

Project Report on
**“EFFECTIVENESS OF TRAINING &
DEVELOPMENT PROGRAMMES”**

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DECLARATION

I **BHUPENDER** pursuing **Master of Business Administration** 2017-19 from **Delhi School of Management, DTU**. I hereby declare that the project report on titled **“EFFECTIVENESS OF TRAINING & DEVELOPMENT PROGRAMMES”** is the outcome of my own effort under the guidance of **Ms. DEEPALI MALHOTRA**.

The same report has not been submitted earlier to any Institute/University for awarding the degree of MBA or any other professional course. If there will be any violation of IPR than I will be solely responsible to that and Institute/University has right to cancelled my degree.

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CERTIFICATE FROM THE INSTITUTE

This is to certify that the Dissertation Project Report titled “**EFFECTIVENESS OF TRAINING & DEVELOPMENT PROGRAMMES**” is a bonafide work carried out by **Mr. BHUPENDER** of MBA 2017-19 and submitted to Delhi School of Management, Delhi Technological University, Bawana Road, Delhi in partial fulfillment of the requirement for the award of the Degree of Masters of Business Administration.

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Date:

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ABSTRACT

“Theory without practice is sterile; practice without theory is blind”. So no doubt, class room is important but at the same time, project is also an integral part of a future manager’s curriculum .It gives him/her a chance to apply the concepts in real life situations.”

Human Resource is as paramount importance for the success of any organization. It is a source of strength and aid. Human resources are the wealth as on organization which can help it in achieving its goals. Employee training is the important sub system of Human Resource Development . Employee training is a specialized function and is one of the fundamental operative function of Human Resource Management . Every organization needs to have well-trained and experienced people to perform the activities that have to be done. If the current or potential hob occupant can meet his requirement, training is not important. But when this is not the case, it is necessary to raise the skill level and increase the versatility and adaptability as respondents. In a rapidly changing society, employee training is not only an activity that is desirable but also an activity that an organization must arrange if it is to maintain a viable and knowledgeable workforce. It help to prevent manpower obsolescence, training is thus a practical and vital necessity. The study provides the insights about the effectiveness of training and development programmes in LPS BOSSARD . Findings reveals that how programmes enhance performance and suite the need of employees . Moreover the study identified the need of conducting the programmes.

TABLE OF CONTENTS

TITLE	PAGE NO.
• Title page	I
• Certificate	II
• Declaration	III
• Acknowledgement	IV
• Abstract/Executive summary	V
• Table of contents	VI
1. Introduction	01-17
2. Company profile	18-20
3. Research methodology	21
• Objective of study	
• Methodology	
• Data collection sources/techniques	
4. Data analysis and interpretation	22-57
• Sample and data collection	
• Data diagrams	
5. Findings suggestion and conclusion	45
6. Bibliography/References	58
7. Annexure	59-62

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION:

Human Resource is as paramount importance for the success of any organization. It is a source of strength and aid. Human resources are the wealth as on organization which can help it in achieving its goals. Human Resource Management is concerned with the human beings in an organization. It reflects a new outlook, which views organization's manpower as its resources and assets. Human resource is the total knowledge, abilities, skills, talents and aptitudes of an organization's workforce. The values, ethics, beliefs of the individuals working in an organization also form a part of human resource. The resourcefulness of various categories of people and other people available to the organization can be treated as human resources. In the present complex environment no business or organization can exist and grow without appropriate human resources. So human resource has become the focus of attention of every progressive organization HRM is that process of management, which develops and manages the human element of an enterprise.

Organization and individual should develop and progress simultaneously for their survival and mutual goals . So every modern management and individual should develop and progress simultaneously for their survival and goals . Employee training is the important sub system of Human Resource Development . Employee training is a specialized function and is one of the fundamental operative function of Human Resource Management .

TRAINING AND DEVELOPMENT

Every organization needs to have well-trained and experienced people to perform the activities that have to be done. If the current or potential job occupant can meet his requirement, training is not important. But when this is not the case, it is necessary to raise the skill level and increase the versatility and adaptability as respondents. In a rapidly changing society, employee training is not only an activity that is desirable but also an activity that an organization must arrange if it is to maintain a viable and knowledgeable workforce. It helps to prevent manpower obsolescence, training is thus a practical and vital necessity

Meaning of the training:

Training is an act or process of increasing the knowledge and skill of an employee for doing a particular job. Training is a short-term educational process and utilizing a systematic and organized procedure by which respondents learn technical knowledge and skill for a definite purpose. The purpose of training is to achieve change in the behavior of those trained and to enable them to do their job in a better way.

Definition:

According to Dale s. Beach “ training is the organized procedure by which people learn knowledge and skill for a definite purpose.”

In the words of MICHAEL J. JUCIUS,

“Training is the process by which the aptitude , skill and abilities of employees to perform the given jobs are increased ”

In other words training improves , changes, moulds the employee’s knowledge , skill , behavior , aptitude and attitude towards the requirements of the job and organization . Training refers to teaching and learning activities carried on for the primary purpose of helping members of an organization to acquire and supply the knowledge, skills, abilities and attitudes needed by a particular job and organization .

Thus training bridges the differences between job requirements and employee's present specifications .

IMPORTANCE OF TRAINING:

The importance of human resource management to a large extent depends on human resource development. Training is most important technique of human resource development. As stated earlier, no organization can get a candidate who exactly matches with the job and organizational requirements. Hence training is important to develop the employee and make him suitable for the job. A well planned and well executed training program can provide the following advantages.

Training is a continuous process of imparting knowledge to the respondents. It helps them in improving productive and behavioral pattern. Training is very important.

The following are the importance of training

- Higher productivity
- Better quality of work
- Less learning period
- Cost reduction
- Reduced supervision
- High morale
- Personal growth
- Optimum utilization of resources
- Organisation culture
- Development of skills of employees
- Team spirit
- Organisation climate

Objectives of training:

Generally line manager asks the personnel manager to formulate the training policies. The personnel manager formulates the following training objectives in keeping the company's goals and objectives.

- To prepare the employees, both new and old to meet the present as well as the changing requirements of the job and the organization.
- To prevent obsolescence.
- To impart the new entrants the basic knowledge and skills they need for an intelligent performance of a definite job.
- To prepare employees for higher level tasks.
- To build up a record line of competent officers and prepare them to occupy more responsible positions.
- To ensure smooth and efficient working of a department.
- To promote individual and collective morale, a sense of responsibility, co-operative attitudes and good relationship.

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 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.

NEED FOR TRAINING

There is no doubt that all training should be based on needs. It is easy however, to establish need precisely. Every organization should provide training to all employees irrespective of their qualification, skill suitability for the job, etc. Training is not something that is done once to new employees; it is used continuously in every well-run establishment. Further technological, automation; require updating the skills and knowledge. As such an organization has to retain old employees the need for training arises due to following reasons-

To match the employee's specification the job requirements and organizational needs-management finds deviations between employee's present specification, job requirements and organizational needs. Training is needed to fill these gaps by developing and molding the employee's skills, knowledge, attitude behaviors etc to tune the job requirements and organizational needs.

Organizational viability and transformation process: The primary goal of most organization is that their viability is continuously influenced by environmental pressure. If the organization does not adapt itself to the changing factors in the environment it will lose its market share.

Technological advances-every organization in order to survive and to be effective should adapt the latest technological means and methods. The organization should train the employees to enrich them in the areas of changing technical skill and knowledge from time to time.

Organizational complexity-with the emergence of increased mechanization and automation manufacturing of products and by products or dealing in services of diversified lines, extensions of operations to various regions of the country or in overseas countries, organization of most of the countries have become complex.

Human relations-Trends in approach towards personnel management has changed from the commodity approach to partnership approach and cross the human relations approach. So today most of the organization has to maintain human relation besides maintaining sound industrial relations.

Change in job assignment Training is also necessary when the existing employee is promoted to the next level in the organization or when there is some new job due to transfer. Training is necessary to equip the old employees with advanced technology.

To increase productivity: Instructions can help employees to increase their level of performance of their present assignment . increased human performance often directly leads to increased operational productivity and increase company profit . increased performance and productivity are most evident on the part of new employees who are not yet fully aware of the most efficient and effective ways of performing their jobs.

To improve quality :Better-informed workers are less likely to make operational mistakes . Quality increases in relationship to company product or services or in reference to intangible organizational employment atmosphere .

To help company, fulfill its future, personal needs : Organization that have good internal educational program will have to make less drastic change and adjustment in the events of sudden personnel alterations . when the need arises, organizational vacancies can be more easily be staffed from internal sources if a company initiate and maintains an adequate instructional program for both its non supervisory and managerial employees .

Methods or Techniques of Training:

Training is essential for the smooth, economic timely and efficient production work or service in any organization. Training is must. There are various methods of training but all there can be broadly divided into two principal types.

- On-the-job training methods
- Off-the-job training methods.

ON-THE JOB TRAINING METHODS:

This method is also called “internal training method”. This is most widely and accepted method of training. This is suitable for all levels of respondents.

Under this method the employee gets training on the job and at his work place itself. In other words it is conducted at the worksite and in the context of job. Several methods are used to provide on the job training.

They are as follows:

JOB ROTATION : This type of training involves the movements of trainee from one job to another . The trainee receives job knowledge and gains experience from his supervisors or trainee in each of the different job assignments . Though this method of training is common in training managers for general management's position , trainees can also be rotated from job to job in workshop jobs .

COACHING The trainee is placed under a particular supervisor functions as a coach in training the individual . The supervisor provides feedback to some suggestions for responsibilities of the limitation o this method is that the trainee may not have the freedom to express his own ideas .

JOB INSTRUCTION : This method is very popular in the states for prepaying supervisors to train operatives . The job instruction methods require skill trainees , extensive job analyses , training schedules and prior assessment of trainees job knowledge . This method is also known as “Training throught **step-by-step** learning supervisors to train operatives . The job instruction methods require skilled trainees , extensive job analyses , training schedules and prior assessment of trainees job knowledge . This method is also known as “Training throught **step-by-step** learning”.

COMMITTEE ASSIGNMENT:

Under the committee alignment group of trainees are given and asked to save an actual organization problem. The trainees solve the problem jointly.

OFF-THE-JOB TRIANING METHODS:

Those methods are also called “external training method”. These methods are designed and intended to impart training by supplying required knowledge and skill to the respondents away from the job and work place. Off the job training methods are as follows:

1. Vestibule training:

In this method, a training centre or classroom called “vestibule” is set up and actual job conditions are duplicated or simulated in it. Material, files and equipment which are which are used in actual job performance are also used in training. Expert trainers are appointed to provide

training with the help of equipment and machines which are identical with those used at the workplace.

2. Role playing:

The idea of role-playing involves action, doing and practice. In role playing trainees act out in a given role as they would in a stage play. Two or more trainees are assigned parts to play before the rest of the class. This method is useful for interpersonal reactions development.

3. Lecture method:

This is the traditional and direct method of instruction. Lectures are formed, organized talks by the training specialist. The lecturer must motivate and create interest among the trainees. The lecture method can be used for very large groups which are to be trained with in a short time.

IDENTIFYING OR DISCOVERING TRAINING NEEDS (TNI)

A training program should be established only when it is felt that it would assist in the solution of specific operational problems. The most important step, in the first place is to make through analysis of the entire organization, its operations and manpower resources available in order to find out "The Trouble Spots" where training may be needed. It should, however be noted that training is not a cure all.

Identification of training needs must contain three types of analysis :

- **ORGANIZATIONAL ANALYSIS** : Organizational analysis centers primarily upon the determination of the organizational goals, its resources as they related to the organizational goals. The analyses of the organizational goals established the framework in which training needs can be defined more clearly.
- **OPERATIONAL ANALYSIS** : Operational analysis focuses on the task or job regardless of the employees doing the job.

MAN ANALYSES:

Man analyses reviews the knowledge , attitude and skills of the incumbent in each position and determines what knowledge.

EXECUTIVE DEVELOPMENT

Introduction:

Executives are the most valuable assets of any organization. The manager or executive is the dynamic life giving element in an organization. The success and growth of an organization depends largely upon the caliber and performance of its executives.

Meaning :

Executive Development is also called “Management development”. Executive development is a systematic process of learning and growth by which managerial personnel gain and supply knowledge, skills, attitudes and insight to manage the work in this organization effectively.

Definition:

According to FLIPPO “Management Development includes the process by which managers or executives acquire not only skills and competency in their present hobs but also capabilities for future managerial tasks of increasing difficulty and scope

Methods of Executive Development :

- On-the-job techniques
- Off-the-job techniques

On-the-Job techniques:

1. Coaching:

In this method the superior guides and instructs the trainee as a coach. The coach or counselor sets some mutually agreed upon goals, suggests how to achieve these goals.

2. Understudy:

An understudy is a person who is in training to assume at a future time the full responsibility of the position currently held by his superior. This method supplies the organization a person with as much competence as the superior to till the post which may fall vacant because of promotion, retirement or transfer.

3. Position Rotation:

Position rotation is also called “job rotation” or “channel method of development”. It involves movement or transfer of executives from one position or job to another according to a rotation schedule.

4. Project Assignments:

Under this method a number of trainee executives are put together to work on a project directly related to this functional area. The group called ‘project team’ or “task force” will study the problem and find appropriate solutions.

5. Selective Reading:

Managing has become a specialized job requiring a close touch with the latest developments in the fields. By reading selected professional books and journals, managers can keep in touch with the latest research findings, theories and techniques in management.

Off-the-Job techniques:

1. The case study method:

Under this method a real or hypothetical business problem or situation demanding solution is presented in writing to the trainees. The trainees are required to identify and analyze the problems, suggest and evaluate alternative counter of action and choose the most appropriate solution.

2. Incident Method:

In this method incident are prepared on the basis of actual situations which happened in various organizations. Each employee in the training group is asked to study the incident and to make short term decisions in the role of a person who has to cope with the incident in the actual situation.

STEP IN TRAINING PROGRAMME

Training program are a costly affairs and a time consuming process. Therefore, they need to be drafted very carefully. Usually in the organization of training programs, the following steps are considered necessary:

- Discovering or identifying the training needs.
- Getting ready for job.
- Preparation of the learner.
- Presentation of operation and knowledge.
- Performance try-out.
- Follow up and evaluation of the program.

CHAPTER 2

COMPANY PROFILE

1.1 INDUSTRY PROFILE

Meaning Of Fasteners and Its Types

A fastener is a broad term for nut, bolts & screws. It is an alternate of welding and riveting.

Fasteners can be classifying broadly in to two categories: -

- Depending on their tensile
- Mild Steel (MS) & high tensile fasteners.

Uses

Mild steel fasteners are used in general application & produced by the SSI & unorganized sector.

On the other hand (HT) fasteners that are relatively technology advance, are manufactured by organized sector.

In India fasteners are used in textiles, machine tools, pumps automobiles & general engineering largest consumer 50% HT fasteners.

Major Manufacturers

In India there are 4 major players in fasteners industries:

- Sundaram fasteners
- Sterling tools
- Precision fasteners
- LPS

A Sundaram fastener Industries (SFI) is a leader of automotive fasteners. While, precision fasteners limited (PFL) leads in industrial fasteners. Both are trying to enter in the each other segment industry.

Improved Input Front

Until a few years ago producer of HT fasteners had to input as much as 60% of their Raw Material like careful steel & cold heading quality steel due to poor quality. But availability of good steels in India also has changed the scenario. Now days Bihar alloys, Shri SR alloys, Steel Authority of India Ltd, Salam Steel Corporation are producing the special steel for fasteners.

The automobile boom is the major reason for continuous growth of fasteners industry because the total sale of automobile (passenger cars, 2& 3 wheelers, multiutility vehicles, sport utility vehicles) has achieved the total figure of 10 lakhs figures and commercial vehicles sales has also earned a growth of continuous increase in total sale.

The engineering segment has also registered 25 % growth, which is also a major consumer of fasteners.

Production

Near about 200000 metric ton of fasteners are being produced by various fasteners manufactures in organized and unorganized sector.

Sundaram fastener is the largest manufacturer of HT fasteners. Which produces approximately 48000 metric tons of high quality HT fasteners and it crossed the sales figures of Rs. 800 crore in year 2000-2001.

Precision fasteners also have done well. Its sales went up 32% to Rs. 251 Crore in 2000-2001.

LPS has also come in a long way. It crossed the 4475 tones mark of production in 2000-2001 years and total sales of 8640 Lakhs.

Export Opportunity

The concept of outsourcing fasteners is under going a sea change globally. Auto giants around the world have identified countries to buy a particular component depending upon technology and cost. Arun Sharma, president PFL explains 'India has very good scope in this of globalize purchase and many auto giants are looking at India as a sourcing lease'. Quality is an important factor in export but not the only criterion; what is more important is timely deliveries and after sales service through there is a vast potential to export fasteners to DEMs abroad, it has not been exploited due to difficulties in setting up service points near each of the DEM manufacture. Hence the domestic producer foray abroad is limited to the replacement market.

To the successful in exports, Indian companies don't require foreign technical collaboration, as a fastener is not a very hi-tech item. What is required is a foreign tie up for marketing and after sales service. This is evident from the fact that recently the market leader, Sundaram fastener tied up with kamax – were Rudolf Kellies, Germany for marketing. As India prepares to join the international economic mainstream, there will be many such tie-ups.

1.2 Organization profile:

LPS-BOSSARD Pvt. Ltd.



Figure-1.2.1

LPS BOSSARD is a joint venture company of gives state of art fastening solutions/technology to customer in India. LPS has entered into a joint venture agreement on 26th June 1997 with BOSSARD AG. BOSSARD is a company subsisting under the laws of Switzerland and has its principal office at Steinhausertrasse, 70 Postfach, CH-6305, Zug, Switzerland. In a joint venture 515 of share capital is held by BOSSARD and 495 is held by LPS. The Bossard Group is a global group of companies. It is still molded by members of the founding family, now represented by the seventh generation. The holding company, Bossard Holding AG, has its headquarters in Zug, Switzerland, and is quoted on the Swiss stock exchange.

Bossard has around 1400 employees, engaged in the global procurement and sale of every type of fastening element. Bossard also provides engineering and logistical services associated with these products. We also offer our industrial customers the full range of solutions in product management and logistics of C-parts.

Bossard is among the market leaders in our sector in each of the three global economic regions of Europe, America and the Asia-Pacific area. In those markets where we are not present through our own companies we work through partners in our alliance. Our range of services provides the perfect complement to our partners' own competence. This means that we can provide for our multinationally active industrial customers, wherever they have a presence.

Company at a Glance

The researcher takes this opportunity to introduce a joint venture between M/s Lakshmi Precision Screws Ltd., Rohtak and Bossard AG, Switzerland. Incorporated in November 97, this joint venture has been christened as LPS BOSSARD PVT LTD. The Company became operational in 1998 with specializing in Industrial Assembly Technology and within a short span we are now a 90-member family serving to our customers all over India with sales over Rs. 550 million with a steady growth.

LPS has a range of more than 75,000 of fasteners in Stainless steel, High tensile steel, MS, Brass, Copper, Aluminum, Titanium Alloy, Inconel and Plastics. Our range includes standard items (as per DIN, ISO, JIS, NFE, and other National & International Std.) and Multifunctional fasteners like, Self drilling screw, Thread cutting, Thread Forming screws, EcoSyn, EcoFix and many more. Apart from these we also develop and supply items as per customer specifications.

The company joined hands with many world repute companies like Panduit Corp. for distribution of Cable ties and Wiring Accessories, Recoil Fasteners Australia for Thread Damage Repair Kits, Inserts and Insertion Tools, Fairchild Fasteners for Tension Latches, ¼ Turn Fasteners, Push Button Fasteners, to cater to the needs of customers for C items.

Aim of the company

“We aim at providing the latest in Fastening Technology and C parts management to our customers in India”.

In main operational activity Fastening Technology, the company is Headquartered in Rohtak (Haryana) and formed regional offices at New Delhi, Bangalore & Pune. In an effort to be closer to the customers company also have offices in Bangalore, Chennai, Hyderabad and Mumbai etc.

Objectives of the Company

The main objective of LPS is to provide customer satisfaction or we can say that making things according to customer demands. Other main objectives of the company are:

- To Position himself in the Market

- To Increase productivity
- To Innovate new things
- To double the export and bring foreign currency
- To get maximum profits
- To Increase the performance of employees
- To develop technical and administrative skills.
- Optimum utilization of human on Resources.

A Word about parent companies

- LPS Ltd.

Founded in March 1972, LPS is one of the leading manufacturers and suppliers of high tensile fasteners such as Bolts, Screws, Nuts and similar parts for Automobile and other Industrial Sectors and has acquired the state of art technology. LPS is Accredited in Mechanical and Chemical Testing since 1995 by A2LA (American Association for Laboratory Accreditation, USA) and NABL (National Accreditation Board for Calibration & Testing Laboratories) and is ISO certified since 1996. LPS also got QS 9000 in March 2000.

- Bossard AG

Bossard a leading logistic-oriented group for fastening technology was founded in 1831 in Zug, Switzerland and today is managed by the seventh generation of the Bossard Family with roughly 1600 employees. Bossard is the first company in this sector to get an ISO 9001/9002 & 14001 certification (since 1986). Bossard has its global presence with regional business units in Europe, United States and Asia/Pacific and operations in over 76 countries having a turnover of over US\$ 400 Million.

Vision of the company

“They want to be ‘the trusted expert Brand’ providing assembly technology solutions for our customers globally”

The company’s current business policy is in line with their principals based on an overall medium-term entrepreneurial vision. They see themselves as an international logistic-oriented group for Fastening Technology and C parts management. The company has access to worldwide procurement and engineering know-how. Top priority in planning company

development is given to strengthening established activities and developing new markets. This includes assuring an appropriate level of growth in order to remain competitive as well as making targeted acquisitions. The latter, for example might be projects in the C part management sector, which are also of considerable interest to our fastening technology customers.

Furthermore, company's vision includes clear views on flexibility as well as transparency with regards to value added, both of which we consider as important as our market targets.

Quality Policy

“LPS Bossard will provide reliable quality products economically on time to the total customer satisfaction.”

In order to meet above policy we have clear objectives that “to increase confidence of customer by providing quality products on time” and “to reduce cost of customer product by providing technical and logistics support”

“We are a leading OEM supplier offering global solutions for local requirements.”

Principles

1.Customer Focus:

Focus on the real needs of the customers.

We understand their problems and can solve them. That's why we develop custom-tailored products and services for every customer.

2.Value Added:

Not all products and services add value – but they all lead to costs. Key for the customer is the perceived value. That's why we cannot be inexpensive but, instead, offer the best value.

3.Quality:

All the stakeholders can rest assured that we invariably deliver what we promise. That's why the company offers security, convenience and cost-effectiveness to the customers.

4.People:

The company relies on highly motivated employees, empower them to contribute to the group's success and let them participate in it. That's why the company is having teams to coordinate the activities.

“Our employees are our greatest assets.”

5. Independence:

LPS has always put its trust in creativity, innovation and unconventional thinking.

The Yardstick for Activities

“Engineering and logistics lead to a cost saving of 30 percent and more”

The company has developed a three-fold approach to adding customer value. This allows industrial enterprises to exploit rationalization potential in fastening technology both within and outside their companies. Along the entire procurement and value added chain whole cost pools can be turned into a competitive advantage. Customer benefit is their yardstick.

Core Competencies



Figure-1.2.2

The magic of competence in fastening technology

The three-stage service package:

Products, Engineering and Logistics The provision of fastening elements is a service which customers really appreciate. Competent technical advice on design and assembly (Engineering) and a polished optimization procedure (Logistics) round off this full service package to provide a unique service in the world of fastening technology.

1. Main Service:

The company is at home in the market for fastening elements worldwide and know how and where to manufacture and develop such elements.

2. Engineering:

They are familiar with customer-specific problems in fastening technology and know how to solve them.

3. Logistics:

The Company is accustomed to customer-specific supply requirements and has the necessary systems and solutions in place.

4. Communication:

They are aware of the availability needs of their customers and know how to develop and support inter-company procurement systems.

Engineering



Figure 1.2.3

Call on the services of a specialist in fastening technology as soon as you begin the development of a new product. This will help you avoid significant costs during the production and assembly stages.

Benefit from our comprehensive know-how:

- Technical advice (on suitable materials and the optimization of the range of products)
- Mechanical testing of fastening elements
- Detailed information in brochures and seminars
- Bossard Cad (CAD library)
- Ensures continuous quality.

Product and Service Package

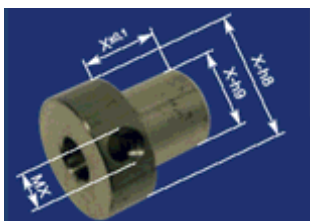


Figure 1.2.4

Range of services offered:

- Designs suitable for ease of production and assembly.
- Design and dimensioning of fastened joints

- Range optimization (preparation of statistical data, analyses, instructions on project development, exchange of ideas and experience)
- Technical documents
- Customer-specific special articles
- Application testing
- Analysis of failures

“Your Cost saving potential lies with us”

1. Basic Product:

As their basic product they offer a variety of fasteners to the diversified needs of market. Providing reliable quality products on time is their main or basic service. Functional products must be available in sufficient number and at an acceptable price. To this end they maintain a worldwide manufacturing, development and procurement network with several linked warehouse locations.

Its product documentation, available in catalogue form, comprises 50,000 items. 97 percent are always available from stock.

2. Product support:

In fastening technology, there is more to fully exploiting the rationalization potential than global product availability. That is why the company offers product support to help our customers manufacture a better product and to lower production costs. This engineering service can improve the product through identifying the most suitable materials, enhancing the quality of the fastening or providing greater protection against corrosion or loosening. Lower production costs can be achieved by reducing the number of different parts through using multifunctional parts and through introducing simpler assembly techniques.

The earlier our specialists are involved in the construction process, the greater their contribution will be.

3. Business Support:

Their major third strength is business support. The starting point here is the high availability of their products and the assumption that C parts accounts for 50 percent of the total procurement costs, but only for 5 percent of the value of the products.

The company has developed, and repeatedly implemented, proven logistic systems that can reduce costs for procurement, warehousing and assembly by 30 percent or more. Such logistic systems have considerable savings potential because only some 15 percent of the total in-place costs are related to the actual fastening element. Numerous companies are not yet using saving potential.

Currently we can offer our Two-Bin, Kanban Card, Kanban Barcode, Edifact and SmartBin systems.

4. C Parts management:

There is a clear trend worldwide towards procuring C parts from a single source and towards overall C part management. The single source competencies acquired through their three service levels make them an experienced and reliable supplier of comprehensive C part management.

Products of the company

Company produces two type of product:

- Standard Product
- Special Product

Standard Product:

A wide range of standard cold forged high tensile fasteners over 6000 varieties covering the diameter range 3mm to 30mm and the length range of 6mm to 300mm. Standard products cover most of international standards ISO, ANSI/ASME, BS, DIN etc, and engineered as per respective standards. These standard products cover a very wide range of industries like Automobile sector, standard/special m/c building sectors, Textile sectors, Printing machineries, Software sectors etc.

Products:

- Socket head cap screws
- Socket low head cap screws
- Socket counter Sunk head screw
- Socket button head cap screws
- Socket set screws knurled cup point/special point
- Hex head Bolt/Screws
- Hex Nuts

- Dowel pins
- Stainless steel fastener
- Special Automotive fastener
- Slotted/ Hex/ Shoulder screws

Special product:

A very comprehensive range of special high tensile Bolts/Screws, Studs, Nuts, and special cold forged components in the size range of 3mm to 30mm are manufactured. These special products are made to satisfy very exacting engineering standards .LPS range of special products covers the automobile, tractor heavy earth moving equipments, Textile machineries and machine building industries. To name a few of the special products in which LPS is the undisputed leaders are:

Products:

- Durlock Bolts
- Wheel/Hub Bolt
- Flange Bolt
- Connecting Rod Bolt
- Gear shaft
- Axles
- Stud
- Torx and Clamp
- Compressor Bolt
- Con rod Bolts
- Collar Bolts and Axles
- Ball pins, Ball rod
- Cylinder Head Bolt
- C.R. Bolt
- Pivot Pin Transmission Bolt

Standards

ISO 9001:2000 The parent company Bossard Switzerland was awarded this certification as early as 1986. This was in terms of the ISO draft standard which was in use at the time. Then in 1989 the company was the first commercial enterprise in the fastening technology sector to be awarded certification to ISO 9001). This opportunity arose at such an early date thanks to the company's thriving engineering activities and the development of new fastening elements and methods .ISO14001 Environmental protection is playing a more and

more important role in every organization. The number and complexity of environmental problems and the public debate on them show there is a need for action. This standard provides worldwide valid criteria for the management of the environment. The certification of its compliance with this standard has helped Bossard AG (Switzerland) win the trust customers.

ISO/IEC7025

The standard details the requirements which a testing and calibration laboratory must comply with if it wishes to demonstrate that it operates a QM system, and that it has the technical competence and ability to produce scientifically-based results. The accreditation of the technical control checks provides a formal recognition of the technical competence in the services described in the accredited field of activity.

ISO 3269:2000
 Acceptance testing for mechanical fasteners
 Bossard fasteners comply worldwide with ISO standard 3269 "Acceptance testing for mechanical fasteners". This standard defines acceptance tests for fasteners and sets out how these tests should be carried out in accordance with statistical principles.

ISO 16426 (quality of automatic machines)
 Fasteners – Quality assurance system
 ISO 16426 deals with completely retraceable mechanical fasteners which were manufactured under a verifiable quality assurance system. It defines a preventive system which is primarily intended to be used by the manufacturer.

This standard should be applied if the fasteners are automatically assembled. Product characteristics which were selected and defined by the customer must be included in the order document in writing. Acceptance testing to ISO 3269 is carried out for all other properties.

Bossard operates this procedure to the complete satisfaction of many demanding customers and has for many years been a supplier of fasteners which meet specific qualities for automatic machines.

The following diagram shows the whole procedure. It involves the close cooperation of all parties:

Customer + Bossard:
 - definition of the critical parameters

- definition of the maximum defect rate per delivery batch
- exact specification included in the order

Manufacturer:
corrects any weak points which have been identified



Figure-1.2.5

Customer:
mounts the screws,
collects the bad ones and sends them back to Bossard

Bossard:
sends all the bad parts to the manufacturer

This is an efficient way of using a step by step approach to reach the "zero defects" level, a goal which is often quoted but rarely achieved

Logistics



Figure-1.2.6

- Reduce costs
- Reduce inventory
- Increase productivity

Our customers have freed themselves from the burden of C-parts procurement. They have handed over to us the entire responsibility for their supplies. Bossard purchases and stores C-parts in modern logistics centers and can provide its customers with a constant supply of material.

Bossard uses the most modern technology and logistics systems to do this. One example is SmartBin, probably the most innovative logistics system in the world.

Procurement

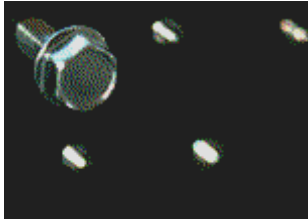


Figure- 1.2.7

As a trading company we want to be in a position where we can always offer our customers the right products in the required quality and at competitive terms. This is why we work with selected manufacturers from all over the world. We consider qualified, innovative and flexible manufacturers to be an important factor in our success. Our procurement process is based on professionalism, fairness and long-term, successful collaboration. We use it to support and strengthen the potential for development and innovation in our manufacturers and suppliers.

One of our strategic procurement goals is to get first-hand knowledge on the global procurement market and to put it to appropriate use. This is why we have our own centralized and systematic procurement market research. Potential suppliers to Bossard go through a selection and approval process based on ISO 9001:2000.

SWOT ANALYSIS OF THE LPS BOSSARD

Strength of the Company

- LPS has good manufacturing capability. It has annual capacity of producing over 1200 metric ton so it can meet the demand of large quantity
- It has good laboratory facility certified by international institution enabling it to manufacture fasteners of international quality.
- LPS is situated in India where labors are cheaply available. So it can make products at lower cost than its counterpart situated in Europe America.
- Technological
- Economical
- Wide circle area
- Reputed company
- R- world

Weakness of the Company

- The company though closer to OEMs in its home market, it doesn't enjoy that much closeness in the market outside India in international market it sells its product to distributors then this product goes to the OEMs though these distributors give high volume of business they reduce the margin of the company.
- Lack of coordination
- Weak signal.
- Confusing tariff plans.

Opportunities to the Company

- Currently most of the American countries are sourcing their products from low cost region of south-east Asia this trend was not there in the Europe. Though lately but the Europe OEMs due to pressure of reducing the cost starting to source parts from Asian countries. there are on the look out for supplier from Asia so there lies a huge opportunity to cash on it
- Also foreign countries are aware of India's bright economy situation and are willing to establish business relationship with India. The company should ride on this favorable situation and should use this point to woo customer
- The company can capture the whole market.
- The company can be number one in the whole world.

Threats to the Company

- Currently Indonesia, Malaysia and other south East Asian countries are competing with Indian countries to cash on the "sourcing from Asia" trend. They know lagging behind little in quality aspect so they either providing fastener at very low cost if become successful in their attempt it will mean loss to Indian company i.e. LPS and similar other.
- Existing competitors
- Illegal price-cut by some agents
- Delivering wrong information by some agents.
-

Strength

Globally the group has a specialization in handling the needs of many industries like:

Air Conditioner

Home Appliances

Aero Space

Wind Mill

Medical Equipment

Instrumentation

Energy Meter

Locomotive

Automobile

Electrical & Electronics

Hydro Power

Defense

Accredited worldwide

Within the first year of operations the company has been certified as an ISO 9002 certified by UL USA.

The company has been rated as best suppliers by many of its customers and this is the biggest certificate they have, and will always achieve.

“We deliver what we promise”

Major customers

Asea Brown Boveri

DRDL

DLW

TATA's

Dhananjay ltd.

Tecumseh

Secure Meters

GE BE Wipro GE

SIEMENS

Alstom

JCB

VatechHydro

Bombardier

All BHEL

All Bharat Electronics Ltd.

Amtrex Hitachi

Enercon India

Crompton

Greaves

MICO

Behr India

ISRO

VSSC

“We believe in long lasting business relationship”

Future plans of the company

LPS is well on the way to consolidating its future leadership with a rising corporate graph with and annual growth rate of 40%.The further plans are follows:

- Its further plan is to include continuous investment in R &D.

- More concentration on Hard currency markets of USA, UK, JAPAN and EUROPE with the objective of doubling the exports and to bring invaluable foreign exchange for the country.
- On the corporate agenda is a massive expansion program, which includes diversification into chemicals and engineering.
- To improve quality in design and manufacturing through implementation of ISO-9002 system.

Presence in India

Head Office

Website

:

www.bossard.com

LPS Bossard Pvt. Ltd.

NH- 10, Delhi Rohtak Road

Kharawar By pass

Rohtak – 124001

Haryana (India)

Phone: +91-1262-305102- 232

Fax: +91-1262-305111-113

E-mail: india@bossard.com

General Manager

: Mr. Vineet Talwar

Managing Director

: Mr. Rajesh Jain

“We sincerely hope that we can forge a mutually beneficial and long-lasting relationship and that LPS Bossard can serve you as a single source for your entire diverse fastener need.

BOARD OF DIRECTORS

Chairman & Managing Director	Mr. Lalit Kumar Jain
Vice chairman & Managing Director	Mr. Dinesh Kumar Jain
Whole Time Director	Mr. Vijay Kumar Jain
Non Executive Director	Mr. Rajesh Jain
Non Executive Director	Smt. Sushila Devi Jain
Non Executive Independent Director	Mr. Jamshedji Rustomji
Non Executive Independent Director	Mr. Babulal S. Aggarwal
Non Executive Independent Director	Mr. Keshwa Nand Rattan
Non Executive Independent Director	Mr. Dharmendra Bhandari
Non Executive Independent Director	Mr. Deepak Jain
Non Executive Independent Direct	Mr. Ajay Kumar Chakra

CHAPTER 3

RESEARCH METHODOLOGY

PRESENT STUDY

TITLE

” Effectiveness of Training and Development Programs at Titan Industries Ltd. ”

NEED FOR THE STUDY

Many training programs fail to deliver the expected organizational benefits. Having a well-structured measuring system in place can help us to determine where the problem lies. On a positive note, being able to demonstrate a real and significant benefit to our organization from the training we provide can help us to gain more resources from important decision-makers.

Consider also that the business environment is not standing still. Our competitors, technology, legislation and regulations are constantly changing. What was a successful training program yesterday may not be a cost-effective program tomorrow. Being able to measure results will help us to adapt to changing circumstances.

STATEMENT OF THE PROBLEM

The company invests a large amount of money in conducting training programs. So measurement of the effectiveness of Training programs is very essential. This study is throwing light on the effectiveness of training programs , their contribution in organizational development and employee’s opinion about Training programs being conducted in the company. It will also be helpful in finding out training needs in the company.

Objectives of the study

OBJECTIVES OF THE STUDY

The objectives of the study are:

1. To find out the effectiveness of the training program in LPS BOSSARD PVT.LTD.
2. To find out the trainees reaction towards the training programs.
3. To find out the satisfaction level of trainees as a result of training programs.
4. To assess the performance of training and development department in LPS BOSSARD
- . 5.. To find out the perception of employee towards Training & Development Programmaes

6.. To determine the contribution of Training & Development programmes to improve the behavior of employees.

7..To measure the effectiveness of Training & Development programmes at LPS BOSSARD.

8..To give the suggestions about Training & Development programmes.

Scope of the study

1. The survey is conducted only in Precision Engineering division, hence the results arrived from the study may or may not be applied to the whole LPS BOSSARD COMPANY.
2. The survey is confined to E and L level employees.
3. The study focuses on the Training Programs in Titan and in what way they can be made more effective.
4. The study also focuses on the contribution of Training programs in the company.

Methodology

A descriptive study based on survey method is being adopted to do the research. This study requires both primary and secondary data though there will be an extensive usage of primary data. Well structured questionnaire is prepared for the employees in Titan. There will be a personnel interview survey. Here open-ended question is more useful as it is an exploratory research being conducted, wherein the main objective is to get an insight into how employees think rather than measuring how many employees think in a particular way.

Sources of the data

The sources for the data are as follows:

Primary Data: Primary data is collected by survey method. Data is collected from the employees who undergo training with the help of structured questionnaire prepared for the purpose.

Secondary Data: The secondary data has been collected from various books and internet.

SAMPLING PROCEDURE

Sample

A sample is small portion or separate part of a whole population presenting its general qualities as far as possible. This is small portion selected from the population reflecting its characteristics. The term of sample refers to the investigation of the whole population or universe.

Sampling size

Sample size is used for the study of 50 from the total population.

Sampling Technique:

The sample technique is used for the study is simple random sampling.

Simple random sampling:

Simple random sampling is a procedure of selection a sample in which every item in a population has an equal chance of being

TYPE OF ANALYSIS

The data collected is edited and classified according to attributes. Tabulation is done with the help of excel sheets and tables are drawn and percentages in each class are being calculated. Charts are drawn on the basis of the percentages calculated and data is analyzed and interpreted.

RELEVANCE OF THE PROJECT TO THE INDUSTRY

For the growth and development of any industry or business it is important that its employee should have the right attitude and skill required, keeping in view the business needs of the organization.

To remain competitive in this tough world of competition it is important that the attitudinal needs and skill need are addressed from time to time.

This project is focused on the behavioral needs and skill needs of the workmen . It gives a detail of the process used for identifying training needs.

It also focuses on classification of the training needs identified into behavior, skill, needs, and organizational needs. It also focuses on the individual needs for the training of employees, which acts as prime motivators for the employees.

ADVANTAGES OF THE PROJECT

- **ORGNISATIONAL NEEDS**

This project will also help the organization identify the general needs of the organization to Induce in the working system of the organization. Introduction of the new tools and technology general awareness of the new system, quality

- **BEHAVIOR NEEDS**

It will also help in addressing the behavior needs of the workmen to improve upon their attitude towards the organization and their work.

- **SKILL/TECHNICAL NEEDS**

This project will help the organization to add value in terms of the skill level of the employees.

To sum up we can say that the project will be useful in the development of organization by identifying and classifying the training needs which form of basic for any improvement.

TRAINING PROCEDURE IN LPS BOSSARD PVT.LTD.

OBJECTIVE

To establish system of continual development of the workforce in term of skill, knowledge attitude, processes for imparting organizational effectiveness and product quality with particular attention to the satisfaction of the customer requirement.

IDENTIFYING TRAINING NEED

The training needs analysis shall have following activities.

TECHNICAL TRAINING

- Determining standard set of competencies/ skill on functional basic.
- Compiling inventory of existing skill of workmen.
- Listing of training needs as reflected in the Annual Appraisal Form.
- Comparison with standard set of competencies/skill levels and identifying Gaps.

NON- TECHNICAL NEEDS

- Listing causes of area of concern through interview and prioritizing by Discussion with Department Heads.
- Listing of training needs from Annual Appraisal Form.

TRAINING PLAN

Listing of General Awareness Needs to meet organizational objectives.

Based on the above identification of individual needs, a consolidated training plan will be formulated by the HRD Division , to include:

- Proposed faculty and duration for each programme.
- Course Objectives.
- Name of participants.
- Budget Estimates.
- External

EVALUATION

All participants will record their individual attendance in a specified format at the commencement of every training programme.

Feedback on the faculty, quality of the content and delivery, duration and topics covered will be provided by the participants at the end of each programme. The above feedback will be used to improve future programmes.

A month after each training programmes, the respective heads of the departments will submit a report in the prescribed format to provide feedback on the effectiveness of the training for participants in their respective departments.

H.R.D., on the basic of feedback received from the participants will complete the data in a training programme evaluation sheets.

The parameters of analysis cover two area:

1.Faculty Evaluation on the basic of knowledge of subject, ability to put points with clarity, enthusiasm, quality of presentations, answering doubts with satisfaction and conduct of individual and group exercise.

2.Course content rating on the basic of individual topic covered this data will be used by the H.R.D. to rate the training programmes and the faculty to improve future programmes.

PROGRAMME ADMINISTRATION

Each participant who has signed up for training or has been signed up by the department head is required to attend the training.

An employee who cannot attend the training will inform H.R.D.2 day prior to the date of the training programme.

CHAPTER 4

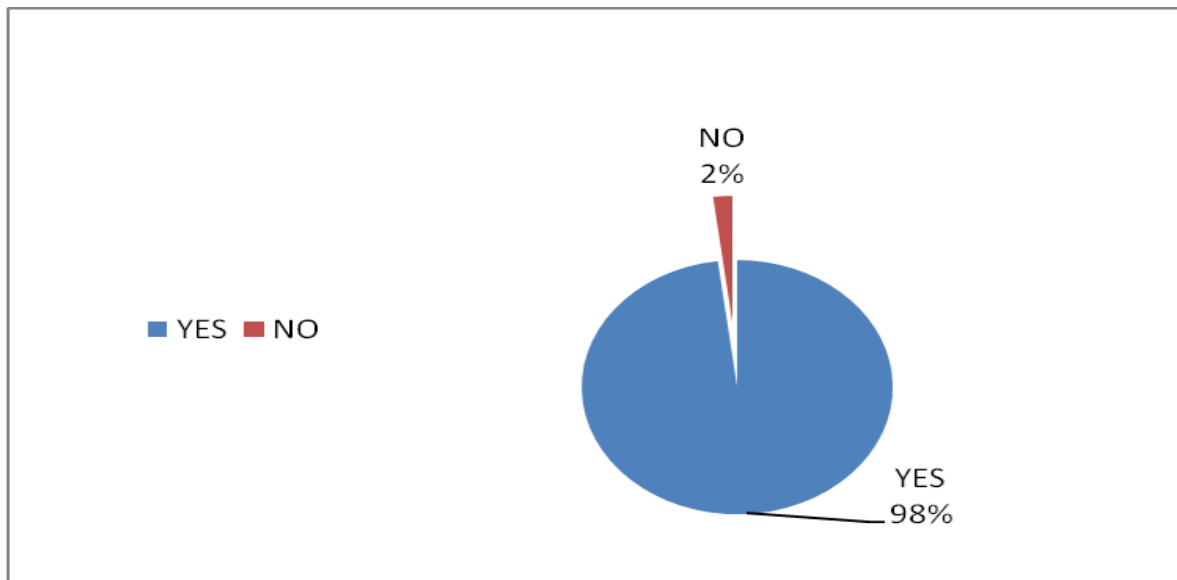
DATA ANALYSIS AND

INTERPRETATION

ANALYSIS

TABLE NO.1: SHOWING WHETHER RESPONDENTS HAVE ATTENDED TRAINING PROGRAMS .

YES	98%
NO	2%



Interpretation: The table 1 shows that 98% of the respondents have attended Training Programs in the company.

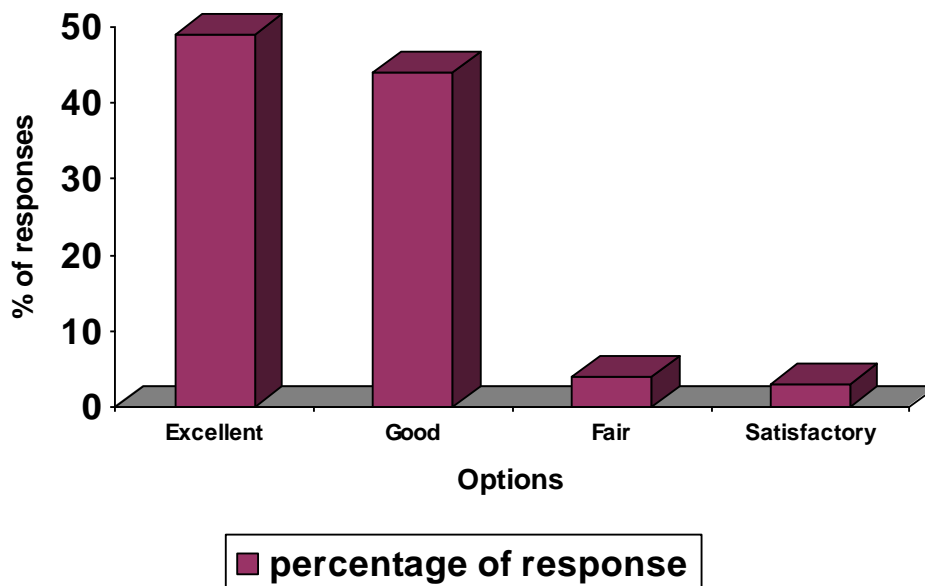
Inference:

This shows that company follows a strict training policy.

2. EMPLOYEE PERCEPTION ABOUT THE TRAINING AND DEVELOPMENT PROGRAMME AT BSNL

Table – 2

Options	No. of responses	Percentage of responses
Excellent	25	49%
Good	22	44%
Fair	2	4%
Satisfactory	1	3%
Total	50	100%



INTERPRETATION:

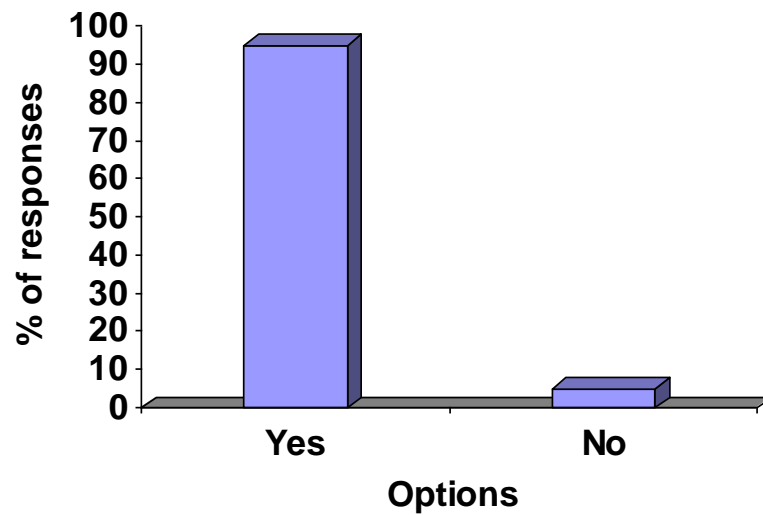
The above table shows the 49% of employees felt that training programmes are excellent, 44% of employees responded that it is Good, 4% employees that fair and 3% of employees that satisfactory.

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3. EMPLOYEE AWARENESS ABOUT THE TRAINING PROGRAMME

Table 2:

Options	No. of responses	Percentage of responses
Yes	46	95%
No	4	5%
Total	50	100%



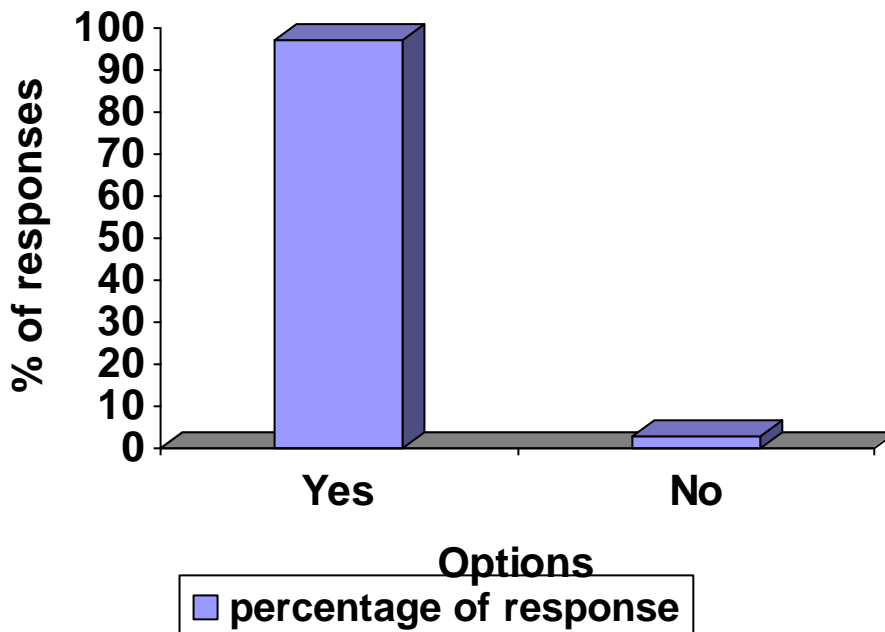
INTERPRETATION :-

The above table shows that 95% of employees are aware about this training programmes and 5% of employees not aware of this training programmes.

4. IMPORTANCE OF TRAINING PROGRAMME

Table 4:

Options	No.of responses	Percentage of responses
Yes	48	97.1%
No	2	2.9%
Total	50	100%

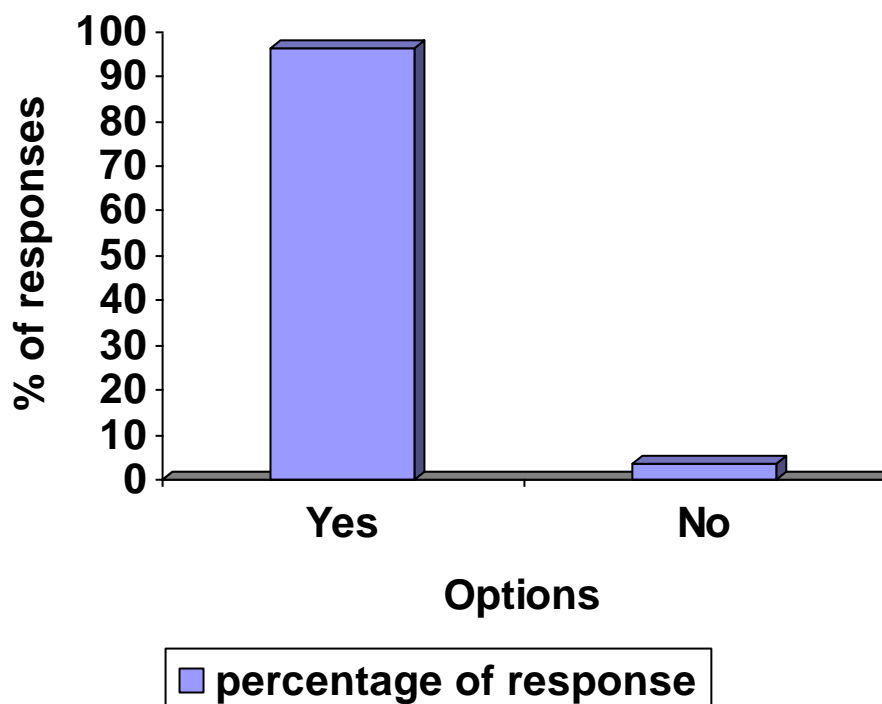


INTERPRETATION :-

The above table shows that 97.1% of employees are essential training at work place but 2.9% of them are not essential the training.

5. IS THE TRAINING PROGRAMME EFFECTIVE TO ENRICH YOUR JOB SKILLS OR NOT

Options	No.of responses	Percentage of responses
Yes	48	96.5%
No	2	3.5%
Total	50	100%

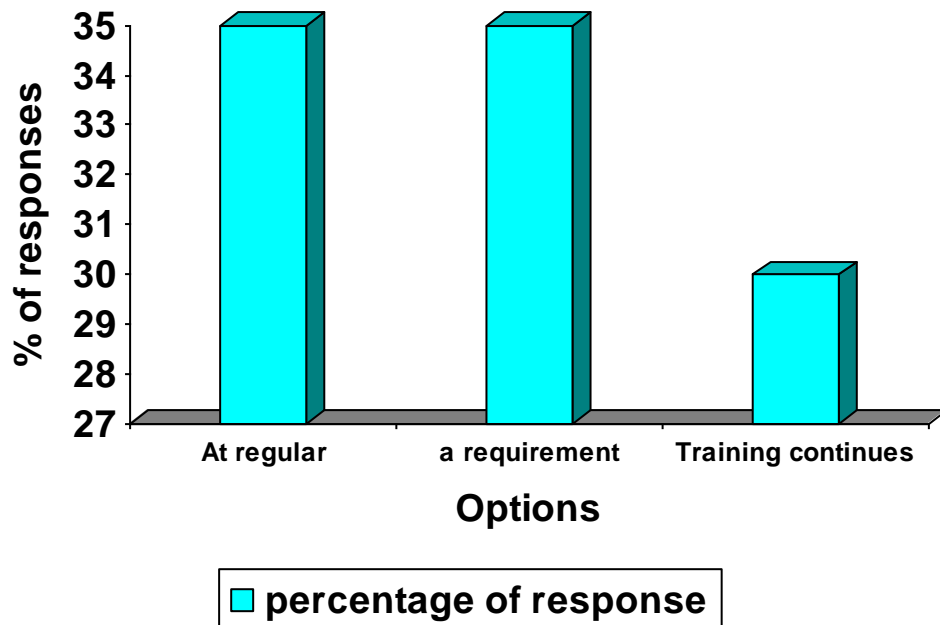


INTERPRETATION :-

The above table shows that 96.5% of employees in the organization felt the training programmes are effective but 3.5% of employees felt that the training programmes were not effective.

6. FREQUENCY OF TRAINING PROGRAMME

Options	No.of responses	Percentage of responses
At regular	17	35%
As & when there is a requirement	17	35%
Training is a continues process	16	30%
Total	50	100%

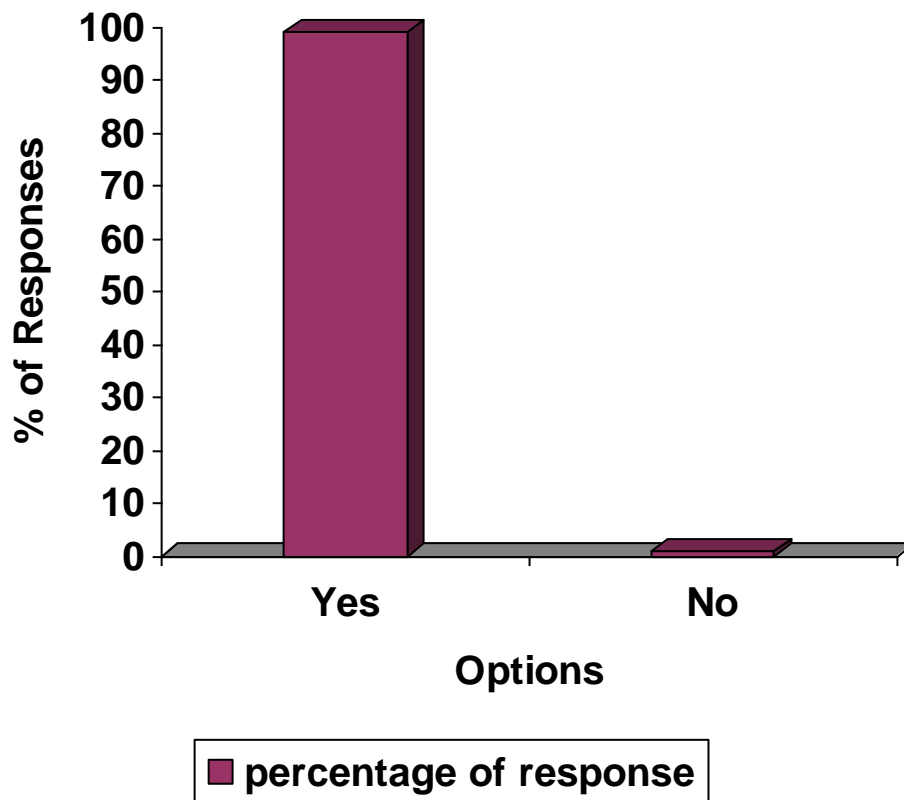


INTERPRETATION :-

The above table shows that 35% employees are responded that training programmes are conducted at regular interval other 35% of employees are responded that training programmes are conducted when there is a requirement of training and remaining 30% of employees felt that it is a continuous process.

7.. TRAINING PROGRAMME IS USEFUL FOR FUTURE NEEDS OR NOT

Options	No.of responses	Percentage of responses
Yes	48	99%
No	2	1%
Total	50	100%

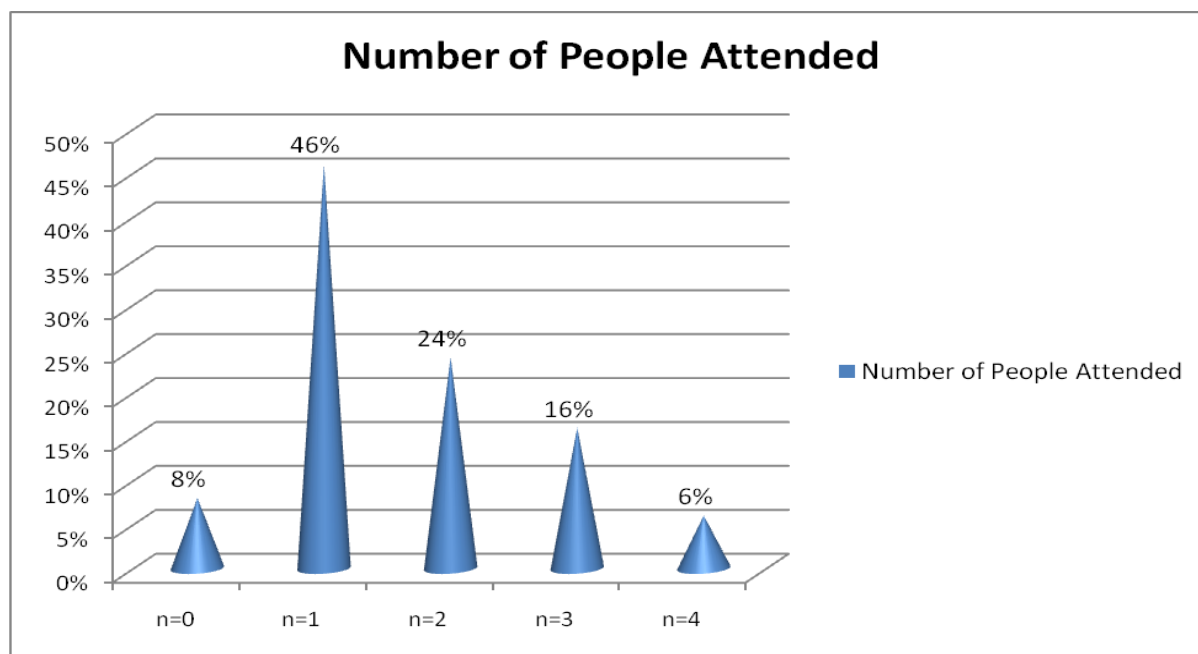


INTERPRETATION :-

The above table shows that 99% employees felt that training helps to new things which contribute to the development of employees but 1% of employees did not felt that

8. .SHOWING NUMBER OF TRAINING PROGRAMS ATTENDED BY THE RESPONDENTS IN LAST SIX MONTHS.

Number of training programs(n)	Number of People Attended
n=0	8%
n=1	46%
n=2	24%
n=3	16%
n=4	6%

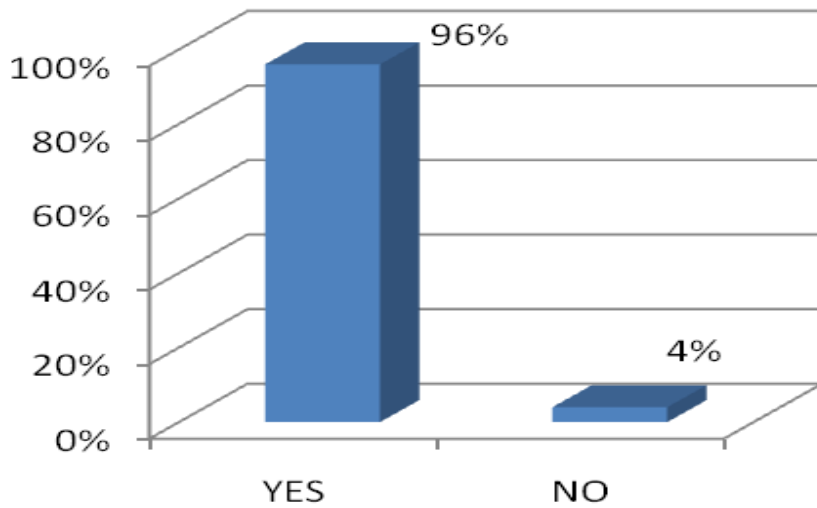


Observation: From the above table it can be understood that 46% of the respondents have attended atleast one training program, 24% of the respondents have attended two training program,16% of the respondents have attended three training programs and 6% of the respondents have attended four training program.Only 8% of the respondents have not attended any training program.

Inference: From the analysis we can conclude that Training Programs are being conducted in Titan at regular intervals for employees working at different levels.

9. TRAINING PROGRAMS HAVE HELPED IN IMPROVEMENT OF EMPLOYEE'S PERFORMANCE.

YES	96%
NO	4%

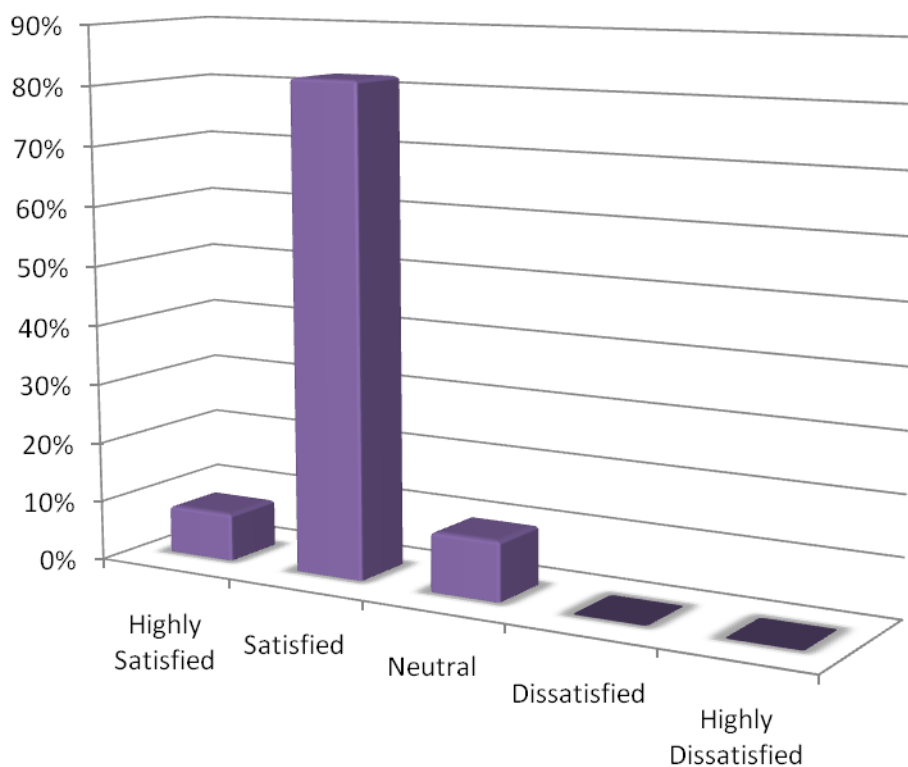


Observation: This table shows that 96% of the respondents have felt improvement in their performance level after attending Training programs and only 4% have not felt any improvement.

Inference: From this we can infer that Training Programs are helpful in increasing employee's productivity.

10. SHOWING LEVEL OF SATISFACTION OF EMPLOYEES AFTER BEING TRAINED.

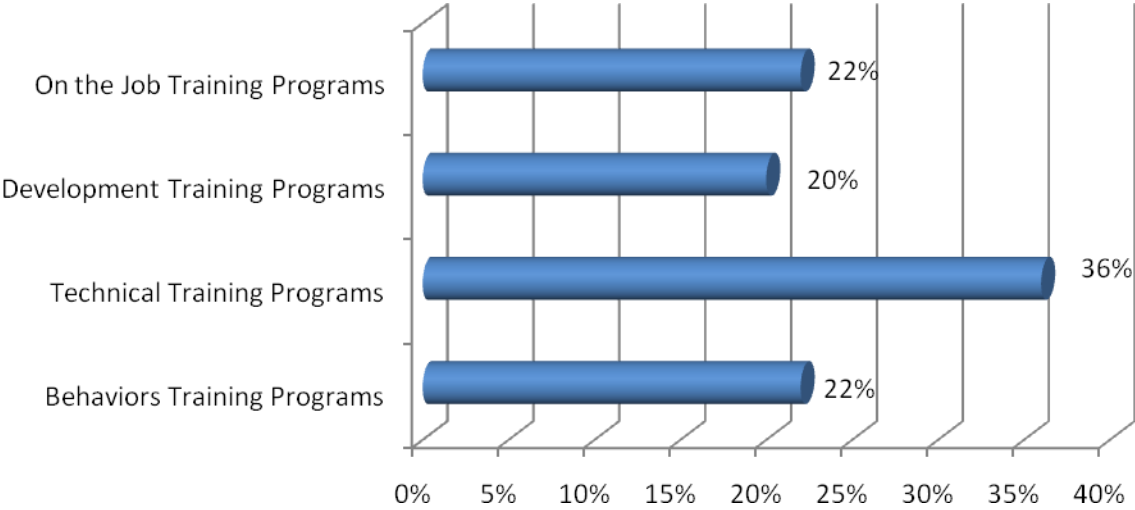
Highly Satisfied	8%
Satisfied	82%
Neutral	10%
Dissatisfied	0%
Highly Dissatisfied	0%



Observation: From the above table it can be understood that 82% of the respondents are satisfied with the Training Programs. 8% are highly satisfied and 10% of the respondents are neutral.

11..SHOWING TRAINING PROGRAMS WHICH HAVE CONTRIBUTED IN ORGANIZATIONAL GROWTH AND DEVELOPMENT.

Behaviours Training Programs	22%
Technical Training Programs	36%
Development Training Programs	20%
On the Job Training Programs	22%

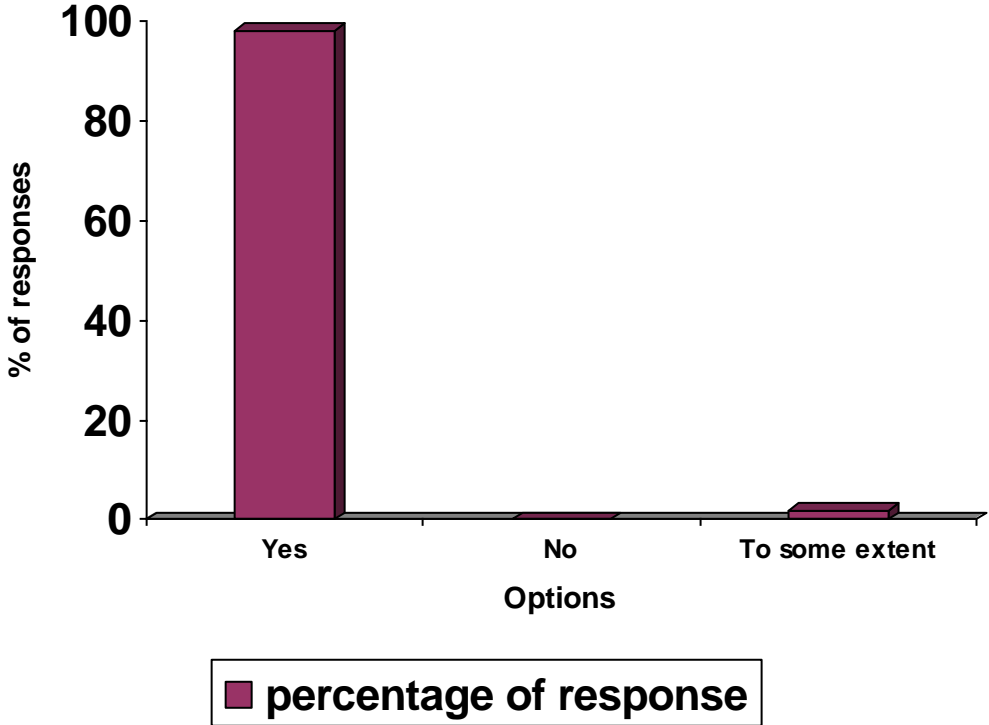


Observation: Table 7 shows that according to 36 % respondents Technical Training Programs, and according to 22 % respondents Behaviour Training programs have contributed in organization growth. In view of 20% respondents, Development Training Programs and 22 % respondents feel On the job training programs have contributed maximum for organization growth.

Inference: It can be concluded that employees feel technical training programs and behaviour tranong programs have contributed in the organization development.

12. EMPLOYEE OPINION ABOUT THE MANAGEMENT INTERACTION WHILE CONDUCTING THE TRIANING PROGRAMME

Options	No.of responses	Percentage of responses
Yes	48	96%
No	2	4%
Total	50	100%

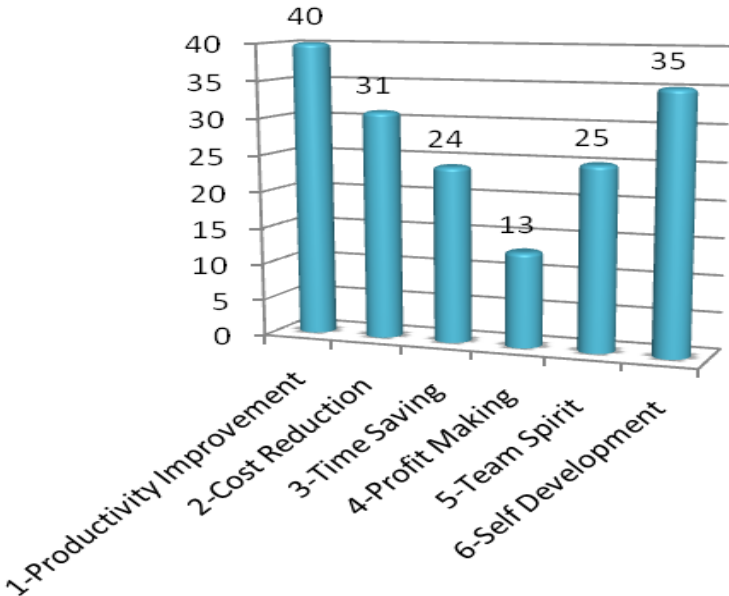


INTERPRETATION :-

The above table shows that 96% of employees responded that the training programmes are interactive 4% employees are responded that training programmes are not interactive.

13.: CONTRIBUTION ACHIEVED FROM TRAINING PROGRAMS.

1-Productivity Improvement	24%
2-Cost Reduction	18%
3-Time Saving	14%
4-Profit Making	8%
5-Team Spirit	15%
6-Self Development	21%

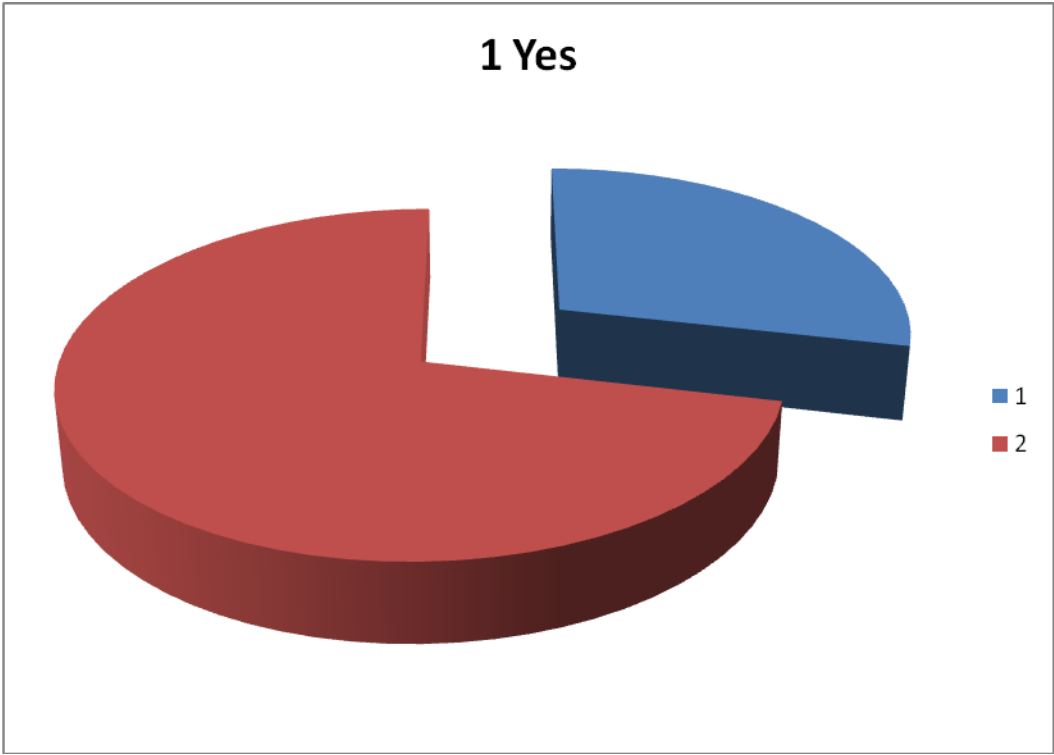


Observation: From Table 8 it can be understood 24% respondents feel TP results in Productivity improvement,18% believe TP leads in Cost reduction. According to 14% time saving ,8% feel Profit making, 15 % feel Team spirit while 21 % believe Self-Development is the result of Training programs.

Inference: Training programs results in Productivity Improvement, Cost reduction and Self-Development

14 .Is technical/Behavioral training provided to you in Organization?

Sr. No.	Response	No.of Respondent	Percentage
1	Yes	28	70
2	No	12	30

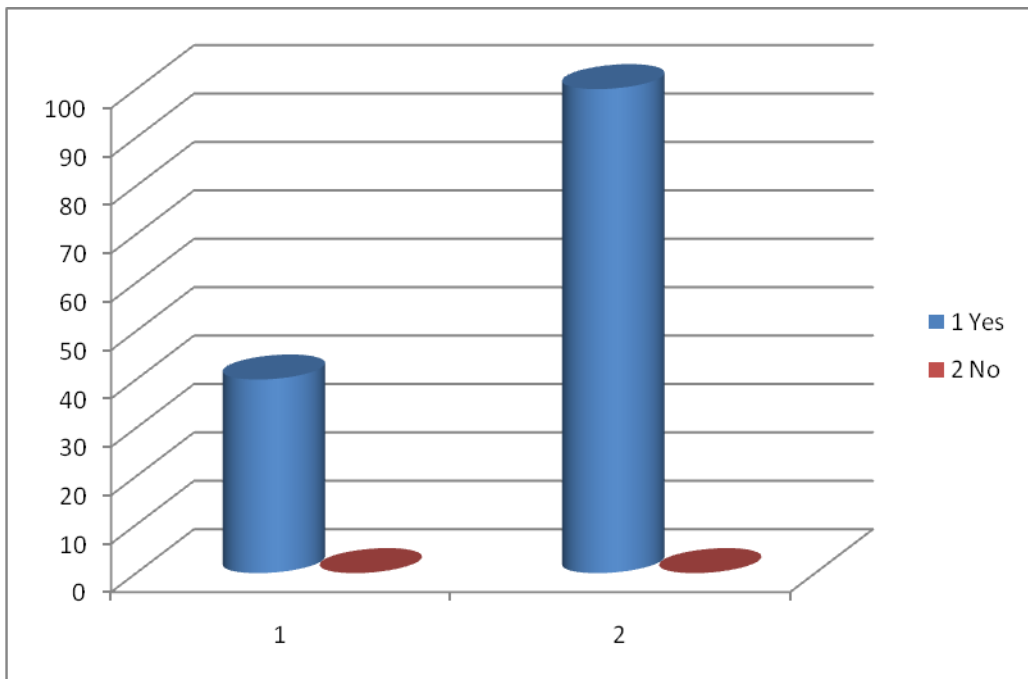


INTERPRETATION:

70% of the workmen said that they have provided both Technical and Behavioral training, while 30% of the workmen said that they have provided only single training.

15. Is on the Job/off the Job method adopted for training programs?

Sr. No.	Response	No.of Respondent	Percentage
1	Yes	30	75
2	No	10	25

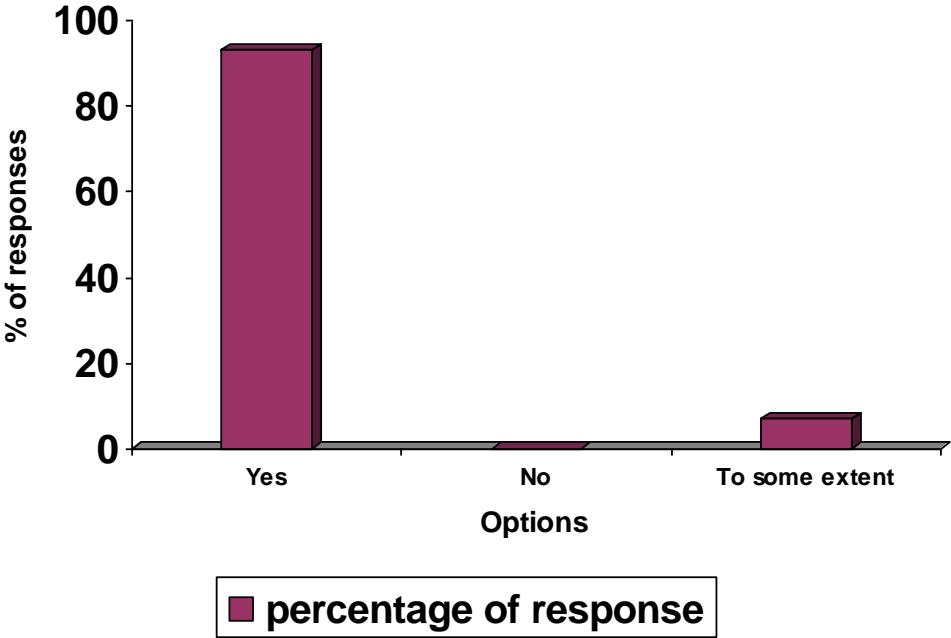


INTERPRETATION:

75% of the workmen said that both methods on the Job/off the Job are adopted for training programs, while 25% of the workmen said that single method is adopted training programs.

16.. EMPLOYEE OPINION ABOUT THE DURATION OF TRAINING PROGRAMME

Options	No.of responses	Percentage of responses
Yes	41	93%
No	0	0%
To some extent	9	7%
Total	50	100%

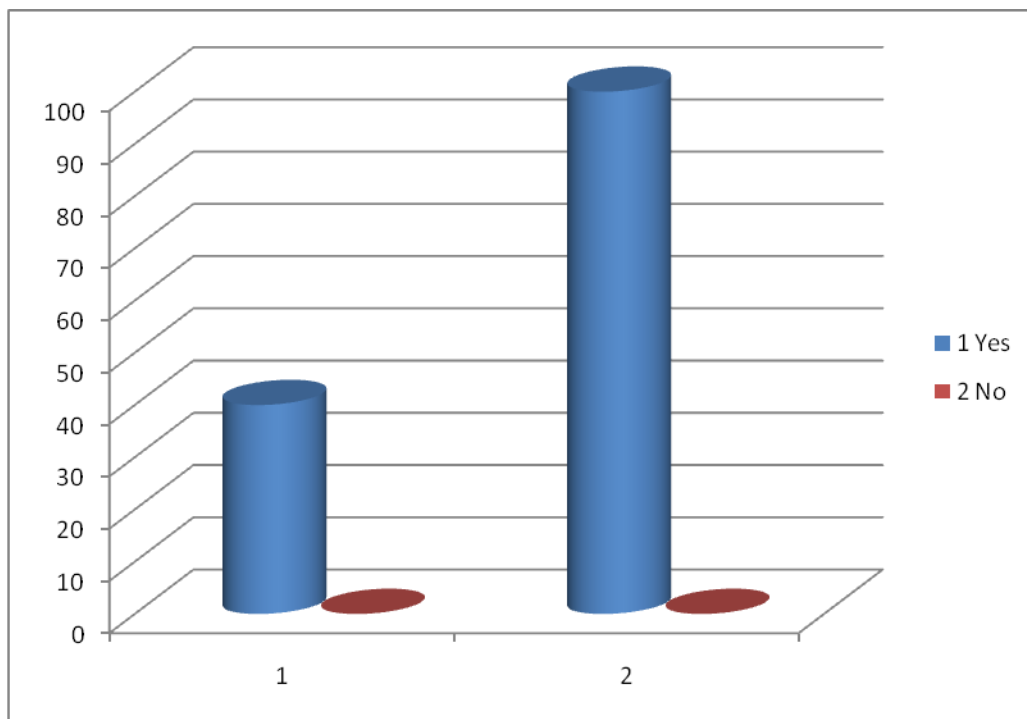


INTERPRETATION:

The above table shows that 93% of employees felt that training programmes make the job easy ,create more interest and 7% of employees felt that to some extent it will improve the work.

17 .Are the key area of training identified by organization, before commencement of training.

Sr. No.	Response	No.of Respondent	Percentage
1	Yes	20	50
2	No	20	50

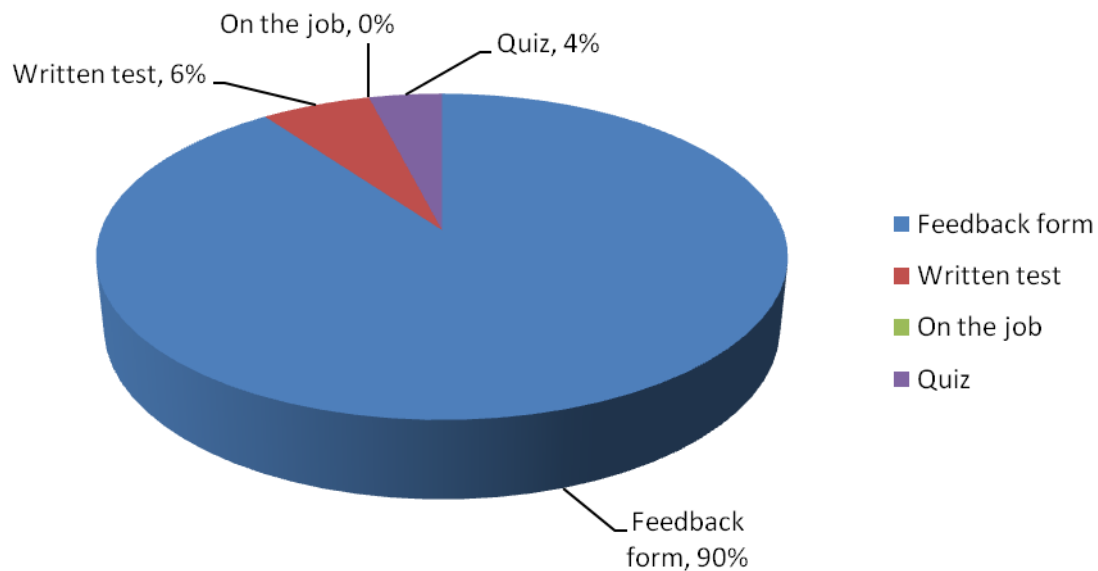


INTERPRETATION:

50% of the workmen said that key areas are identified before training, while other 50% of workmen said that key areas are not identified before the commencement of training.

18. SHOWING PERCENTAGE SHARE OF VARIOUS ASSESSMENT TOOLS IN TRAINING EFFECTIVENESS ASSESSMENT.

Feedback form	90%
Written test	6%
On the job	0%
Quiz	4%

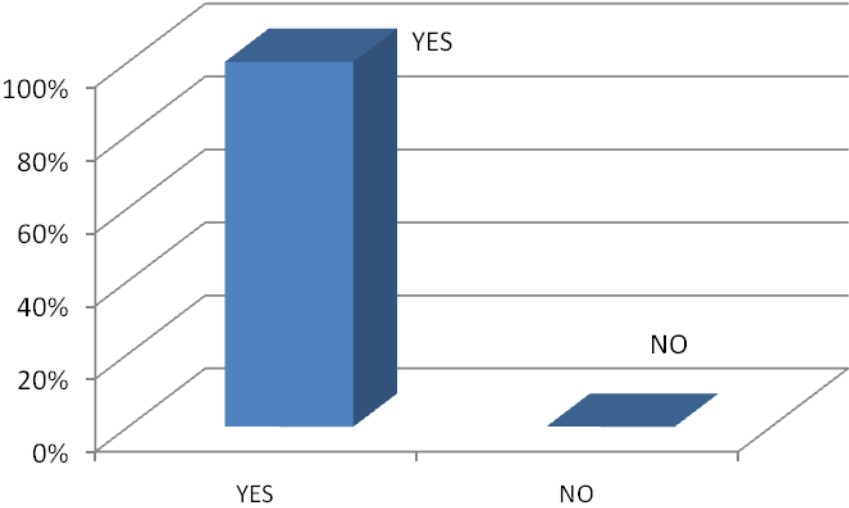


Observation: 90% of the respondents have said that feedback form is the tool for assessment of the effectiveness of training programs. while 5% of the respondents have said written test and 5% of the respondents have said quiz is the tool of assessment of effectiveness of training programs.

Inference: Feedback form is the major tool used in the company to assess the effectiveness of training programmes.

19.. SHOWING WHETHER TRAINING IS ESSENTIAL FOR EMPLOYEES AND ORGANIZATIONAL GROWTH.

YES	100%
NO	0%

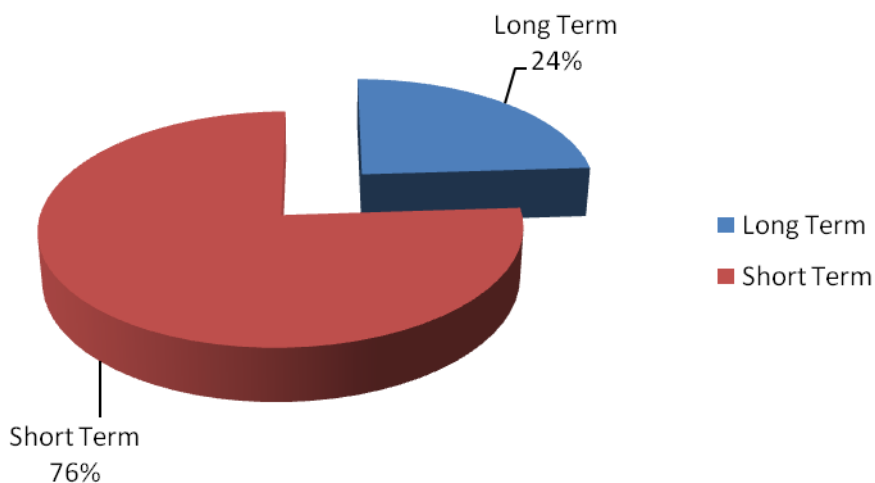


Observation: Table 6 shows that 100% of the respondents believe that Training is necessary for employees as well as organization growth.

Inference: From the result it can be inferred that employees are aware of the importance of training in personal and organisational growth. So training programs are not forced on the employees.

20.: SHOWING RESPONDENTS PREFERENCE TOWARDS TRAINING PROGRAM ON THE BASIS OF SPAN OF THE SESSION.

Long Term	24%
Short Term	76%



Observation: Table 16 shows that 76% of the respondents prefer short term training programs while 24% prefer long term training program.

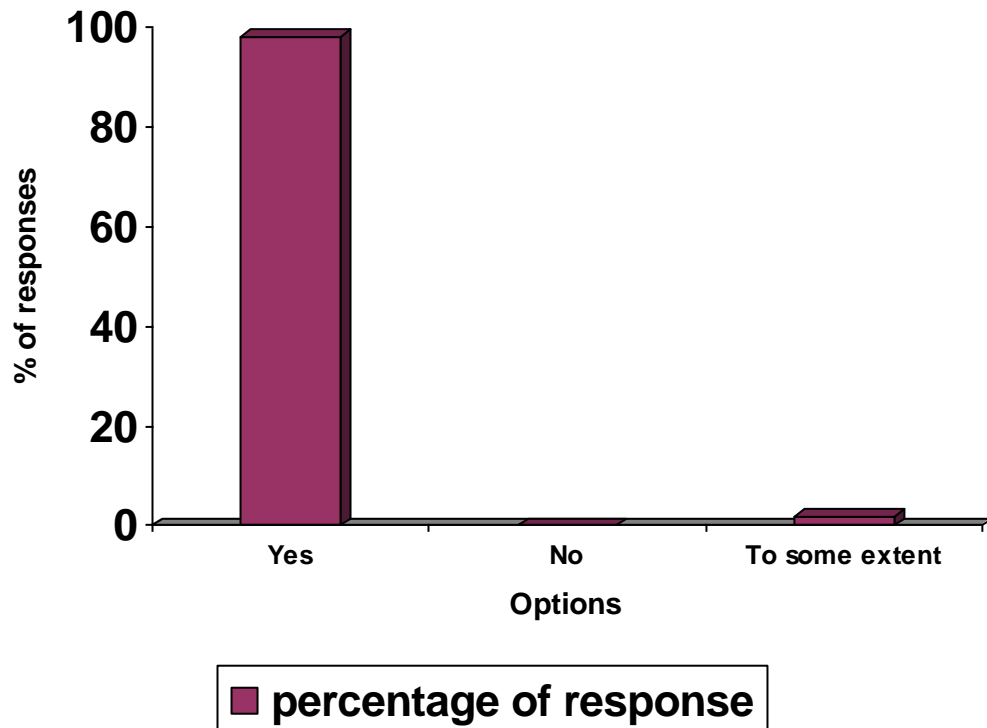
Inference: Short term training programs are preferred by employees.

21. TRAINING INCREASES THE QUALITY OF WORK PERFORMANCE OR NOT

Options	No.of responses	Percentage of responses
Yes	47	98%
No	0	0%
To some extent	3	2%
Total	50	100%

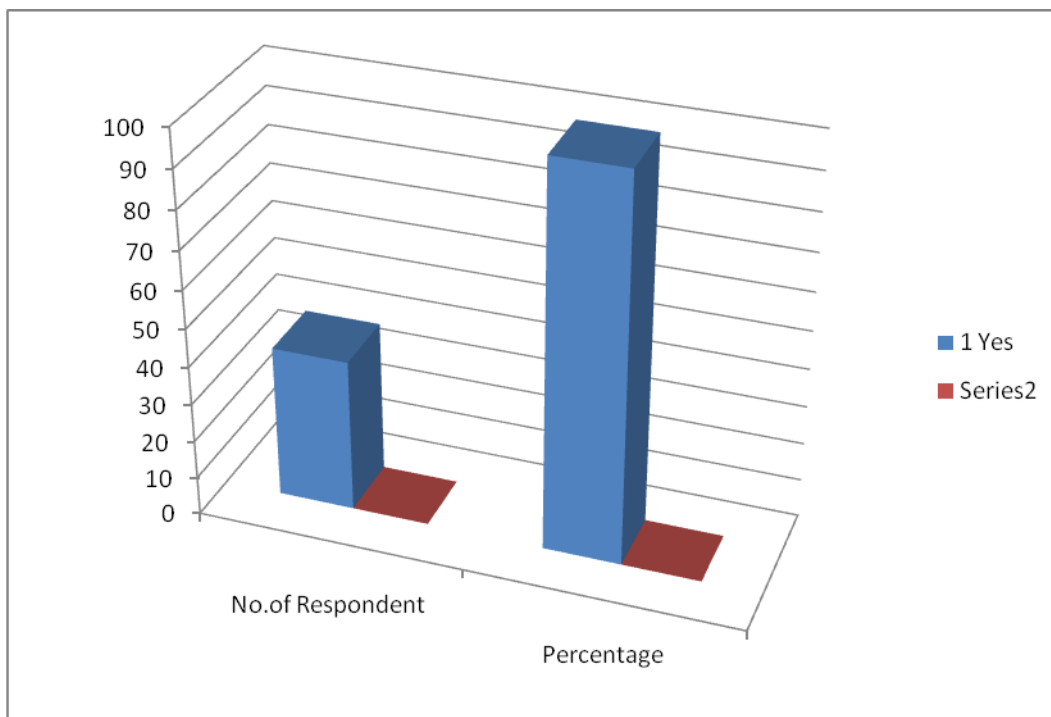
INTERPRETATION:

The above table shows the 98% of employees responded that training improves quality of work remaining 2% gave the negative response.



22. Is the performance appraisals/self assessment techniques adopted for training need identification?

Sr. No	Response	No.of Respondent	Percentage
1	Yes	40	100
2	No	0	0



CHAPTER 5
FINDINGS, SUGGESTION
AND
CONCLUSION

SUMMARY OF FINDINGS

- Training Programs conducted in LPS BOSSARD are relevant and suite to the needs of the employees. It helps employees to enhance their abilities and capabilities and help them in being more productive.
- Training Programs are helpful in increasing employee's productivity.
- Training and Development department in LPS BOSSARD is working satisfactorily.
- Employees feel technical training programs and behaviour tranong programs have contributed in the organization development.
- Training Effectiveness assessment is done in the company regularly.
- Feedback form is the major tool used in the company to assess the effectiveness of training program.
- There is need to conduct more Training Programs in the company.
- Short Term Training provides to employees.
- Feedback system in the company needs to be improved and proper information about the performance level of the employees should be provided, so that they will take such programs more seriously.
- Employees are happy and satisfied with the working of Training and Development Department in the company.
- It can be concluded that majority of employees are satisfied and feel training programs have improved their efficiency and skills and knowledge.It can also be concluded that most of the training programs are well planned.
- 49% of employees felt that the perception of training is excellent, 44% of mployees felt that good, 4% were fair and 3% were satisfied.
- 95% of employees are aware before the training where as 5% of them are not aware of this training programmes.
- 97.1% of employees are essential training and remaining 2.9% doesn't need training.
- 96.5% of employees felt that the training programmes are effective to enrich our skills and 3.5% employees felt that the training programmes were not effective.
- 96% of employees are accept that there is increase in performance after training where as 6.4% of employees that was not increased after training

- . 35% of employees said that the training programmes are conducted at that regular interval other 35% employees said that when there is requirement of training and another 30% of employees said that training is a continues process.
- 99% of employees felt that training is useful for future needs and 1% said that not useful.
- . 5.8% of employees are agreed that the training is given to new employees, 4.1% of employees agreed that are existing employees and 90.1% of employees were agreed for both.
- 96% of employees said that the training programmes are interactive where as 4% of employees said that training programmes are not interactive.

SUGGESTIONS:

- .Management should give enough encouragement to employees to attend external training programmes.
- .Management should take necessary steps to improve the duration of training programmes for better learning.
- Management may take up innovative steps and design new methods of training for improving over all efficiency of the employees.
- . The organization must create training awareness programmes to all the employees.
- Management should take necessary steps to make all the employees involve in the identification of training needs.
- There should be an increase in allotment of time for each program.
- There is a need to improve relationship with the boss.
- Feedback should be collected from the Trainees' regularly after each session.
- If the trainee brings about a change in a process after getting training, their efforts must be recognized.
- The fact is that not all the trainees' progress and learn at the same rate. So this has to be kept in mind while designing the content of the Training program.
- Specific training objectives should be outlined based on the type of performance required to achieve organizational goals and objective

CONCLUSION:

For organizational productivity training assumes great significance. Though it is a type of education, training is job oriented. It is skill learning. Core competencies and expertise give the organization an edge over their competitors and training plays a vital role in developing and strengthening these competencies. Change of technology demands that employees update their knowledge, skills, abilities and technical expertise. Jobs are becoming more interdependent demanding high interpersonal and problem solving skills, which can be acquired through training.

Therefore, it is the responsibility of the organization to create a comfortable environment and to introduce training programs according to the requirement of the employees, which will ultimately lead to the growth and prosperity of the organization.

Hence we can conclude that training is the one of the most important tool for improving organization's performance and retention strategies.

CHAPTER 6
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BIBLIOGRAPHY

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-----*Gary dessler*

2. TRAINING FOR DEVELOPMENT

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3. DESIGNING AND MANAGING HUMAN RESOURCES SYSTEM

-----*Udai pareekh & T.V. Rao*

4. PERSONAL AND HUMAN RESOURCE MANAGEMENT

-----*P. Subba Rao*

5. COMPANY STATISTICAL RECORDS

6. Google Search

CHAPTER 6

ANNEXURE

QUESTIONNAIRES

1. What is employee perception about the training programme at BSNL?
a. excellent [] b. good [] c. fair [] d. satisfactory []
2. Employee awareness about the training programme?
a. yes [] b. no []
3. Importance of training programme?
a. yes [] b. no []
4. Is the training programme effective to enrich your job skills or not?
a. yes [] b. no []
5. Employee opinion about their work performance after training programme?
a. yes [] b. no []
6. At what frequency the management is conducting the training?
a. regular [] b. requirement [] c. continuous []
7. Is the training programme useful to satisfy your future needs or not?
a. yes [] b. no []
8. Employee opinion about the feedback during the training period?
a. yes [] b. no []
9. Does the training increase the quality of work performance or not?
a. yes [] b. no [] c. to some extent []
10. Employee opinion about the duration of the training programme
a. yes [] b. no []
11. Do you think Training is essential for employee as well as organization growth?

Yes

No

12. Which of the following programs have contributed for the growth and development of the organization? (You can tick more than one.)

Behavioral Training Programs

Technical Training Programs

Development Training Programs

On the Job Training Programs

13. Which of the following contribution(s) has/have been achieved from TP?

(You can tick more than one)

Productivity Improvement

Cost Reduction

Time Saving

Profit Making

Team Spirit

Self Develop

14. What is the method of assessment?

a) Feedback form

b) On the job

c) Written test

15. What kind of Training program would you prefer?

Short-term

Long-term

16. Is the performance appraisals/self assessment techniques adopted for training need identification.

17. Are the key area of training identified by organization, before commencement of training

18. Is on the Job/off the Job method adopted for training programs?

19. Is technical/Behavioral training provided to you in Organization?

20. Are you getting relevant feedback from your supervisor about your performance after each Training Program?

Yes

No

21.How often assessment of Training Programs done by the company?

a) 3 months

b) 6 months