PREFACE

In the present economic and advance technological environment and increasing global trade, the human resource development is increasingly important around the world. Advances in technology diminish the need for humans to perform routine work skills and increases the opportunity for humans to do complex work skills. The impact of economic reforms in the 90s on Indian economy has been unprecedented. It brought an opportunity of global competition and effective and sustainable performance of the corporate became key to organizational success. In such a scenario, human resource (HR) can be a source of competitive advantage to meet the demands of contemporary business. Liberalized economy demands multi-fold and critical skills to achieve key organizational performance on a sustainable basis.

Human resources constitute the ultimate basis of the wealth of nations. Capital and natural resources are passive factors of production, human beings are the active agencies who accumulate capital, exploit natural resources, build social, economic and political organization, and carry forward national development. The contribution of human capital development in SMEs in India is enormous. Owing to changes in technology and to avoid skill obsolescence, pattern of training and development should be conceived as a continuous exercise throughout the working life in SMEs. The role of HR professionals needs a shift from technical to tactical and legitimate to creating a sustainable strategic advantage. Change and advancement is affecting all walks of life with a great speed. Techniques, technology and facilities, which may be considered latest today, can become obsolete tomorrow.

Training plays an important role in continuous growth and expansion of a company and also it helps employees grow their skills and knowledge to better perform their current jobs. It also increases employee loyalty, and thus retention, and even helps companies to attract the best possible employees. Today business training encompasses every aspect of business, from specific technical training to more general practices like customer relations, sales procedures and operational procedures. The right employee training, development and education, at the right time, provides big payoffs for the employer in increased productivity, knowledge, loyalty and contribution. Today's economic climate characterized by increasing competition and structural turbulence will require a higher combined level of productivity and quality than has been the case in the past. Building human capital is a pre-requisite for business growth and the growth of an economy. The quality and availability human capital, fuelsinnovation, investment, technological change, enterprise development, economic diversification and competitiveness that economies need to accelerate the creation of more but also better jobs and thereby improve social cohesion.
Rapid changes in technology and job design, along with the increasing importance of learning- and knowledge-based organizations, make training and development an increasingly important topic in human resource management.

The present research work has been taken up with the objectives to know the current status of employee Training and Development and different factors affecting it in some selected SMEs of Uttarakhand; to analyze the training and development strategies for HR capacity building organization; to measure the effectiveness of training and development programme; to assess the role of training and development for succession planning in the SMEs of Uttarakhand; to assess the relationship between training and development programme with the performance of employees; to explore the major challenges organizations face in relation to employee training and development programme.

To achieve the above stated objective, a survey of 500 respondents conveniently selected from some selected SMEs of Uttarakhand. After collection of data it was edited, coded, fed in the SPSS software. Data was processed using SPSS20 software and then systematically arranged, tabulated and appropriate analysis was done. Univariate and bivariate data analysis techniques were used to analyze the data. Some of the statistical techniques like percentage, mean, standard deviation, ranking analysis, Confirmatory factor analysis, ANOVA, Chi square test, regression analysis and cluster analysis were used to analyze the data.

The present study is divided into six chapters and selected bibliography. The first chapter is the introduction to the study and it covers human resource management, its nature, objectives, scope and functions, issues influencing HRM and HRM issues in SMEs. Second chapter explains training and development, need of training and development, objectives and benefits of training and development, its process and training and development in SMEs. The third chapter summarized review of related literature. Objective and research methodology is presented into fourth chapter. Analysis of the survey results is done in the fifth chapter. Some of the conclusion and suggestion derived from the study is presented in the last or sixth chapter.

It is hoped that project will be able to achieve its stated objectives.

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