Chapter 1

Introduction

Companies have not been investing enough in people. Rather than train them, they let them go. Our people are our capital. The more we invest in them, the more they can be effective.

- Nandan Nilekani, Former CEO, Infosys

1.0 The Researcher came in association with training activity for the first time in his life in 1957, when he was posted in Bhandara District, (Maharashtra) as Training Instructor in Maharashtra State Cooperative Union, Mumbai. His job was to get the office bearers relieved for training from Co-operative Banks, Rice Mills and Co-operative Societies. These participants in majority were elders in the age group from 35 onwards with a lot of work experience at their credit regarding managing and organizing Co-operative Credit Societies, as well as Housing and Marketing Societies. All these participants were Chair Persons or Office bearers of various Co-operative Organizations. The duration of these programs was from one to three days. The main objective of these programs was to create personal awareness regarding the working of these societies, at the same time, they should be able to undertake certain specific responsibilities of office administration, maintenance of required registers, handling cash accounts and book-keeping etc. As an Instructor, the

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job of the researcher was like a facilitator to provoke them to participate in discussion, to inculcate the spirit of cooperation, team work and also to introduce the importance of inter-personal relations in day to day working processes. These office bearers were required to develop contacts with District Cooperative Bank Managers and also with staff members of State Cooperative Departments located in District and at Taluka level.

In short, their job was to distribute and recover personal and agriculture loans to concerned members, to convince them about the importance of family planning, to assist them to solve their health problems and also to pursue them to join and actively participate the mainstream of total village development programs being regularly implemented in those days by respective Block Development Officers.

1.1 Before joining the above service, the researcher had to undergo a training program of short duration in Tata Institute of Social Science, Mumbai. All the subjects mentioned in curriculum were rather new to him. But he could participate in several class room discussions with persons very senior in the age, knowledge and also in experience stalwarts like Shri Vaikunthbhai Meheta, a learned senior authority and devoted leader in cooperative field used to stress the importance of training almost daily in class room discussion, in the process of initiating team spirit and also promoting effective communication practices for effectively getting involved in the co-operative movement in India. Another Senior Lecturer
and Founder Chair Person of Amul Cooperative Dairy in Anand near Vadodara in Gujarat State, Respected Shri. Kurian also used to stress the importance of attending training programs, several times in the Refreshers Courses in Mumbai. According to him in such programs the knowledge of participants is updated and at the same time the required skills are enhanced. In his routine lectures, he used to insist on sharpening the skills and also repeatedly instructed the need to maintain consistency in professional efficiency. During this period (1958 to 1961) the Researcher came in contact with Late Shri Balasaheb Bharde, Former Minister for Cooperative Societies in Maharashtra State, who was also a learned spiritual authority on Ramayan and Mahabharat and Puranas. During his routine lectures he repeatedly used to stress the growing importance of education and training in the fast changing Indian society. While meeting workers and their union leaders in factories, he used to narrate the value of education and training and also used to advise them for pursuing their further studies for the bright future.

But the Researcher and his colleagues had a different opinion. They were having the impression that only work experience was sufficient to enhance the performance of employees. They also felt that once the orientation program was over, there was actually no need again to organize training programs of short duration. According to Researcher’s colleagues, attending such programs was a sheer waste of time. Even when employees were called to
attend the refreshers courses, participants never took such programs seriously. Many times participants were regularly irregular in their attendance. The concerned authorities and training organizers used to instruct participants repeatedly that such programs would definitely help them widen their perception and also develop positive change in their performance leading to improvement in their service or manufacturing processes. This experience in the Researcher’s life in the field of co-operative movement was very much useful to him in his future professional life.

1.2 The year 1961 was very crucial in his life. He shifted his professional line from cooperative movement to Trade Union movement. This was an unexpected change but a turning point in his approach and also in the thinking process. While on routine office tour, the Researcher came across the advertisement for the post of Education Officer in the local newspaper. Casually he applied and surprisingly was selected for the same post. Afterwards along with the appointment letter, the instructions were received from Ministry of Labour to join six months rigorous training program in Mumbai. During this period many experts and stalwarts from trade union field as well as from management field came to deliver talks on various topics and discussed different subjects pertaining to management, labour economics, industrial psychology, business laws, organisation behaviour, industrial relations, leadership skills, production and productivity etc. These lectures had a deep effect and widened the horizon of participants' minds and
showed the new ways and styles of Trade Union Movement. The participants could also get the guidelines regarding the organization of seminars and conferences etc.

During this period Late Shri G. Ramanujam, the then President of Indian National Trade Union Congress, Late Shri Shripad Amrut Dange, the then President of All India Trade Union Congress and other such stalwarts of national and international level from Defence Unions, Railway Unions, played a key role through their active participation in lectures during the training program. They imbibed on the minds of participants the growing importance of trade union movement all over the world and also changing dimensions of management and it’s impact on Indian entrepreneurs. Special mention must be made of Shri Ramanujam, the then Chairman of Central Board of Workers Education for playing a very dynamic, crucial and effective role during his regime basically as a learned leader and also as a Chairman of this semi autonomous body. His peculiaria was that, though he was basically a trade union leader, he was also a born teacher and an expert in the field of management education. In his book on management, he expressed his views on the changing dimensions of management philosophy.

1.3 After the completion of training, the first posting of the Researcher as Education Officer was at Nagpur and afterwards he was transferred to several places in Maharashtra and outside. His last posting before retirement in 1998 was at Bangalore, the educational hub like Pune city.
During the span of 27 years from 1961 to 1988, he had to face a number of challenges from managements and unions. During this period, the Researcher learnt several lessons while organizing seminars on various related topics at national and international level and also while teaching union office bearers and ordinary workers in urban as well as rural areas simultaneously. In fact it was a transitory period for him.

The first lesson in this regard was that every lecture requires certain home work before entering the class. Later on, the Researcher realized that every teacher is basically a life long student. In human life, learning process never ends but goes on till the end of life. When the Researcher was posted as Regional Director in Pune city, he came in contact with many management experts at corporate level, like Late Shri S.L. Kirloskar, Shri Arun Maira, the then Deputy General Manager HR, Telco Pune, Dr. Smt. Chitra Naik, Founder Director of Indian Institute of Education Pune, Late Shri V. M. Dandekar and Dr Nilkanth Rath of Gokhale Institute, Pune, and last but not the least Dr P.C. Shejwalkar, the founder Director of IMDR Pune. They were not only experienced expert guides but management thinkers and visionaries. During that period of 9 years in Pune city, the Researcher could get an opportunity to learn several lessons on current trends in Trade Union Movement at national and international levels and also on principles and practice of management being implemented from corporate level to shop level at various corporate offices in India and outside.
1.4 In this connection, it is necessary to mention here the Researcher’s experience in Tata Motors Ltd, Pune. In his prolonged stay at Pune, the Researcher could get an opportunity to design and also implement independently several new training programs of short duration after identifying the changing training needs of employees in western Maharashtra, specifically to mention the names of few units like Tata Motors Ltd, Pune, J. K. Files and Tools, Ratnagiri. Tata Motors Ltd, is a major automobile unit in Pune city. The concerned management refused to accept the government approved training programs for workers from 10-30 a.m. to 5 p.m. every working day of three month duration. Their difficulty was regarding releasing the workers on duty continuously for three months. The management was interested in redesigning the training programs according to the basic changing training needs of employees. After several meetings with the concerned officers in Tata Motors, the full time five days training program was ultimately approved and its implementation was started in every month from Friday morning to Wednesday evening, Thursday being weekly off for industrial workers. This practice was continued non-stop from 1979 till the Researcher’s transfer from Pune in 1986. The Researcher was conducting full day sessions of each program on Friday, the first day and Wednesday, the last day of the class. During this training period in this company the Researcher came in contact with Shri Arun Maira DGM, who used to ask several times one question to him regarding his post retirement activities. He advised and
ignited him to do certain Research work on the impact of training programs on the participants. Even after retirement, the Researcher could not forget Shri Maira’s piece of advice and suggestion to do certain constructive research work on the impact of training programs.

1.5 At the fag end of the Researcher’s service period, he was posted at Bangalore as Zonal Director of South Zone. His job was to conduct a survey of women of Muslim Community – a part of an ILO project undertaken by Central Board for Workers’ Education which is a semi autonomous body of Ministry of Labour. The area of operation in the survey was from Vaizak to Goa. During that survey, it was revealed that percentage of educated Muslim women was slowly growing in south India. But at the same time, these ladies were aspiring to get suitable jobs for supporting their respective families. Naturally they were required to struggle firstly with their family members and then with the leaders of muslim community. Their major problem was how to manage successfully the family and the concerned jobs simultaneously. Their genuine difficulty was that their community leaders were not taking keen interest to convince their respective family members, specifically the elders. Now when the whole world was on the track of fast changing processes, their basic expectation was that their community as well as family members must try to upgrade muslim community to enjoy better quality of life for which according to them continuous and consistent education and training is the foundation. During discussion with them, it was further
revealed that their minimum expectation was that their community leaders as well as their social organizations should take a lead to organize training programs of 2 to 3 hours at least once in a week on a continued basis. Such type of instances in Researcher’s professional life taught him a few lessons of management of change. Further it was realized that this subject was utmost important not only to one specific community but to every one who is struggling to go ahead.

1.6 Researcher’s post retirement life started in July 1988. From the beginning, he found it very difficult to adjust with the retired life. So he decided to involve himself for getting acquainted with the mainstream of social changes. His decision was to pursue further studies in management area. Without wasting time he joined MBA training program at Vike Patil Management Institute, Pune from 1st August 1988 and completed MBA Training successfully in 1990 under the guidance of Management Guru Dr. P.C.Shejwalkar.

The Researcher started teaching in MBA classes in local management Institutes from new academic session from July 1990. However he was not at all comfortable with this routine mechanical life. He had passed his whole life in association with the different industries and unions in all corners of India. So after consultation with local management experts and other colleagues, he came to the decision to step in some constructive social activity in the field of management and union. His valuable and practical experience of conducting
training programs in Tata Motors Ltd, Pune as well as in major cooperative sugar factories in Western Maharashtra was very much useful to design his post retirement activity in education and training field.

In 1989, there was another occasion to conduct programs in Tata Motors Ltd, Pune. During that year i.e. in 1989 the Tata Motors unit in Pune was required to face a major workers’ strike due to some major disputes with the concerned union. After the strike was over, the Tata management took several steps to streamline the relations with the union. One major step in that direction was to redesign training programs for their operators. The management invited the Researcher along with some experts to reschedule, coordinate and conduct the training programs for operators, according to their revised syllabus of five days duration. This was an unforgettable experience in the Researcher's life.

1.7 Year 1991 was crucial one in the Researcher's life. This year was also very important in India's history of planning and development. The new economic/industrial policy declared by Govt of India in the month of July 1991 under the matured leadership of Dr. Manmohan Singh the then Finance Minister changed the path of development by introducing the concepts like liberalization, privatization and globalization in Indian economy. Indian industries were now required to face global competition. In the decade of 80and 90 there was a growing competition to acquire ISO certification which was an important tool to boost up the exports of our goods in the
world market. In such fast changing economic scenario, the concept of training started receiving growing importance, for the survival and growth. After taking into consideration this fast changing scenario the Researcher realized that in global competition for performance improvement training process was essential and had no end. Training became an important step for all types of employees - senior, junior or freshers for continuous improvement. As a result, the researcher set up an institute in July 1991 named as ‘Asian Institute of HRD’ with the principal object to impart training to the employees in industrial and non-industrial establishments. Since then such programs are being conducted for the employees of industrial units in Maharashtra and Gujarat states.

1.8 On the background of these varied experiences, the Researcher was rather anxious to find out and measure the impact of such training programs on the competencies of employees in selected units in Pune city. After general observation it was revealed that in many units in Pune, such programs were regularly conducted. But in the following four units the programs are being conducted regularly for last several years from senior managers to security persons. The senior management executives of these establishments are getting a positive signal which is evident from their annual reports. These units are as follows :-

1. Cummins India ltd, Kothrud, Pune 38.
2. Tata Motors Ltd, Pimpri, Pune 18.
4. Thermax Ltd, Chinchwad, Pune.
There have been revolutionary changes in the management field after the end of Second World War. The most important of these changes is the world wide recognition of the growing importance of Human Resource as a strategic business partner. Corporate Bodies all over the world today recognize ‘People’ and their ‘Competencies’ as a strategic resource that gives them competitive advantage. Hence efforts are made in this thesis to study selected aspects of training from academic point of view. As mentioned by Thomas Watson, Founder IBM:

“We have different ideas & different work, but when you come right down to it, there is just one thing, we have to deal with throughout the organization – that is the man.”

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2 Watson Thomas, (September 2005), HRM Review, ICFI University Press, Hyderabad, Page 26