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Deborah Brighta and Anita Crockettb (2012) “Training combined with coaching can make a significant difference in job performance and


Max Zornada (2005), “Managing Global Transitions” As much as ERP is critical to a manufacturing supply chain environment, e-learning is critical in a knowledge dependent supply chain environment. Volume 3 · Number 1.


Rita Benninck (2004), “Implementing e-learning from the corporate perspective


- The IT software and services in India, NASSCOM Report 2001.


Effectiveness of E-Learning on Training and Development Process

(A study with Special Reference to Select IT companies in Chennai City)

QUESTIONNAIRE

I. DEMOGRAPHIC FACTORS

1. Name of the Employee (optional)

2. GENDER:  Male [ ]  Female [ ]

3. AGE:  Less than 25 years [ ]  25 - 35 years [ ]  35 - 45 years [ ]  above 45 years [ ]

4. EDUCATIONAL QUALIFICATION:  ___________________
   Computer Science [ ]  Non Computer Science [ ]

5. NAME OF THE ORGANISATION:  

6. TOTAL NUMBER OF EMPLOYEES:  

7. REVENUE OF THE ORGANISATION: For the year 2012 in US $  ___________

8. CURRENT CAREER POSITION

   TECHNOLOGY  DOMAIN EXPERT
   Java  Banking & Financial Services
   Microsoft  Insurance
   ERP  Manufacturing
   (SAP, People soft, Siebel)  Transportation
   Others (specify)  Telecommunication
   Health Care
   Others (specify)  

8. DESIGNATION OF EXECUTIVE

   Top Level [ ]  Middle Level [ ]  Junior Level [ ]

9. EXPERIENCE  Other organization  In the Present  Total

   Organization

   Number of Years  _________  _________  _________

10. YOUR ANNUAL PAY PACKAGE/ CTC (Cost to the Company) (Optional)Rs. ___________
II. E-Learning Details

Infrastructure support   yes [ ]   No [ ]
Communication lines   yes [ ]   No [ ]
Electrical power supply   yes [ ]   No [ ]
Computers quality      Yes [ ]   No [ ]

LAN                         Yes [ ]   No [ ]
Audio/video conferencing facilities   Yes [ ]   No [ ]

III. Modules of E-Learning

Please tick which method your organization following

- Blogs
- Conference Resources
- E-Books
- Online Accredited Learning Opportunities
- Online Meetings and Discussion Groups
- Online Presentations and Slide Sharing
- Online Resources and Tools
- Online Videos
- Podcasts and Mobile Learning
- Social Bookmarking
- Social Networking
- Web-based Training Modules
- Webinars and Web Conferencing

IV. Perception on E-Learning

<table>
<thead>
<tr>
<th>S.No</th>
<th>Perception on E-learning</th>
<th>SA</th>
<th>A</th>
<th>Nue</th>
<th>DA</th>
<th>SDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Learner control can improve learning outcome</td>
<td></td>
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<tr>
<td>2</td>
<td>Learner led instruction has the potential to improve training effectiveness</td>
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<tr>
<td>3</td>
<td>Learner controlled-led decrease learning outcomes</td>
<td></td>
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<tr>
<td>4</td>
<td>E-Learning enables learners to construct their own knowledge</td>
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</tbody>
</table>

Organization Impact

<table>
<thead>
<tr>
<th>S.No</th>
<th>Perception on E-learning</th>
<th>SA</th>
<th>A</th>
<th>Nue</th>
<th>DA</th>
<th>SDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Is your organization support E-Learning training</td>
<td></td>
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<tr>
<td>2</td>
<td>E-Learning is Emerging as a popular approach for learning</td>
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</tbody>
</table>
E-Learning is essential to an organization’s capacity to change. E-Learning is enhanced the commitment of employees to the enterprise.

### Technical Impact

1. E-Learning enhancing employee computer skills
2. New technology to change the attitude
3. Reduce the time and cost

### Knowledge & Skill Development

1. It helps to diagnose their skill development
2. E-learning increase the motivation to learn
3. E-Learning increase the scalability
4. It helps them to diagnose their skill development

### Work Culture Change

1. Training helps in updating old talents and developing new ones
2. E-Learning offers, updated information to help learners solve real life problems
3. E-Learning is enhanced the commitment of employees to the enterprise
4. Training time is significantly reduced in the E-Learning environment

### Meeting Competition

1. It increases training satisfaction
2. E-Learning is essential to an organization’s capacity to change’
3. It helps to increase productivity
4. Through E-Learning cross-culture and co-operative groups can be built up
5. E-Learning has become one of the key success factors for business in order to succeed in a dynamic and globally competitive environment
V. TRAINING AND DEVELOPMENT GIVEN BY YOUR ORGANISATION

1. a. Have you gone through the Induction/Initial Training  YES ☐ NO ☐

   b. If yes Duration ____ months

2. Number of Training Programs attended by you in your service (other than Induction Training) ____

3. Other Training Program (Non Induction) provided to you

   a. Project /need based Training
   □

   b. Skill Development Training/Continuous
   □

   C. Education Program
   □

      1) Technical Training
      □

      2) Functional/Domain Training
      □

      3) Behavioural /Soft skills Training
      □

      4) Certification Training (PMP, 6 Sigma...)

4. Mention the nature of the Non Induction Training attended

   a. Internal Training (In House)
   ☐

   b. External Training
   ☐

   c. Self
   ☐

5. Total number of days allotted in a year for Non Induction Training _____ days

6. Does your organization give the same emphasis on Training even when the experience in the organization Increases Yes ☐ No ☐

7. a. Have you received any training because of Performance Assessment findings  Yes ☐ No ☐

   b. If Yes
      Technical Training
      ☐

      Behavioural / Soft Skills Training
      ☐

      Functional / Domain Training
      ☐

      Certification Training
      ☐

Please Tick Mark your Opinion

<table>
<thead>
<tr>
<th>S.No</th>
<th>8. Induction Training Program in your Organisation</th>
<th>SA</th>
<th>A</th>
<th>Nue</th>
<th>DA</th>
<th>SDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Provides an excellent opportunity for newcomers to learn comprehensively about the organization</td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>Norms and Values are clearly explained</td>
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<tr>
<td>3</td>
<td>Policies/Practices are clearly explained</td>
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<td></td>
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<tr>
<td>4</td>
<td>It is well planned</td>
<td></td>
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<tr>
<td>5</td>
<td>It is of sufficient duration</td>
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<td>6</td>
<td>It gives adequate importance</td>
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</tbody>
</table>
7. Senior Executives take interest and spend time with new staff during Induction

8. It is periodically evaluated and improved

9. Performance evaluation is done

10. Non performers in Indication training are treated separately (additional training/termination/penalization)

9. In your opinion, in terms of organizing care for the Training Program, Rate against the following statements

<table>
<thead>
<tr>
<th>Course Content/ Case Studies/ Live examples</th>
<th>SA</th>
<th>A</th>
<th>Nue</th>
<th>DA</th>
<th>SDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expertise of the Trainer</td>
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<tr>
<td>Skill sets enhancement</td>
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<tr>
<td>Relevant to his current area of work</td>
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<tr>
<td>Up gradation of Technology</td>
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<tr>
<td>Location</td>
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<tr>
<td>Networking/ Industry Contacts</td>
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<tr>
<td>Socialisation/Business Leads</td>
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<tr>
<td>Improvement in Business Processes</td>
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</tbody>
</table>

10. Your Organisation designs Non Induction Training Courses to meet the Customer/ Market Demand

<table>
<thead>
<tr>
<th>For Project Delivery (need driven Training)</th>
<th>SA</th>
<th>A</th>
<th>Nue</th>
<th>DA</th>
<th>SDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>To promote employee work life balance (health awareness, hygiene, Yoga, Meditation ...)</td>
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<tr>
<td>To make employee skills higher for better quality or career growth</td>
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</tbody>
</table>

11. Rate the effectiveness of the Training Program against the following statements

| Perform better and improve the quality of delivery in Projects | SA | A | Nue | DA | SDA |
| Helps to Acquire better skills |    |   |     |    |     |
| Differentiate your company in a competitive space |    |   |     |    |     |
| Helps to Achieve Career growth |    |   |     |    |     |

12. Your views on Pre Training / During Training/ Post Training

<table>
<thead>
<tr>
<th>Pre Training</th>
<th>SA</th>
<th>A</th>
<th>Nue</th>
<th>DA</th>
<th>SDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees participate in determining Training needs</td>
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<tr>
<td>Employees are clear about the knowledge and skills to be acquired from training</td>
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<tr>
<td>External Training Programs are carefully chosen after collecting enough information about their quality and suitability</td>
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<tr>
<td>The HRD Department conducts briefing and debriefing sessions for employees assigned</td>
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<tr>
<td>There is a well designed and widely shared training Policy in the Company</td>
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</tbody>
</table>

During Training

| Training Programs are handled by competent faculties | SA | A | Nue | DA | SDA |
| The quality of the Internal Company program in this organization is excellent |    |   |     |    |     |
| Managers are eager to help their Juniors to develop through Training |    |   |     |    |     |
### Post Training

1. Managers provide the right climate to implement new ideas and methods acquired by juniors through Training

2. Managers utilize and benefit from the Training Programs

3. Training is necessary for advancement within the organization

4. Changes observed after attending the Training Program – Behaviour, Attitude, Working Style

### 13. Please tick mark your opinion regarding the benefits of Training achieved in your organization

<table>
<thead>
<tr>
<th>Benefits of Training for Employees</th>
<th>SA</th>
<th>A</th>
<th>Nue</th>
<th>DA</th>
<th>SDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My organization places the right amount of emphasis on Training</td>
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<tr>
<td>2. I am happy with the Training opportunities provided by the organization</td>
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<tr>
<td>3. Training has helped or will help me in my Career in the organization</td>
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<tr>
<td>4. Superiors efforts to identify the strengths and weaknesses</td>
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<tr>
<td>5. The quality of orientation and Training received is suitable for the current position in the organization</td>
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<tr>
<td>6. The mentoring currently received from senior peers</td>
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<tr>
<td>7. Management’s support to correct my weakness and mistakes</td>
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</tbody>
</table>

### Benefits of Training to Employer

1. Less Cost (recruiting Vs training)

2. Improved morale of the employees

3. Building Loyalty / Retention

### Customer Benefits

1. High Accuracy

2. Less Cost (less rework)

3. Timely Delivery

4. Smooth Interaction (Behavioral Training)

Thank you