### LIST OF TABLES

<table>
<thead>
<tr>
<th>Table No.</th>
<th>TITLE OF THE TABLE</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Evolution of HRD in chronological sequence</td>
<td>23</td>
</tr>
<tr>
<td>3.1</td>
<td>Gender of the sample respondents</td>
<td>88</td>
</tr>
<tr>
<td>3.2</td>
<td>Age’s of the sample respondents</td>
<td>90</td>
</tr>
<tr>
<td>3.3</td>
<td>Educational Qualifications of the sample respondents</td>
<td>92</td>
</tr>
<tr>
<td>3.4</td>
<td>Years of experience of sample respondents in telecom industry</td>
<td>94</td>
</tr>
<tr>
<td>3.5</td>
<td>Marital status of the sample respondents</td>
<td>96</td>
</tr>
<tr>
<td>3.6</td>
<td>Salary status of the sample respondents</td>
<td>98</td>
</tr>
<tr>
<td>3.7</td>
<td>No .of dependents of the sample respondents</td>
<td>100</td>
</tr>
<tr>
<td>4.1</td>
<td>Senior staff takes interest and spend time with new recruits during training.</td>
<td>106</td>
</tr>
<tr>
<td>4.2</td>
<td>The norms and values of the company were clearly explained to the new Employees during induction.</td>
<td>108</td>
</tr>
<tr>
<td>4.3</td>
<td>Training programmes are well-planned in advance</td>
<td>110</td>
</tr>
<tr>
<td>4.4</td>
<td>Training programmes are given adequate importance</td>
<td>112</td>
</tr>
<tr>
<td>4.5</td>
<td>Training provides an excellent opportunity for new comers to learn comprehensively about the organization</td>
<td>114</td>
</tr>
<tr>
<td>4.6</td>
<td>New recruits found training very useful in acquiring ethics &amp; values of the Company</td>
<td>116</td>
</tr>
<tr>
<td>4.7</td>
<td>Training is of sufficient duration</td>
<td>118</td>
</tr>
<tr>
<td>4.8</td>
<td>New recruits found training a very useful experience in getting acquaintance to the work environment of the organization</td>
<td>120</td>
</tr>
<tr>
<td>4.9</td>
<td>Training programmes are periodically evaluated and improved</td>
<td>122</td>
</tr>
<tr>
<td>4.10</td>
<td>Training has sufficient subject content</td>
<td>124</td>
</tr>
<tr>
<td>4.11</td>
<td>New Recruits are satisfied with the training Programmes.</td>
<td>126</td>
</tr>
<tr>
<td>4.12</td>
<td>Training Programmes are handled by competent faculty</td>
<td>128</td>
</tr>
<tr>
<td>4.13</td>
<td>Human Relations Competencies are developed through training in Human skills</td>
<td>130</td>
</tr>
<tr>
<td>4.14</td>
<td>Process in place for assessing the employees training needs</td>
<td>132</td>
</tr>
<tr>
<td>4.15</td>
<td>Identification of training needs is done on a scientific basis.</td>
<td>134</td>
</tr>
<tr>
<td>4.16</td>
<td>Training programmes are designed after considering need &amp; requirement of the employee</td>
<td>136</td>
</tr>
<tr>
<td>4.17</td>
<td>Feedback from the performance appraisal system has been taken into consideration while conducting training programme</td>
<td>138</td>
</tr>
<tr>
<td>4.18</td>
<td>Employees in the organization participated in determining the training they need</td>
<td>140</td>
</tr>
<tr>
<td>4.19</td>
<td>widely shared training and development policy in the organization</td>
<td>142</td>
</tr>
<tr>
<td>4.20</td>
<td>Training Calendar provides in detail number of training programmes to be provided to the employees during a year</td>
<td>144</td>
</tr>
<tr>
<td>4.21</td>
<td>Sufficient allocation of funds is there in budget to conduct training programme</td>
<td>146</td>
</tr>
<tr>
<td>4.22</td>
<td>Training Programmes organized to help and improve one’s capability and potential.</td>
<td>148</td>
</tr>
<tr>
<td>4.23</td>
<td>Employees are given training before they are placed in new Jobs/assignment</td>
<td>150</td>
</tr>
<tr>
<td>4.24</td>
<td>There is a strong supportive climate for training</td>
<td>152</td>
</tr>
<tr>
<td>4.25</td>
<td>Employee training is congruent with career plans</td>
<td>154</td>
</tr>
<tr>
<td>4.26</td>
<td>Employees are helped to acquire technical knowledge and skills through training</td>
<td>156</td>
</tr>
<tr>
<td>4.27</td>
<td>Adequate emphasis on developing managerial capabilities in the training programme.</td>
<td>158</td>
</tr>
<tr>
<td>4.28</td>
<td>Employees returning from training as they are given adequate free time to reflect and plan improvement in the organization</td>
<td>160</td>
</tr>
<tr>
<td>4.29</td>
<td>The results of training Programme are monitored</td>
<td>162</td>
</tr>
<tr>
<td>4.30</td>
<td>the organization measures the return on investment (ROI) on training</td>
<td>164</td>
</tr>
<tr>
<td>Section</td>
<td>Description</td>
<td>Page</td>
</tr>
<tr>
<td>---------</td>
<td>-----------------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>4.31</td>
<td>Employees returning from training programmes are given opportunities to tryout what they learnt</td>
<td>166</td>
</tr>
<tr>
<td>4.32</td>
<td>Employees are sponsored for training they take it seriously and tryout to learn from the programme they attend</td>
<td>168</td>
</tr>
<tr>
<td>4.33</td>
<td>Overall analysis on Employee Training</td>
<td>170</td>
</tr>
<tr>
<td>5.1</td>
<td>Organization has a conducive environment to achieve proper career planning and employee development</td>
<td>176</td>
</tr>
<tr>
<td>5.2</td>
<td>Employees in the organization have better prospects as company designs better career plan</td>
<td>178</td>
</tr>
<tr>
<td>5.3</td>
<td>The organization creates awareness on the existence of formal career plans on regular basis</td>
<td>180</td>
</tr>
<tr>
<td>5.4</td>
<td>Career paths are shared with employees by top management</td>
<td>182</td>
</tr>
<tr>
<td>5.5</td>
<td>There is a great extent of individual’s participation in deciding the career plan &amp; Development</td>
<td>184</td>
</tr>
<tr>
<td>5.6</td>
<td>Career planning improves morale and motivation by matching skills to job requirement</td>
<td>186</td>
</tr>
<tr>
<td>5.7</td>
<td>The organization future plans are known to managerial staff to help juniors and prepare them for future</td>
<td>188</td>
</tr>
<tr>
<td>5.8</td>
<td>The organization considers the employees for future key positions.</td>
<td>190</td>
</tr>
<tr>
<td>5.9</td>
<td>The organization’s corporate growth plans are not kept secret</td>
<td>192</td>
</tr>
<tr>
<td>5.10</td>
<td>Top management updates the information about career paths on regular basis.</td>
<td>194</td>
</tr>
<tr>
<td>5.11</td>
<td>Organizations have clear policy on career planning and employee development</td>
<td>196</td>
</tr>
<tr>
<td>5.12</td>
<td>Current HRD policies are relevant to employee career planning &amp; development</td>
<td>198</td>
</tr>
<tr>
<td>5.13</td>
<td>Career planning to provide avenues for growth to its employees in the organization</td>
<td>200</td>
</tr>
<tr>
<td>5.14</td>
<td>Top management is willing to invest a considerable part of their time and other resources to the development of employees</td>
<td>202</td>
</tr>
<tr>
<td>5.15</td>
<td>HRD team advice and council the employees for development of their career</td>
<td>204</td>
</tr>
<tr>
<td>5.16</td>
<td>Providing equal opportunities to all employees in the organization.</td>
<td>206</td>
</tr>
<tr>
<td>5.17</td>
<td>The top management of the organization makes efforts to identify &amp; utilize the Potential / talent of the employee.</td>
<td>208</td>
</tr>
<tr>
<td>5.18</td>
<td>Employees are encouraged to experiment with new methods and tryout Creative ideas.</td>
<td>210</td>
</tr>
<tr>
<td>Section</td>
<td>Description</td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
<td></td>
</tr>
<tr>
<td>5.19</td>
<td>Helping the staff to claim for internal promotions</td>
<td></td>
</tr>
<tr>
<td>5.20</td>
<td>Organization keeping employees records update.</td>
<td></td>
</tr>
<tr>
<td>5.21</td>
<td>Management makes sure all staff enjoy with their career development</td>
<td></td>
</tr>
<tr>
<td>5.22</td>
<td>The fairness of employee development is very high</td>
<td></td>
</tr>
<tr>
<td>5.23</td>
<td>Action plans are prepared to improve employees career plans and development.</td>
<td></td>
</tr>
<tr>
<td>5.24</td>
<td>Organization supports the employees in utilizing their potential in future interest.</td>
<td></td>
</tr>
<tr>
<td>5.25</td>
<td>Career development programmes of an organization can produce realistic employees expectations</td>
<td></td>
</tr>
<tr>
<td>5.26</td>
<td>Development of subordinates is seen as an important part of their job by the Managers/officers</td>
<td></td>
</tr>
<tr>
<td>5.27</td>
<td>Seniors delegate authority to juniors they use it as an opportunity for their career development</td>
<td></td>
</tr>
<tr>
<td>5.28</td>
<td>Job rotation in this organization facilitates employee development</td>
<td></td>
</tr>
<tr>
<td>5.29</td>
<td>Overall analysis on Career Planning and Employee Development</td>
<td></td>
</tr>
<tr>
<td>6.1</td>
<td>Doing something challenging and worthwhile</td>
<td></td>
</tr>
<tr>
<td>6.2</td>
<td>Making an impact on others</td>
<td></td>
</tr>
<tr>
<td>6.3</td>
<td>Admonishing those who do not perform</td>
<td></td>
</tr>
<tr>
<td>6.4</td>
<td>Working in friendly Environment</td>
<td></td>
</tr>
<tr>
<td>6.5</td>
<td>Doing something useful to others</td>
<td></td>
</tr>
<tr>
<td>6.6</td>
<td>Getting immediate feedback on your performance</td>
<td></td>
</tr>
<tr>
<td>6.7</td>
<td>Having autonomy and work independently</td>
<td></td>
</tr>
<tr>
<td>6.8</td>
<td>Directing and instructing people working below</td>
<td></td>
</tr>
<tr>
<td>6.9</td>
<td>Maintaining close personal relations</td>
<td></td>
</tr>
<tr>
<td>Section</td>
<td>Description</td>
<td>Page</td>
</tr>
<tr>
<td>---------</td>
<td>-----------------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>6.10</td>
<td>Developing junior colleagues (or) subordinates</td>
<td>255</td>
</tr>
<tr>
<td>6.11</td>
<td>Setting standards of excellence</td>
<td>257</td>
</tr>
<tr>
<td>6.12</td>
<td>Giving ideas (or) suggestions to superiors.</td>
<td>259</td>
</tr>
<tr>
<td>6.13</td>
<td>Sharing feelings and emotions with others</td>
<td>261</td>
</tr>
<tr>
<td>6.14</td>
<td>Efficiency was rewarded</td>
<td>263</td>
</tr>
<tr>
<td>6.15</td>
<td>Provision of allowances and medical facilities</td>
<td>265</td>
</tr>
<tr>
<td>6.16</td>
<td>Communication protocol from top to bottom and bottom to top</td>
<td>267</td>
</tr>
<tr>
<td>6.17</td>
<td>Having a great freedom to perform job effectively</td>
<td>269</td>
</tr>
<tr>
<td>6.18</td>
<td>Making contributions to significant decisions</td>
<td>271</td>
</tr>
<tr>
<td>6.19</td>
<td>Cooperating with others in common tasks.</td>
<td>273</td>
</tr>
<tr>
<td>6.20</td>
<td>Stretching your abilities and skills</td>
<td>275</td>
</tr>
<tr>
<td>6.21</td>
<td>Getting recognition for work done</td>
<td>277</td>
</tr>
<tr>
<td>6.22</td>
<td>Working in teams</td>
<td>279</td>
</tr>
<tr>
<td>6.23</td>
<td>Helping others</td>
<td>281</td>
</tr>
<tr>
<td>6.24</td>
<td>Participation in training and refreshment courses</td>
<td>283</td>
</tr>
<tr>
<td>6.25</td>
<td>Overall analysis on Employee Role satisfaction</td>
<td>285</td>
</tr>
</tbody>
</table>