Summary
In the introductory chapter the general background to this study is given. This is followed by the different viewpoints and the overall approach to development programmes given by earlier authors. The yardsticks of executive morale, behaviour and performance are then discussed in detail. The different training tools adopted by the training and development people are discussed. Evaluation of training is defined and the different methods adopted to evaluate training are briefly discussed. The chapter ends with a thorough review of the literature on evaluation studies conducted by earlier workers.

In the second chapter, the scope and object of the present study are explained. The need for study, the objectives of the study, methodology adopted and the limitations of the study are discussed in detail.

In the third chapter, results obtained by the author are given in the form of tables and figures.

In the fourth chapter, the results obtained are discussed in detail. A statistical analysis done on the survey data, question-wise analysis of the impact, analysis done on interviews and the conclusions drawn from these analyses are discussed in detail. The chapter ends with an
alternate analysis made by the author leading to some useful suggestions and a model training programme especially for public sector undertakings.

The following are some of the major conclusions:

(i) The training and development programmes, both internal and external, conducted by the different organisations, are generally found to have a positive impact on the executive morale, behaviour and performance, both in public and private sector undertakings.

(ii) Though there is a sizable section of the executives, both from public and private sectors, who report that they have not been benefitted by the development programmes conducted by the several organisations, the major contributor to the 'no benefit' category is the public sector.

(iii) The job satisfaction level and the perception about their immediate and top levels of management are generally not satisfactory among the junior level managers.

(iv) An alternative analysis made by the author points out to the peculiar circumstances under which public sector
undertakings are functioning and the need, therefore, to impart a separate in-house training programme to the executives of these undertakings so as to orient them to the distinct culture of these organisations. These context-specific in-house training programmes should be conducted without prejudice to the role of external programmes. The author also points out to certain peculiarities of India and how transplanted training systems may not suit Indian managers. The need for top managements, especially in the public sector, to change their style of functioning so as to help their managers to develop the required morale, behaviour and performance, is also stressed.

(v) A model training system in line with the suggestions of certain earlier authors, is also proposed, to teach the managers the required skills so that they are able to transfer their knowledge, which they generally seem to possess, into appropriate behaviours that ultimately should lead to the successful performance of their managerial tasks.