.7.3 Benefits of Training

Training is helpful to employees in the following ways

1. Training improves self-confidence.
2. Training leads to higher earnings of employees by increasing productivity.
3. Training improves safety awareness and trained employees are less prone to accidents.
4. Training enables an employee to adapt to changes in the work procedures and methods.
5. An employee can develop himself and earn quick promotion.
6. Training develops new knowledge and skills which remains permanently with him.

2.7.4 Types of Training

Training is required for several purposes. Accordingly training programmes may be the following types.

Orientation Training/Induction Training

Induction training seeks to adjust newly appointed employees to the work environment. Every new employee needs to be made fully familiar with his job, his supervisor and subordinates with the rules and regulations of the organization. The induction training creates self confidence in new employees.

Job training

It refers to the training provided with a view increase the knowledge and skills for improving performance of the job. Employees may be taught the correct methods of handling equipments and machines used in the job. Such training helps to reduce accidents, waste and in efficiency in performance of the job.

Safety training

Training provided to minimize accidents and damage to machinery is known as safety training. It involves instruction to perform the work safely.

Promotional training

It involves training of existing employees to enable them to perform high level jobs. Employees with potential are selected and they are given training before their promotion. So that they do not find difficulty to shoulder the higher responsibilities of the new positions to which they are promoted.

Refresher training

When the existing techniques become obsolete due to development of better techniques, employees have to be trained in use of new methods and techniques. Refresher training is designed to revive and refresh knowledge and update the skills of existing employees.

Remedial Training

Remedial training arranged to overcome the shortcoming in the behavior and performance of old employees. Remedial training shall be conducted by psychological experts.

2.8 EXECUTIVE DEVELOPMENT

2.8.1 Importance of Executive Development

. There is a shortage of trained managers. The organization has to develop the employees and maintain an inventory of executive skills to future demands.

- The performance of company depends upon the quality of its managers. It is of paramount importance to have effective and desired managerial talents to meet the organization's demand.
- Obsolescence of managerial skills is an important factor. A manager must continuously update himself to successfully meet new challenges as they occur.

2.8.2 Process of Executive Development

The essential ingredients of executive development programmes are as follows.

1. Analysis of development needs: - First of all the present and future development needs of the organization are ascertained. It is necessary to determine how many and what type of executives are required to meet the present and future needs of the enterprise.
2. Appraisal of the present managerial talent: A qualitative assessment of the existing executives is made to determine the type of executive talent available within the organization.
3. Planning individual development programmes: Each one of us has a unique set of physical, intellectual and emotional characteristics. Therefore, development plan should be tailor-made for each individual.
4. Establishing training and development programme: The HR department prepares comprehensive and well-conceived programmes.
5. Evaluating developing programs: Considerable money, time and efforts are spent on executive development programmes. It is therefore natural to find out to what extent the programme's objective has been achieved.

2.8.3 Methods of Executive Development

Methods of development or executive development can be broadly divided into two categories.

1) **On the job** development or executive development: it means increasing the ability of the executives while performing their duties, to develop them in real work situation. It includes the following methods:

a) On the job coaching: under this method superior only guides his subordinate about various methods and skill required to do the job. Here the superior only guides his subordinate he gives his assistance whenever required. The main purpose of this type of training is not only to learn the necessary skills but to give them diversified knowledge to grow future. The superior is responsible for subordinate's performance. So the superior must always provide the subordinate necessary assistance whenever required.

b) Understudy: under this method of development the trainee is prepared to fill the position of his superior. He in the near future will assume to do the duties of his superior when he leaves the job due to retirement, transfer or promotion.

c) Job rotation: here the executive transferred from one job to another or from one plant to other. The trainee learns the significance of the management principles by transferring learning from one job to another. This method helps in injecting new ideas into different departments of the organization.

d) Committee assignment: under this method committee is constituted and assigned a subject to give recommendations. The committee makes a study of the problem and gives suggestions to the departmental head. helps the trainees because every member of the committee gets a chance to learn from others.

2) **Off the job** development or executive development: here the executives gets the training off the job means not when they are doing the job. It involves following methods:

a) Special courses: here the executives attend the special courses which are organized by the organization. Under this experts from professional institutions provide them the training.

b) Specific readings: here the human resource development manager provides copies of specific articles published in the journals to the executives to improve their knowledge. The executives study such books or articles to enhance their knowledge.

c) Special projects: under this method the trainee is given a project related to the objective of the department. The project helps the trainee in acquiring the knowledge of the particular topic.

d) Conference training: here the organization conducts a group meeting. In which the executive learn from the others by comparing his opinion with others.

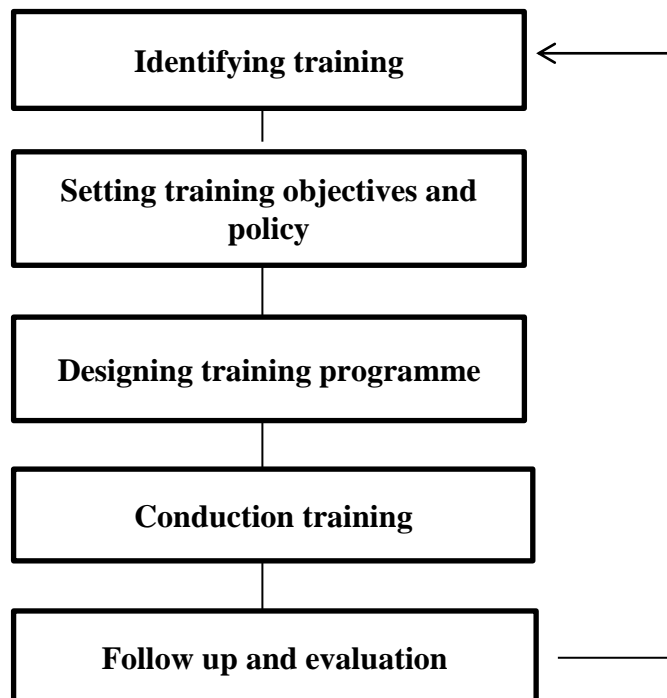
e) Sensitivity training: it is also known as T group training or laboratory training. It is conducted under controlled conditions. T group help in learning certain things, they help the participants to understand how group actually work. It helps in increasing the tolerance power of

the individual and ability to understand others. T group generally sits together and discuss for hours where the members learn about their own behavior and behavior of others.

SYSTEMATIC APPROACH TO TRAINING

The flow chart given below shows various stages of systematic approach to training and development.

4.1: Systematic approach to training



Follow up and evaluation

4.6.1 Identifying training needs

All training needs must be related to the specific needs of organization an individual employees. A training programme is launched after the training needs are assessed and identified clearly. The effectiveness of a training programme can be judged only with the help. of training needs identified in advance.

The training needs can be identified though following types of analysis.

1. Organizational Analysis

It involves a study of the entire organization terms its objectives, its resources, resource allocation and utilization, growth potential and its environment.

The organizational analysis includes the analysis of

- Short terms and long term objectives of the firm.
- Allocation and efficient utilization of human resources to meet the operational targets.
- Organizational Climate including the management's attitude towards employee development
- Environmental Scanning to identify the factors affecting organization which it can control and the constraints which it can not.

2. Task role/Operational Analysis

It is systematic and detailed analysis of jobs to identify job contents, the knowledge, skills and aptitudes required and the work behavior. Attention is paid to tasks to be performed, methods used, the way employees have learnt these techniques and performance standards required is analyzed in this stage. The purpose of operation analysis is to decide what should be taught

3. Manpower Analysis

In this analysis the persons to be trained and the changes required in the knowledge, skills and attitude of an employee is determined. First of all, it is necessary decide whether performance of employee is below standard and training needed. Secondly it is decided whether employee is capable of being trained. Thirdly, the specific areas in which employee requires training. Lastly, Search whether training will improve employee's performance or not is determined.

Training can be relevant and viable if the three types of analysis given above are carried out on continuously.

4.6.2 Setting training objectives and policy

The overall aim of a training programme is to fill in the gap between the existing and the desired pool of knowledge, skills and aptitudes. Objectives of training express the gap between the present and the desired performance levels.

The main objectives. training may be defined as follows:

- To impart to new entrants the basic knowledge and skills for efficient performance
- definite task.
- To assist employees function more efficiently by exposing them to latest concepts. information and techniques and developing the skills they require in the particular job.
- To build up a second line of competent officers and prepare them to occupy more
- responsible positions.
- To broaden the narrow minds of senior managers through interchange of experience
- within and outside so as to correct the narrow outlook caused due to over specialization.

While setting training objectives, following criteria may be used.

- a) Nature and size of the group trained
- b) Roles and tasks to be coined out by target group.
- c) Relevance, applicability and compatibility of training to the work situation
- d) Identification of the behavior where changes required
- e) Defining the existing and desired behavior in terms of ratio, frequency, quality of

interaction, repetitiveness, innovations and supervisions, etc.

4.6.5 Follow up and Evaluation

In the evaluation step, the effectiveness of training programme is assessed. The feedback generated through follow up will help to reveal weaknesses or errors if any; Necessary corrective action can be taken. If necessary training can be repeated until trainees learns whatever has been taught to him. It also helps in designing future training programme.

4.7 TRAINING METHODS

The training methods employed for training of operatives may be described under.

1. On-the-job training (OJT)

In this method trainees are placed on regular job and taught the skills necessary to perform it. The trainee leans under the supervision of supenor or instructor. It is also called learning by doing.

2. Vestibule training

In this method a training center called vestibule is setup and actual job conditions are stimulated. Expert trainers are employed to provide training with machines that are identical to those used in work place.

3. Apprentice training

In this method the theoretical instruction and practical learning are provided to trainees in training institutes. The aim is to develop all-round craftsmen Generally a stipend is paid during training.

4. Class room training

Under this method training is provided to company class room. Lectures, case studies group discussions and audio visual aids are used to explain knowledge and skills to employees. Class room training is useful for teaching concepts and problem solving. It is also useful for orientation training and safety training.

5. Internship training

It is a joint programme of training in which educational institutions and business firms cooperate. Selected candidates carry on regular studies for prescribed period. They also work in some factory or office to acquire practical knowledge and skills. This method helps to provide good balance between theory and practice.

4.8 EVALUATING EFFECTIVENESS OF TRAINING

4.8.1 Need for Evaluation

It is necessary to evaluate the extent to which training programmes have achieved the goals for which they were designed. Such evaluation will provide useful information about effectiveness of training as well as about design of future training programmes. The evaluation of training provides useful data on the basis of their relevance of training and integration with other functions of human resource management can be judged.

4.8.2 Concept of Training Effectiveness

Training effectiveness is the degree to which trainees are able to learn and apply the knowledge and skills acquired in the training programme. depends on the attitudes, interests, values and expectations trainees and training environment. A training programme is likely to be more effective when trainees want to learn, are involve in their jobs, have career strategies. Contents of the training programme, and ability and motivation of trainers also determine training effectiveness.

4.8.3 Evaluation Criteria

According to Hamblin effectiveness of the training can be measured in terms of following criteria:

Reactions: A training programme can be evaluated in terms of the trainees' reactions to the objectives, contents and methods of training. In case the considered the programme worthwhile and liked it, the training the training can be considered effective.

Learning: The extent to which the trainees have learnt the desired knowledge and skills during the training period is useful basis for evaluating training effectiveness.

Behaviour: Improvement in the job behaviour of the trainees reflects the manner an extent to which learning has been applied to the job.

Results: The ultimate result in terms of productivity, quality improvement, cost iv. reduction, accident reduction, reduction in labour turnover and absenteeism are best criteria for evaluating training.

4.8.4 Methods of Evaluation

Several methods can be employed to collect data on the outcomes of training.

1. The opinion and judgment of trainers, superiors and peers
2. Evaluation forms filled up by trainees
3. Questionnaires filled up by trainees
4. Giving written tests to trainees
5. Arranging structured interviews with trainees
6. Comparing performance of trainees on the job before and after training
7. Studying profiles and career development charts of trainees

Chapter 3: INDUSTRY PROFILE

3.1 Company Details

3.2 Vision

3.3 Mission

3.4 Aims and Objectives

3.5 Organizational Chart

3.6 Clients

3.7 Testimonials

3.1 INDUSTRY PROFILE

POSHS METAL INDUSTRIES PVT LTD



POSHS metal industries Pvt. Ltd. specializes in processing of Auto-grade Steel CRCA DD, EDD, IF, DP (upto 650 Mpa). Being established in 1998 the company has grown into 200+ employee strength within its organization.

We have streamlined our valuable services to the automotive industry and white goods manufacturers in various business categories namely as:

- Trapezoidal Blanking
- Slitting
- Cut-to-length
- Die blanking



Currently catering to some of the top MNC's in various sectors including automotive OEMs and white goods; POSHS Metal Industries is also an authorized steel service center of TATA Steel. Our satisfied customer lists include TATA motor ancillaries for Pune region, BAJAJ Auto &

ancillaries for Pune & Aurangabad region, Mahindra Intertrade, Mahindra & Mahindra ancillaries, and Blue star & ancillaries, LG, Godrej and Boyce.

To become the leading Steel Service Center for all Industries using various flat steel products in terms of quality and delivery.

To serve industries through our value added products & services by giving on-time delivery at the most competitive price, thereby meeting the customer needs & expectations and continually increasing shareholder value.

Website	https://www.poshsmetal.com/
Industries	Industrial Machinery Manufacturing
Company size	201-500 employees
Headquarters	Pune, Maharashtra
Type	Privately Held
Founded	1998



3.2 VISION

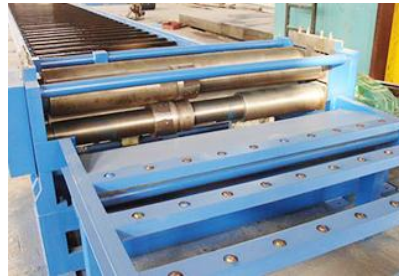
To become the most preferred Steel Service Center for all types of Industries using various flat steel products

3.3 MISSION



To serve all types of industries through our value added products & services by giving on-time delivery at the most competitive price, thereby meeting the customer needs & expectations and continually increasing shareholder value.

SLITTING



Slitting is a shearing process in which the width of original or master coil is reduced into multiple narrower coils. A wide range of materials & thickness can be slit. Normally, the outside edges of the master coil are trimmed. This creates an accurate register cut, providing a reference point from which the other cuts can be made.

CUT TO LENGTH



The coil must be broken down into sheets in a cut-to-length operation in a metal service center.

In the process of cut-to-length, HR & CR coils are straightened & leveled into sheets of required sizes. The process involves straightening, shearing, etc. of the CR & HR Coil by various machines and equipment's.

The component of cut-to-length line has a de-coiler, pinch roll / flattener, a shear and limit switch suitable for lengths. A unique process is required to convert coil into flat sheets, whereby the coil is opened and then, the material is flattened and cut into desired length. There are number of machines involved for the above process like De-coiler, Straightener, Leveler, Pinch roller, Shear, Stacker, etc.

COIL BLANKING

Die blanking is another process of POSHS. Products under these are CR & HR Coil products which vary from 0.5mm to 2.5mm. Its width is 450 to 1650mm with max UTS as 650 Mpa. 3000 MT is the production capacity for a month with +/-0.5 mm on length as product accuracy.

Die blanking covers application areas such as Auto skin panel, Auto inner panel & other CR application industries



Trapezoidal Cutting

This process involves producing sheets in angular shapes which are optimized for customer applications, thereby reducing material wastage. Products under this are various grades of CR whose thickness ranges from .8mm to 2.5mm

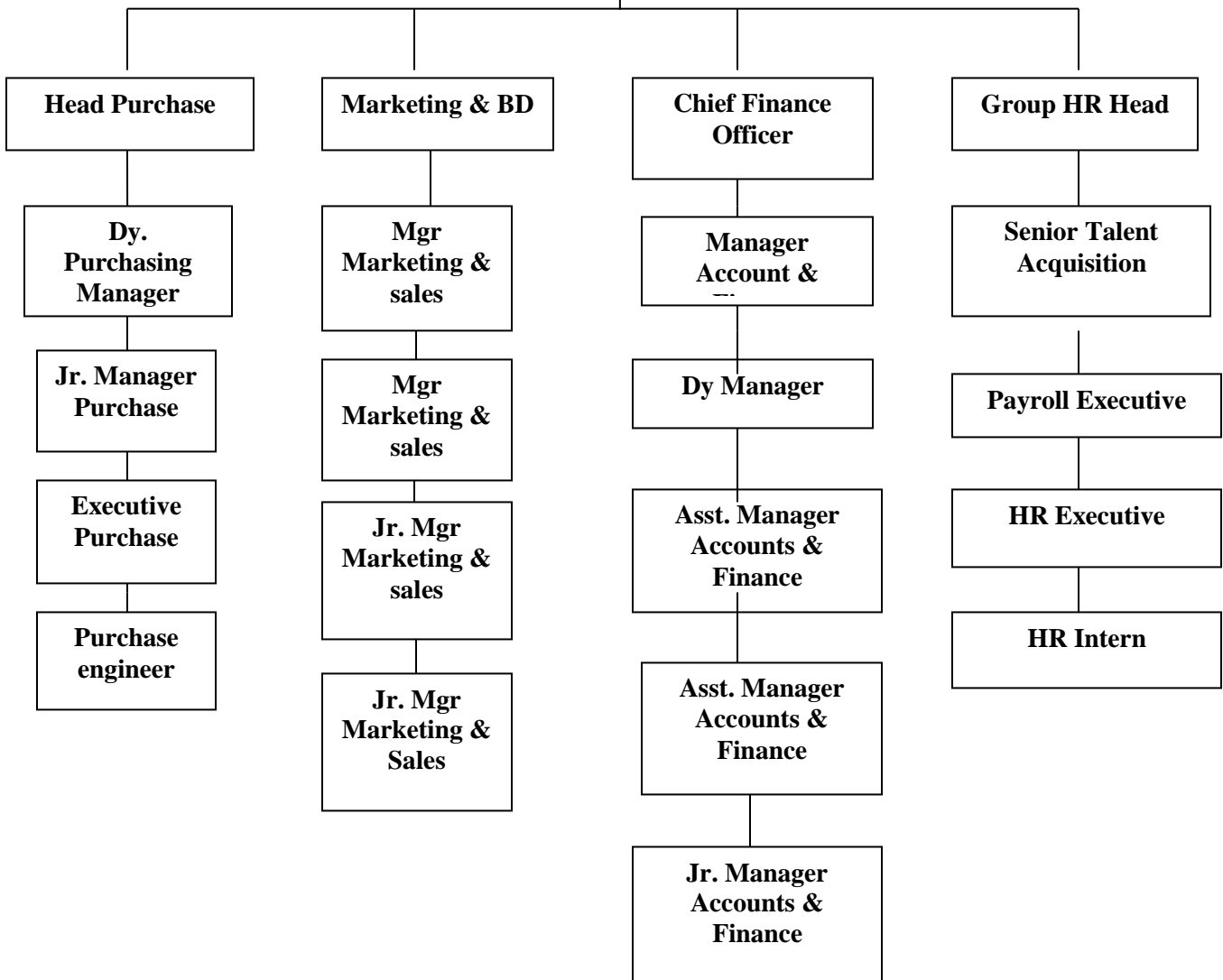


POSHS METAL INDUSTRIES PVT LTD



Managing Director

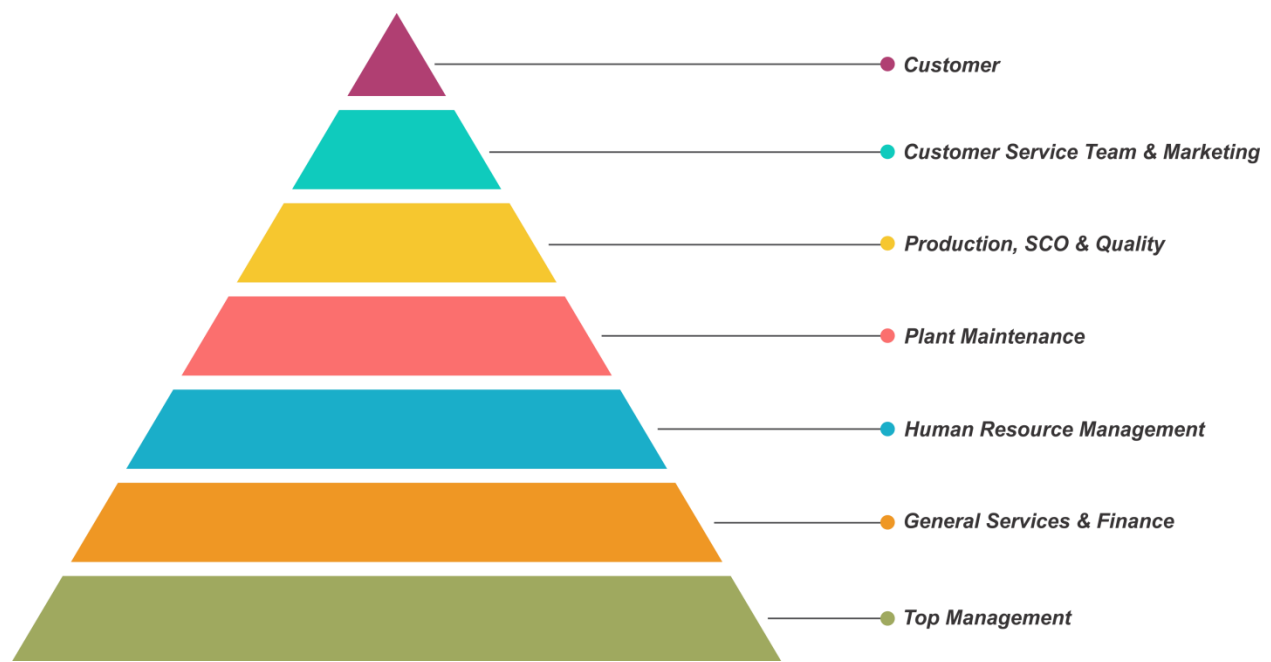
CEO



MANAGEMENT

The management of the company believes in fair & hard work along with dedication. With employee strength currently as 200+, the search for dexterous talent is an ongoing process. Our employees are our families and we are proud to own a productive workforce.

The hierarchical management of the company with customer at the top is as follows:



CUSTOMER SERVICE

- Value Added Service
- Onsite Support for products
- Dedicated Support to clients
- Product & service pricing
- Just-in-time delivery

ENHANCED QUALITY

- 99.99% Zero defects

- Compliance to Quality
- Robust Products
- Adherence to Quality checks & inspection

SOLUTION ORIENTED

- Formwork for infrastructure
- Expertise in design & innovation
- Instant response to urgent deliveries
- Identify components with higher scrap losses

ETHICS

- We at POSHS, share a learning environment. Thus the learning approach makes our organization efficiently, timely and a valued organisation. Work ethics are inseparable part of our organisation and forms the core of our values. Along with
- competency in our domain we believe in professionalism.

POLICIES

- The POSHS family with their team spirit is committed to provide quality & cost effective services to its customers and achieve Total Customer, Investor & Employee Satisfaction by continually improving its quality management systems.

Clients of POSHS Metal Industries

3.6 Some of the Clients of POSHS Group



3.7 TESTIMONIALS

"We as an auto component manufacturer, always feel greatly satisfied with Poshs Metal Industries because they provide us immense value addition for our overall supply chain benefit."

MR. B. D. DHOTRE, RUCHA ENGINEERS PVT. LTD.

"We value our relationship with Poshs Metal Industries, as they are one of the good sources for timely processing of the right quality of raw material for our fuel tanks and skin panel requirements."

VINOD CHANDAK, JBM GROUP

"Our association with Poshs Metal Industries Pvt. Ltd., is of last six years and we really appreciate the team and philosophy of the company of valuing the relationship. Though our theoretical relation is Supplier and Customer but practically in true sense we are business partners. They have maintained their class differently by maintaining quality; delivery on time and always accommodative in different areas. This has increased our business volume by thrice in last six years."

We wish Poshs Metal Industries Pvt. Ltd. all the success in future.

DIRECTOR, SWAPNIL AUTO ENGINEERING PVT. LTD.

CHAPTER 4. DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

4.2 Identify the areas of needs for improvement

4.3 Data Analysis Process

DATA ANALYSIS

4.1 INTRODUCTION

Data analysis is a process of inspecting, cleansing, transforming and modeling data with the goal of discovering useful information, informing conclusion and supporting decision-making. Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of names, and is used in different business, science, and social science domains. In today's business world, data analysis plays a role in making decisions more scientific and helping businesses operate more effectively.

analysis refers to breaking a whole into its separate components for individual examination. Data analysis is a process of obtaining raw data and converting it into information useful for decision-making by user. Data is collected and analyzed to answer questions, test hypotheses or disprove theories.



Statistician John Turkey defined data analysis in 1991 as “Procedures for analyzing data, techniques for interpreting the results of such procedures, ways of planning the gathering the data to make it easier, more precise or more accurate, and all the machinery and results of statistics which apply to analyzing data. Data analysis means a process of cleaning, transforming and modeling data to discover useful information for business decision-making

Types of Data Analysis are Text, Statistical, Diagnostic, Predictive, Prescriptive Analysis
Data Analysis consists of Data Requirement Gathering, Data Collection, Data Cleaning, Data Analysis, Data Interpretation, Data Visualization

There are several phases that can be distinguished, described below. The phases are iterative, in that feedback from later phases may result in additional work in earlier phases.

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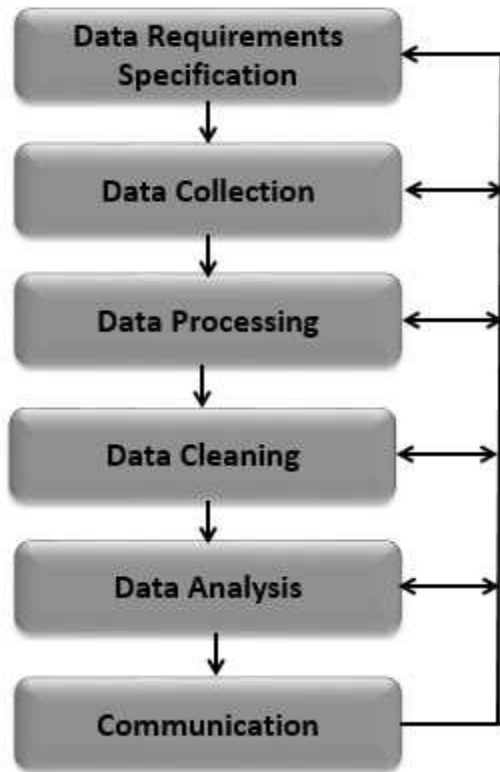
- Data analysis means a process of cleaning, transforming and modeling data to discover useful information for business decision-making
- Types of Data Analysis are Text, Statistical, Diagnostic, Predictive, Prescriptive Analysis
- Data Analysis consists of Data Requirement Gathering, Data Collection, Data Cleaning, Data Analysis, Data Interpretation, Data Visualization

4.2 Data Analysis Process

Data Analysis Process is nothing but gathering information by using proper application or tool which allows you to explore the data and find a pattern in it. Based on that, you can take decisions, or you can get ultimate conclusions.

Data Analysis consists of the following phases:

- Data Requirement Gathering
- Data Collection
- Data Cleaning
- Data Analysis
- Data Interpretation
- Data Visualization



Data Requirement Gathering

First of all, you have to think about why do you want to do this data analysis? All you need to find out the purpose or aim of doing the Analysis. You have to decide which type of data analysis you wanted to do! In this phase, you have to decide what to analyze and how to measure it, you have to understand why you are investigating and what measures you have to use to do this Analysis.

Data Collection

After requirement gathering, you will get a clear idea about what things you have to measure and what should be your findings. Now it's time to collect your data based on requirements. Once you collect your data, remember that the collected data must be processed or organized for Analysis. As you collected data from various sources, you must have to keep a log with a collection date and source of the data.

Data Cleaning

Now whatever data is collected may not be useful or irrelevant to your aim of Analysis, hence it should be cleaned. The data which is collected may contain duplicate records, white spaces or errors. The data should be cleaned and error free. This phase must be done before Analysis because based on data cleaning, your output of Analysis will be closer to your expected outcome.

Data Analysis

Once the data is collected, cleaned, and processed, it is ready for Analysis. As you manipulate data, you may find you have the exact information you need, or you might need to collect more data. During this phase, you can use data analysis tools and software which will help you to understand, interpret, and derive conclusions based on the requirements.

Data Interpretation

After analyzing your data, it's finally time to interpret your results. You can choose the way to express or communicate your data analysis either you can use simply in words or maybe a table or chart. Then use the results of your data analysis process to decide your best course of action.

Data Visualization

Data visualization is very common in your day to day life; they often appear in the form of charts and graphs. In other words, data shown graphically so that it will be easier for the human brain to understand and process it. Data visualization often used to discover unknown facts and trends. By observing relationships and comparing datasets, you can find a way to find out meaningful information.

4.3 Identify the areas of needs for improvement

There are common areas to address when providing feedback to your employees in order to improve their performance. Especially for an inexperienced manager (or employee conducting a self-assessment), it can be difficult to conduct a meaningful performance review. Thus providing example phrases can be a good source of inspiration. We've created a useful list to keep in mind when conducting a performance review.

The areas to address in your performance review should cover:

- Achievements
- Productivity
- Communication skills
- Teamwork
- Creativity and Innovation
- Flexibility and Problem-solving

DATA ANALYSIS AND INTERPRETATION

A questionnaire was prepared for measuring effectiveness of training and development and distributed among the employees of **POSHS METAL INDUSTRIES PVT LTD.** The primary data collected by simple random sampling by using questionnaires was tabulated, converted in to percentage and displayed both in table as well as by graphical representation for analysis. Based on the data. Interpretations were made. The questionnaire used for carrying out survey is included in the annexure.

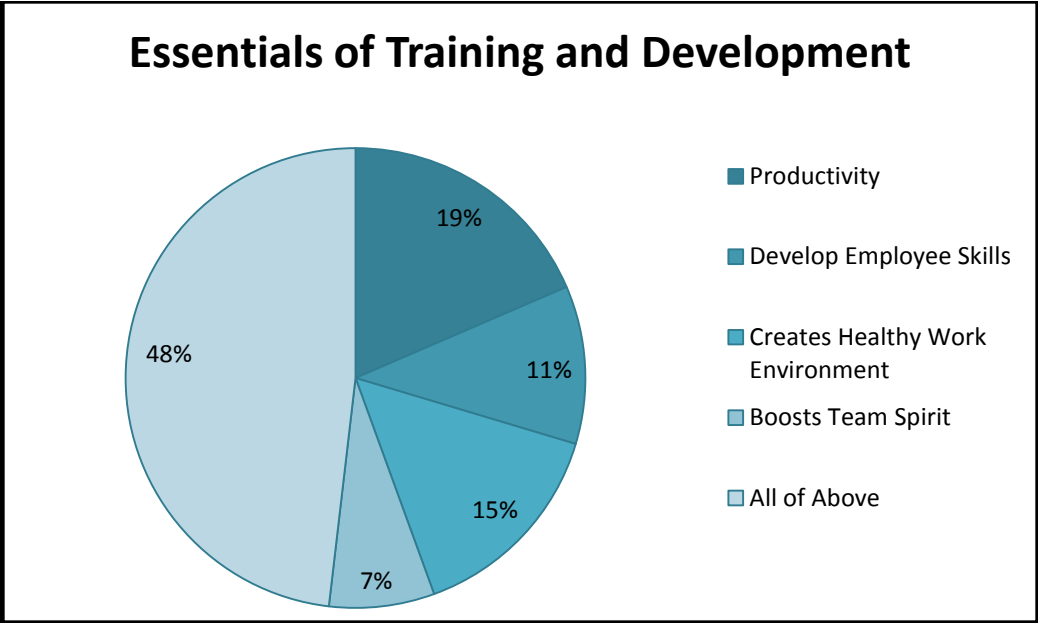


1. What do you understand by term Essentials of Training and Development?

By this question we get the clear understanding about how exactly the employees are aware about Training and Development Programme. The respondents were requested to react to the statement that "**Essentials of Training and Development**".

The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data.

Essentials of Training and Development	No of Respondents	Percentage of Respondents
Productivity	10	18.5%
Develop Employee Skills	6	11.1%
Creates Healthy Work Environment	8	14.8%
Boosts Team Spirit	4	7.4%
All of above	26	48.1%
Total	54	100%



Inference:

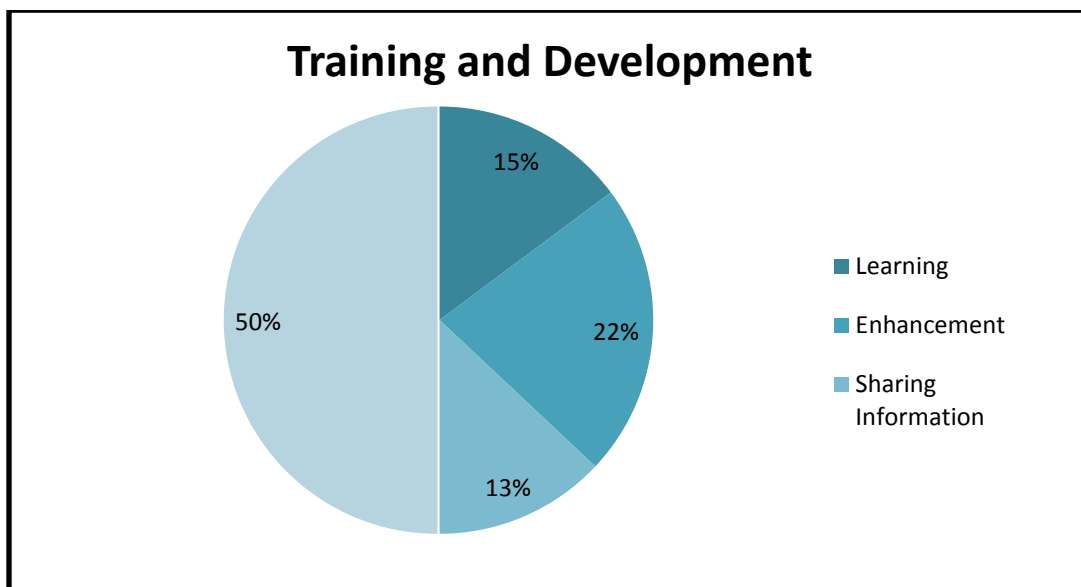
Form the above collected responses we can conclude that 48% of respondents believe that Essentials of Training and Development include all the given options. 19% of respondents believe that **Productivity** is Essential for Training and Development. 11% of respondents believe that Essentials of Training and Development Creates Healthy Work Environment in the Organisation.

2. Employees Understanding about Training and Development

By this question we get the clear understanding about how exactly the employees are aware about Training and Development Programme. The respondents were requested to react to the statement that "**Essentials of Training and Development**".

The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data

Training and Development	No of Respondents	Percentage of Respondents
Learning	8	14.8%
Enhancement	12	22.2%
Sharing Information	7	13%
All of above	27	50%
TOTAL	54	100%



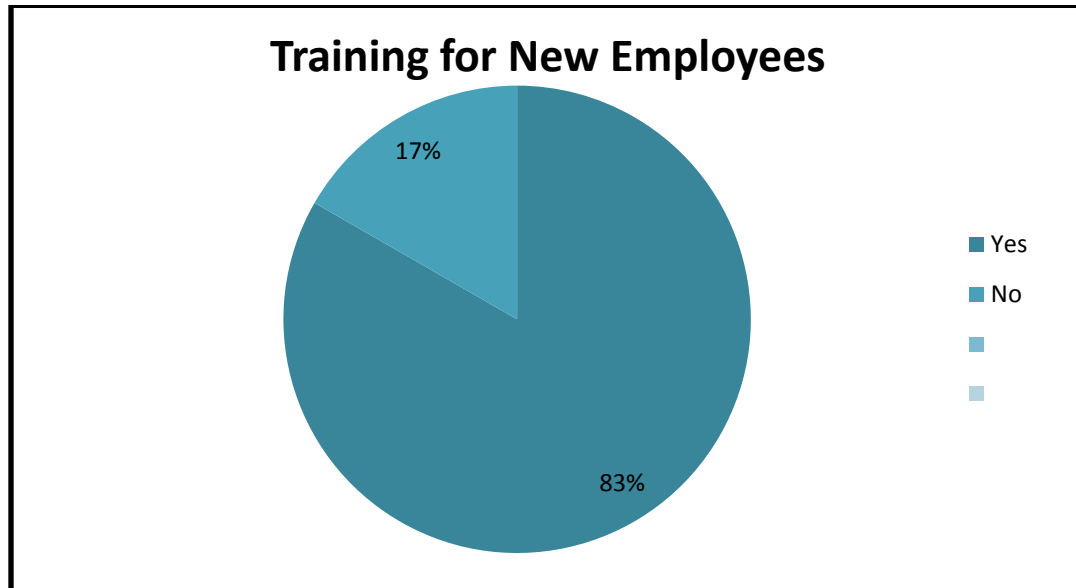
Inference:

50% of respondents believe that all of the above mentioned points are important for Training and Development 15% of respondents believe that Learning is one of the important for Training and Development 22% of respondents agree that importance is given for Enhancement training and development. Rest 13% agrees that sharing Information is important for Training and Development.

3. Training provided for New Employees

The motive of this question was to find out the response of the newly joined employees in any specific department if they are getting proper Training about the specific department work. The responses were quite clear to understand if there is proper Training given by the company to the Newly Joined Employees.

Training provided for New Employees	No of Respondents	Percentage of Respondents
Yes	45	83.3%
No	9	16.75
Total	54	100%



Inference:

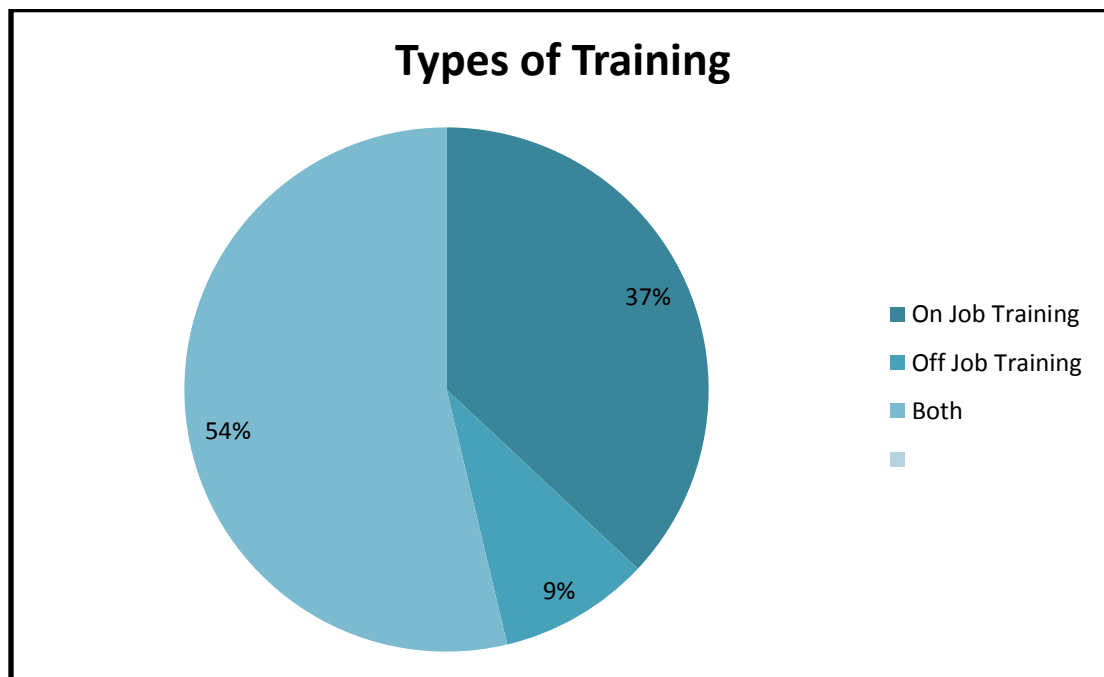
As per the graph 83% of the employees are getting/satisfied with the Training provided to them. The other 17% of employees are not very satisfied with the Training provided to them.

4. Type of Training followed by the Organization

The motive of this question was to find out the response of the employees which type of Training was provided by the Organisation and was the method satisfied.

The responses were quite clear to understand which Training type was more convenient by the company to the Employees.

Types of Training	No of Respondents	Percentage of Respondents
On Job Training	20	37%
Off Job Training	5	9.3%
Both	29	53.7%
TOTAL	54	100%



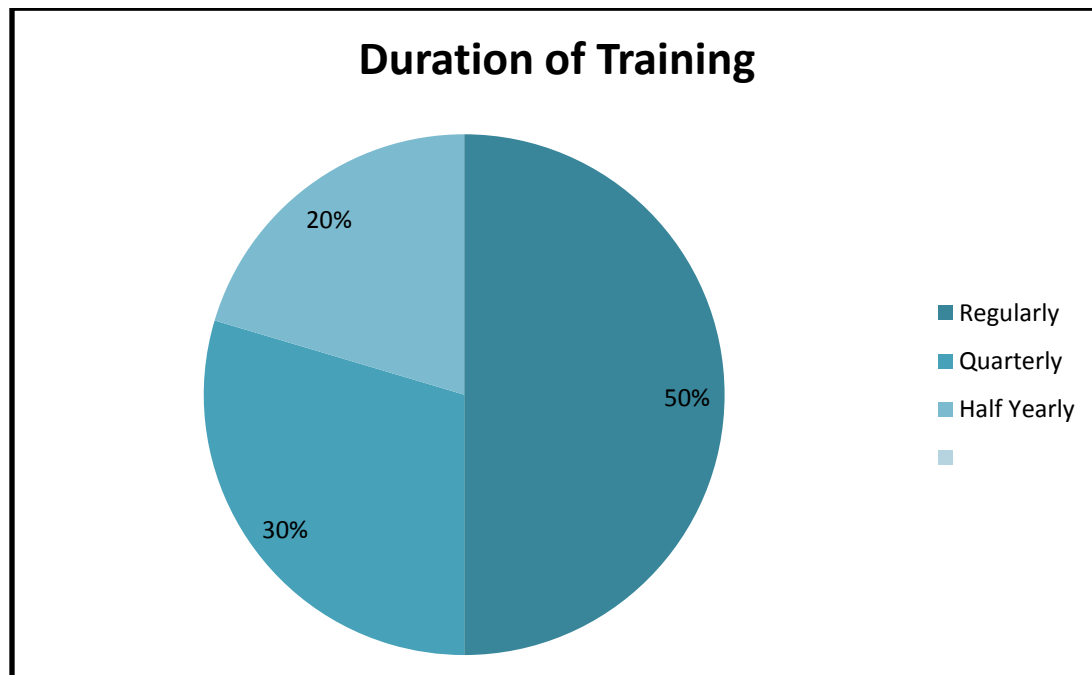
Inference:

As per the graph 54% of the employees prefer both i.e. On Job Training and Off Job Training method. The other 37% of employees are satisfied with On Job Training Method, rest 9% believe that Off Job Training method is more convenient to them.

5. Duration of Training Programme Conducted

By this question we get the clear understanding that the Training and Development Programme is conducted how many times as in Regularly, Quarterly, Half Yearly. The respondents were requested to react to the statement of "Essentials of Training and Development".

Duration of Training	No of Respondents	Percentage of Respondents
Regularly	27	50%
Quarterly	16	29.6%
Half Yearly	11	20.4%
TOTAL	54	100%



Inference:

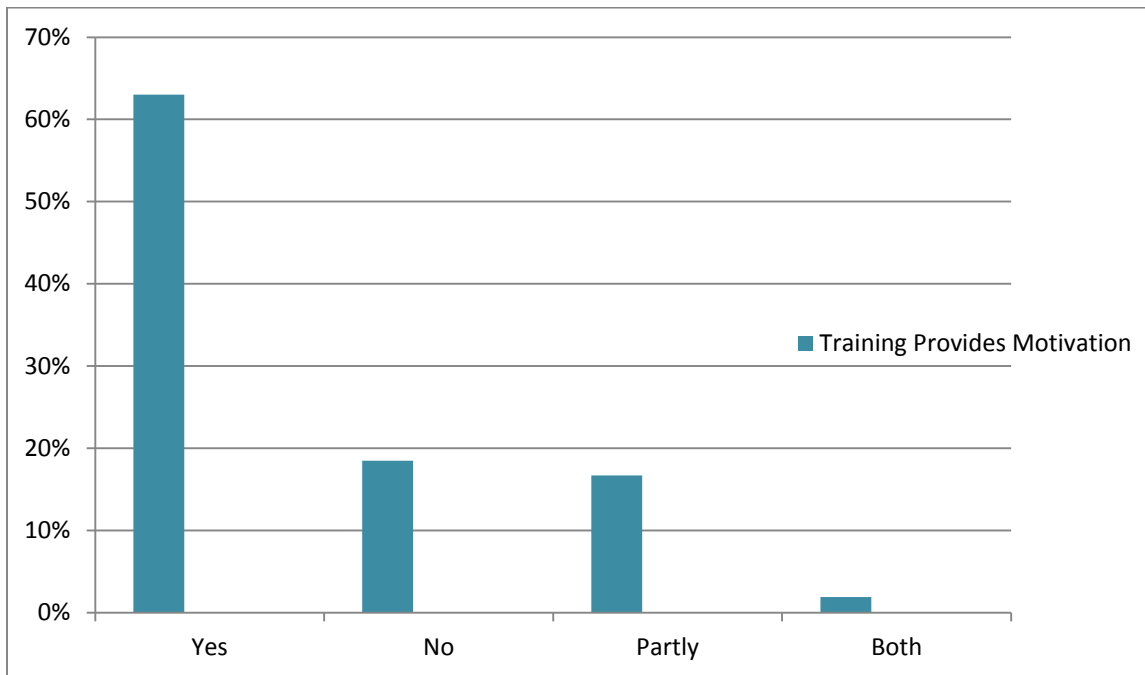
As per the graph 54% of the employees prefer both i.e. On Job Training and Off Job Training method. The other 37% of employees are satisfied with On Job Training Method, rest 9% believe that Off Job Training method is more convenient to them.

6. Training Increases Motivation for Employees

By this analysis we get the clear understanding that how important is Training and Development Programme in growing the organization

The respondents were requested to react to the statement of “**Training and Development helps in Motivation of Employees**”.

Duration of Training	No of Respondents	Percentage of Respondents
Yes	34	63%
No	10	18.5%
Partly	9	16.7%
both	1	1.9%
TOTAL	54	100%

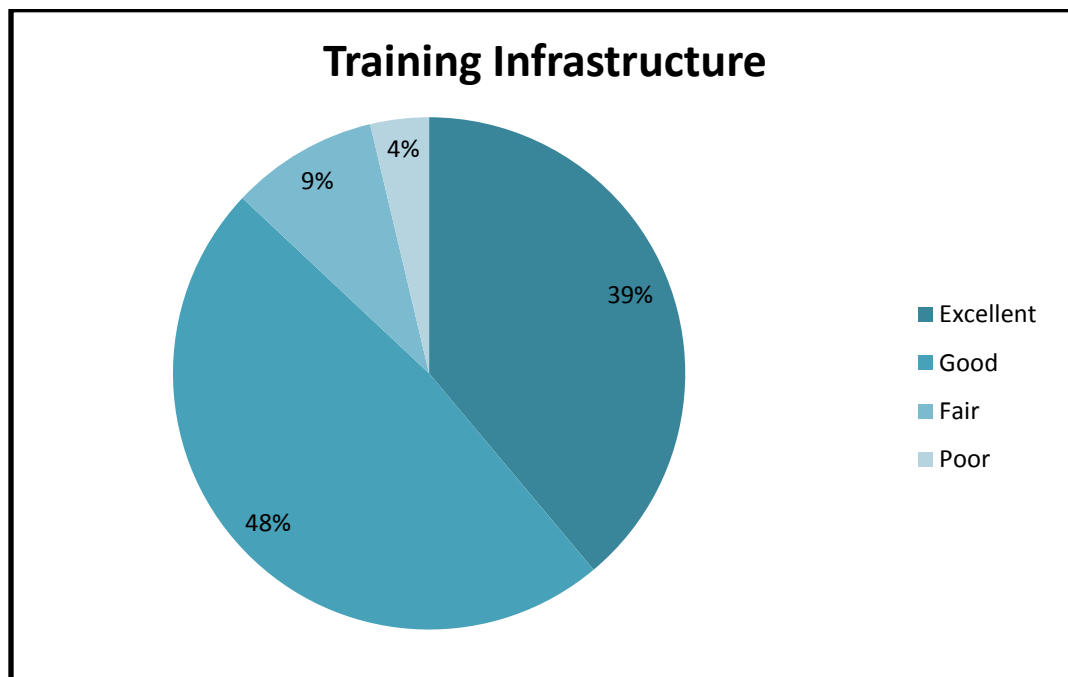


As per responses out of 54 respondents 34 responses were yes that Training and Development helps in Motivation of Employees". 10 responses were no, 9 responses were for partly.

7. Training Environment and Training Infrastructure availability at Training Centers

By this analysis we tried to collect the review of the Employees for Infrastructure available at Training Centers. If the employees are getting all the needful while Training

Training Infrastructure Availability	No of Respondents	Percentage of Respondents
Excellent	21	38.9%
Good	26	48.1%
Fair	5	9.3%
Poor	2	3.7%
TOTAL	54	100%



Inference:

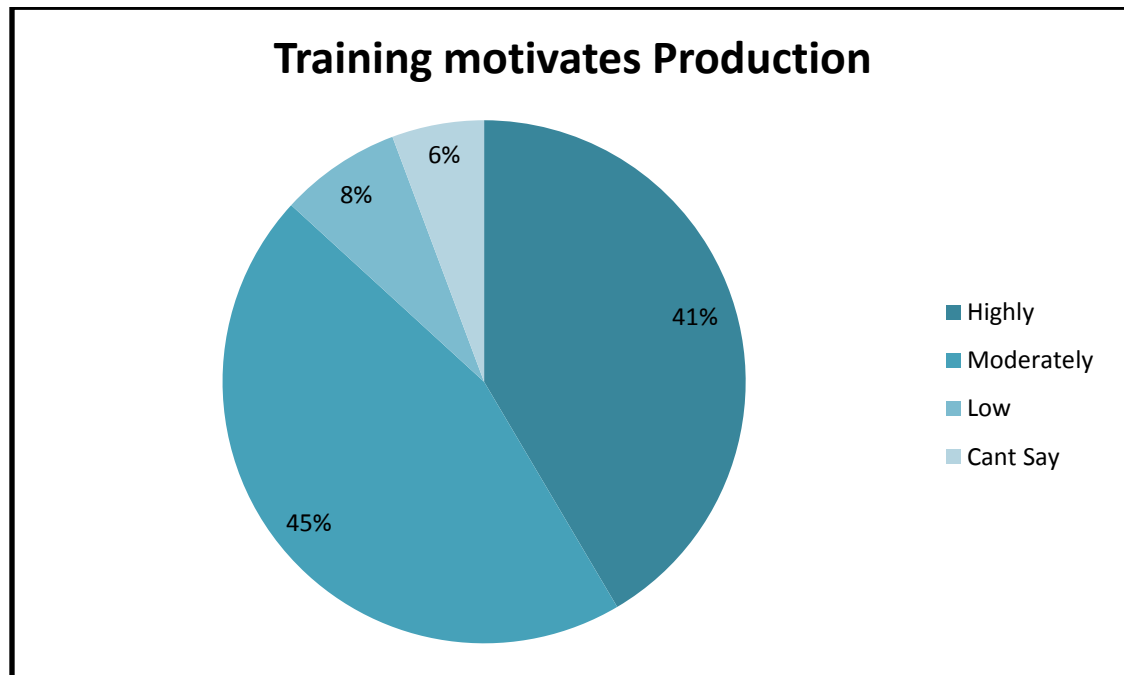
As per the graph 48% of employees have responded to Good Infrastructure 39% have responded to Excellent Infrastructure 9% were to Fair Infrastructure And remaining was for Poor Infrastructure available at the Training Centre.

8. Training helps in Increase in Production & Productivity

By this analysis we get the clear understanding that how Training Programme helps in growing Production and Productivity in the organization.

The respondents were requested to react to the statement of **“Training and Development helps in Increasing Production and Productivity”**.

Training motivates Production	No of Respondents	Percentage of Respondents
Highly	22	41.5%
Moderately	24	45.3%
Low	3	7.5%
Can't Say	4	3.7%
TOTAL	54	100%



Inference:

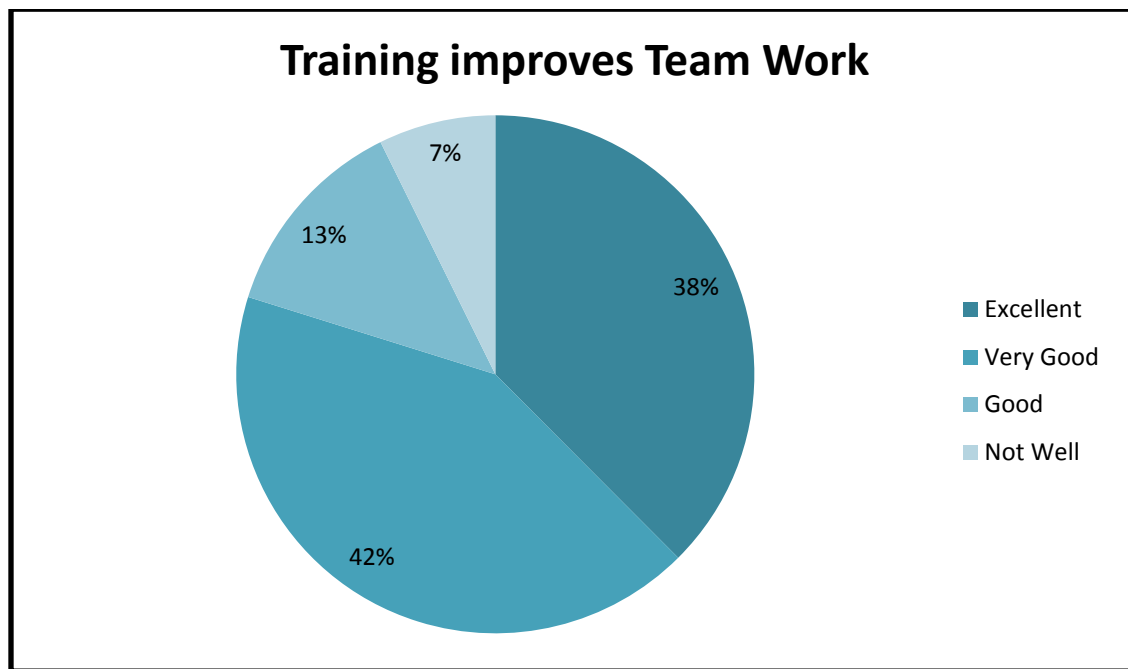
As per the graph 41% of employees have responded to Highly agree, 45% respondent have responded to moderate Increase in Productivity, 8% were to low Production And remaining was for Cant say if Training helps in improving Production and Productivity,

9. Training and Development Program improved Team Work

By this analysis we get the clear understanding that how Training Programme helps improving Team Work in the organization.

The respondents were requested to react to the statement of “**Training and Development helps in Improving Team Work**”.

Training improves Team Work	No of Respondents	Percentage of Respondents
Excellent	19	38.5%
Very Good	23	43.4%
Good	7	13.2%
Not Well	4	7.5%
TOTAL	54	100%



Inference:

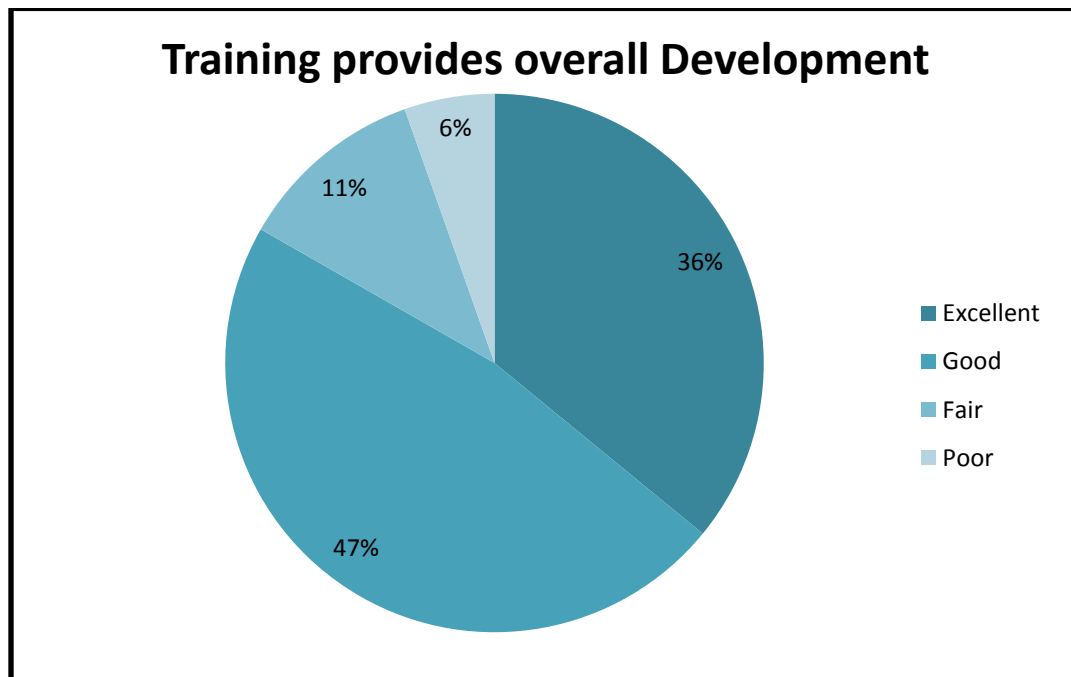
As per the graph 38% of employees have responded to excellent, 42% respondent have responded to Very Good Increase in Team Work, 13% were to Good Increase in Team Work And remaining was for Not Well Increase in Team Work.

10. Training and Development programs conducted by the Management in overall development of the employees

By this analysis we get the clear understanding that how Training Programme helps improving Team Work in the organization.

The respondents were requested to react to the statement of “**Training and Development conducted in overall development of employees**”.

Training improves Team Work	No of Respondents	Percentage of Respondents
Excellent	19	36.5%
Good	25	48.1%
Fair	6	11.5%
Poor	4	5.5%
TOTAL	54	100%



Inference:

As per the graph 36% of employees have responded to excellent, 47% respondent have responded to Good response of Management in overall development of the employees, 11% of respondents were to fair training given to overall growth of the employees. And remaining 6% was for poor i.e. Managements involvement in overall development of the Employees

Chapter 6. Major findings, Conclusion and Suggestions

6.1 Summary

6.2 Findings

6.3 Limitations of the study

6.4 Conclusion

6.5 Bibliography

Chapter 6

Major findings, Conclusion and Suggestions

SUMMARY

In the first chapter, the research problem was described and sample size and data collection and analysis methods were defined. The problem identified was "A study on the essentials of training and development with special reference to POSHS METAL INDUSTRIES PVT. LTD. The research was proposed to be conducted by descriptive statistics method. A questionnaire was developed using Google Forms and used for data collection.

In the second chapter, the History of the Organisation the details of the Organisation,

In the third chapter, the company profile of POSHS METAL INDUSTRIES PVT LTD was studied in detail including the details of POSHS group. Working of various departments such as Production, Marketing, Finance and Human Resource Management departments was studied in detail. The success factors of the firm were analyzed in detail

In the fourth chapter, the theoretical concepts of HRM, training and Development, Needs and methods of training and development was discussed. The systematic approach to training and development and the method of measuring the effectiveness of training and development was discussed.

In the fifth chapter, the data collected through questionnaire was analyzed using percentage method, tabulated and displayed in by graphical form by using tables and charts. The data was interpreted. Mean was found which indicates the overall performance of the firm

In this chapter the findings of the study, suggestions for improving the study further are included. The chapter ends with a conclusion to the study.

FINDINGS

After studying and analyzing essentials of training programmes with in questionnaire survey of the employees of POSHS METAL INDUSRTIES PVT LTD a brief summary is illustrated below.

POSHS METAL INDUSRTIES PVT LTD has a good team of employees who has under gone through training and development in on-the-job method. All the respondents are graduates with most of them also holding their post-graduation and technically skilled.

POSHS METAL INDUSRTIES PVT LTD is equipped with very good HRD team

The impact of the training on the employees of POSHS METAL INDUSRTIES PVT LTD is reasonably good and the reason that employee have positive attitude and they take training seriously.

On the job training techniques is employed to train the employees. Induction training to new employees is given adequate importance Management is giving adequate importance to develop employees through training.

Majority of the employees felt that the quality of training programmes are good, were fully useful to them and training programme has helped in improving their performance and quality of the work.

CONCLUSION

The training and development program adopted in **POSHS METAL INDUSTRIES PVT LTD.** mainly concentrated on areas like quality aspects, job oriented trainings, technical skills and knowledge. Most of the respondents rated as good and excellent towards the overall quality and effectiveness of the training and development programs and satisfied with the present training methods.

The company also has to concentrate small of respondents who are not satisfied with training programs and whom it has not helped to overcome from their short comings or work related problems.

Finally the training and development programs provided by **POSHS METAL INDUSTRIES PVT LTD** are found to be effective, credible and commendable, which can be improved further.

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Questionnaire

1. What do you understand by term Essentials of Training and Development?

- Productivity
- Develop Employee's Skills
- Creates Healthy Work Environment
- Boosts Team
- Spirit
- All of above

2. What do you understand by Training?

- Learning
- Enhancement
- Sharing
- Information
- All of above

3. Does the Organisation provide Training for new employees?

- Yes
- No

4. What kind of Training are being followed in the Organisation?

- On Job Training
- Off Job Training
- Both

5. How often the Training Programmes are conducted in the Organisation?

- Regularly
- Quarterly
- Half Yearly

6. Does Training helps to increase motivation of employees?

- Yes
- No
- Partly
- Both

7. Do you Participate in Training Activity?

- Yes
- No

8. Training program according to you is?

- Improve Skills
- Improve Knowledge
- Change Attitude
- All of the above

9. What is your understanding about the Training Environment and Training Infrastructure availability at Training Centers?

- Excellent
- Good
- Fair
- Poor

10. Do you find Training material useful related to your job situation?

- Yes
- No
- Partly

11. Do you think that the Training helps for individual Development as well as Organizational Development?

- Yes
- No
- Maybe

12. Do you think Training program helped in increasing the productivity in terms of quality and quantity?

- Highly
- Moderately
- Low
- Can't Say

13. Has Training and Development Program improved Team Work?

- Excellent
- Very Good
- Good
- Not Well

14. How was the Effectiveness of Training and Development programs conducted by the management in overall development of the employees?

- Excellent
- Good
- Fair
- Poor

15. Which Training program are more relevant for your Department?
Justify.