CHAPTER I

INTRODUCTION AND DESIGN OF STUDY
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INTRODUCTION

'Training is expensive, without training it is more expensive'

- Jawaharlal Nehru

Human Resource Management is part of management, and hence the success of personnel function depends on the activities undertaken by the Human Resource Managers in the organization. Management is a responsibility of all those who manage people as well as the work of all those who are employed with skilled knowledge in a particular field or area. Human Resource Management is that part of Management, which is concerned with people at work and with the relationships within an organization as an asset or resource.

Training and Development is a technique that is practised even from the early days of human evolution. Modern training and development practices are scientific and technical in nature. The objective is to attain maximum individual development, desirable working relationship between employers and employees and effective moulding of human resources as contrasted with physical resources.
Training - Definitions and Meaning

According to Edwin B. Flippo, ‘Training is the act of increasing the knowledge and skills of an employee for doing a particular job’.

In the words of Michael Armstrong, ‘Training is the systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience’.

In the opinion of Michael J. Jucious, ‘Training is any process by which the attitudes, skills and abilities of employees to perform specific jobs are improved’.

Training refers to that which increases the capabilities of individuals and modify their behaviour in order to achieve previously determined objectives. Training needs identification, usually related to organizational and individual performance. A needs identification means that the individual assessed has a defined job performance or that an organization has defined objectives and goals. The process of training evaluation has been defined as any attempt to obtain information on the effects of training performance and to assess the value of training in the light of that information. Evaluation leads to controlling and correcting the training programme.
SEQUENCE OF TRAINING PROGRAM

The process of training is given as below

Discovering of identifying Training Needs
(Through Organisational operations Manpower Analysis etc.)

Getting Ready for the Job

Preparation of the Learner
(Create Desire & Prepare Accordingly)

Presentations of Operations and knowledge
(Application of Training Techniques)

Performance Try-Out

Follow Up
(Rewards and Feedback)

Fig: Sequence of Training Programme
SIGNIFICANCE OF TRAINING

The training has become increasingly vital to the success of any modern organization for its significance

- To prepare an organization so as to compete on competencies – the core sets of knowledge and expertise that give them an edge over their competitors.

- Employees are required to continuously hone their attitude, knowledge and skills (ASK) to cope with new process and systems due to rapid technologies.

- To provide necessary training to managers as well as employees to develop their ASK to meet out not only the routine assignments such as problem solving, decision making, interpersonal communication but also the emerging issues like TQM, Team work, Empowerment, Benchmarking, Core competence and so on.

- To ensure effective ROI as the training involves huge investment, hence the organisation is keen in getting the break even through its desired outcome.

- Training permeates the entire organizational key result areas such as production, sales and marketing, communication, systems and human resources.
To ensure effective diversity training like awareness building and skill building, as utmost for all type of organisation needs to integrate the cultural diversity due to the advent of LPG.

**MEASURING OF TRAINING EFFECTIVENESS**

One of the most popular methodologies for measuring training effectiveness was developed by Donald kirkpatrick. This model articulates a four step process.

*Level 1: Reactions*

At this level, we measure the participants’ reaction to the programme. This is measured through the use of feedback forms (also termed as “happy-sheets”). It throws light on the level of learner satisfaction. The analysis at this level serves as inputs to the facilitator and training administrator. It enables them to make decisions on continuing the programme, making changes to the content, and methodology.

*Level 2: Participant Learning*

We measure changes pertaining to knowledge, skill and attitude. These are changes that can be attributed to the training. Facilitators utilize pre –test and post – test measures to check on the learning that has occurred. However, it is important to note that learning at this level does not necessarily translate into application on the job.
Measuring the effectiveness of training at this level is important as it gives an indication about the quantum of change vis-à-vis the learning objectives that were set. It provides critical inputs to fine-tuning the design of the programme. It also serves the important aspect being a lead indicator for transfer of learning on to the job context.

**Level 3: Transfer of Learning**

At this level, we measure the application of the learning in the work context, which is not an easy task. It is not easy to define standards that can be utilized to measure application of learning and there is always this question that preys on the minds of various people: ‘Can all changes be attributed to the training?’

Inputs at this level can come from participants and their supervisors. It makes sense to obtain feedback from the participants on the application of learning on the job. This can be done a few weeks after the programme so that it gives the participants sufficient time to implement what they have learnt. Their inputs can indicate the cause of success or failure; sometimes it is possible that learning was good at level -2, but implementation did not happen due to system-related reasons. It can help the organisation deal with the constraints posed by systems and processes so that they do not come in the way of applying learning.
**Level 4: Results**

This measures effectiveness of the programmes in terms of business objectives. At this level we look at aspects such as increase in productivity, decrease in defects, cycle time reduction, etc.

Hamblin suggested five levels at which evaluation of training can take place. Viz., reactions, learning, job behaviour, organisation and ultimate value.

i. **Reactions:** Trainees' reactions to the usefulness of coverage of the matter, depth of the course content, method of presentation, teaching methods etc.

ii. **Learning:** Training programme, trainer's ability and trainee ability are evaluated on the basis of quantity of learning with regard to content, time, use and application.

iii. **Job Behaviour:** This includes the manner and extent to which the trainee has applied his learning to his job.

iv. **Organisation:** The evaluation measures make use of training, learning and change in the job behaviour of the department / organisation in the form of increased productivity, quality, morale, sale turnover and the like.

v. **Ultimate Value:** Measurement of individual, organisation and societal goals of the organisation.
IMPORTANCE OF THE STUDY

The findings of the study are expected to throw limelight on the effectiveness of training among the different cadres of select manufacturing large scale companies. The study is also intended to provide an in-depth understanding of efficacy of training among the leading large scale companies. The study gains its importance as the training ensures effective transition due to the dynamic factors such as Liberalisation, Privatisation and Globalisation (LPG) and the significance of training which has been analysed.

STATEMENT OF PROBLEM

Human beings are goal-directed. Objectives serve as standards against which performance is measured. The goal of personnel function is the creation of a work force with the ability and motivation to accomplish the basic organizational goals. Monetary objectives include profits for owners, salaries and other compensation for executives, share(stock-holders). Non-monetary objectives include prestige, recognition, security, status, or some other psychic income.

For skill acquisition on relatively complex tasks, using this cognitive approach to training motivation seems especially suitable. Skill acquisition over time, and across multiple stages of training, requires more extensive use of cognitive resources than the performance of well learned tasks or simple, one-trial learning.
Problems also exist in the field of personnel management areas. Training is for changing and mixing of the Employees. Training Changes Values of Employees and Employees’ expectations; Training improves level of productivity and it fulfills the needs of modern technological changes in the global market. Training improves the particular field of knowledge and skills at all levels and it increases job satisfaction and recognition to that particular job.

Conscientiousness refers to the extent to which someone is dependable, persevering, hardworking, disciplined, deliberate, and achievement oriented. Conscientious individuals are often described as dependable, reliable, and exercising self-control. Conscientiousness is often viewed as a trait-oriented motivation variable that tends to be correlated with behavioral predictors of performance, such as reliability and effort.

The basis of training is rooted in the notion that individuals who are trained will be different at the end of the training. Training is a planned change. Because we make the assumption that people have the potential to change all the time, it follows that the demonstration of training effectiveness must involve the specification or prediction of change on that specified subset of behaviors or learning content that is the focus of the training course. Providing training on a subclass of contents and finding that a change has occurred on that specific subclass would be a necessary though insufficient indication that the intervention is the causal agent because maturation or some other
explanation may be responsible. It is required to also minimally show that the knowledge acquired on the relevant course content is greater than that of training effectiveness which requires planned changes to be greater than unplanned ones.

Research, examining the success of training, has often produced mixed results. In particular, positive reactions to training and learning of the training material are usually demonstrated; however, research often fails to find significant training effects for behavior or performance change on the job. Failure to find such effects may be due, in part, to the behavior and performance measures chosen. Frequently used measures, such as behavior or performance rating scales, simply may not be sensitive enough to detect training effects or the scoring scheme applied to the measure may limit its usefulness. For example, empirical scoring has often been shown to be equal or superior to judgmental scoring.

Personnel Management rapidly functions to educate their employees by in-house and external Trainings at all levels. Compensation management at required levels is also a problem in the field of personnel management. Incentive includes individual incentives and collective incentives. Effective utilization of human resource brings about excellent results in increasing and predicting the easy accomplishment of organizational goods.

Training and development of personnel assets becomes the base. Training is a tool to attain individual, organizational needs related to the job,
undertaken by the work culture of the group involved in-group task. Personnel training programs can change the attitude, skill and develop forward wisdom of individual and organizational tasks.

During the pre-economic liberalization, the Human Resource managers had adopted reactive strategies to people's problems. In the present competitive and complex environment, a study of personnel management acquires more significance.

The failure to consistently find results for the effectiveness of training through the use of behavioral and performance rating criteria can be attributed to several sources, including training design issues, trainee characteristics, work environment characteristics, and criterion issues.

(Training becomes an essential means of accommodating the shortage in skills among employees in the short run. In light of the differences in ownership structures, the role of training can be expected to vary. Examining the expectations of training held by different types of ownership can be expected to shed light on the relative importance of various aspects of training in enhancing the skills of the workforce.)

'Quality Start' program is designed for welcoming recruited people. This quality start program ensures that every new-Hire has a excellence on boarding and integration experience. The 'quality start' process is triggered off two weeks prior to the new entrants joining date and continues till about 3

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months post joining. It is a continuous process that goes on for about nine months. This quality start program has already been implemented in some companies. The program has to be completed within 60 days. An effective orientation program can make a significant difference in how quickly an employee can become more productive, and it also has several positive long-term benefits for the organization.

The complexity is often reflected in the design of multiple training segments or stages, with training goals broken down into sub-goals for each stage. Thus, training programs, rather than reflecting a unitary training environment, may be better thought of as constituting multiple sub-environments. Furthermore, there is need to consider the interaction of individual characteristics with each phase of training in determining performance in subsequent phases. *Hence the researcher has narrowed down the research problem as 'the study on training effectiveness among large scale manufacturing companies in Hosur Taluk'.*

**OBJECTIVES OF THE STUDY**

The following are the objectives of study:

1. To document the concept of training and development with special reference to modern Human Resource Management practices;

2. To understand the training and development practices existing in select large scale manufacturing companies in Hosur Taluk;
3. To identify the perception of training of executives and employees before attending the training;

4. To analyze effectiveness and perception about training of executives and employees after attending the training;

5. To evaluate the impact of training programs on the basis of the change in the behaviour and activities of individuals, groups and organizations.

6. To identify the level of satisfaction about training and development methods and

7. To suggest measures to improve the effectiveness of training and satisfaction level of employees by modified training and development practices.

HYPOTHESES OF THE STUDY

The following hypotheses are framed and tested in this study:

i. Age of sample respondents does not significantly differ with reference to their status in the firm.

ii. Opinion about induction training does not significantly differ in relation to the status before attending training

iii. Perception about communication training does not significantly differ in relation to the status before attending training;

iv. Perception of sample respondents about interpersonal training does not significantly differ with regard to their status before attending training.
v. Perception of sample respondents about amount spent for training after undergoing training does not significantly differ with regard to their status.

vi. Perception of sample respondents about motivation after undergoing training does not significantly differ with regard to their status.

vii. Perception about the effectiveness of training after attending the training does not significantly differ with regard to number of training undergone.

viii. Change of perception of sample respondents in relation to promptness after undergoing training does not significantly differ with regard to their status.

ix. Change of perception of sample respondents in relation to harmony after undergoing training does not significantly differ with regard to their status.

**METHODOLOGY**

The present study has been designed to study training effectiveness in large scale manufacturing companies in Hosur taluk. The study has made use of both primary and secondary data. The primary data have been collected from the executives and employees of large scale companies. In the introductory stage, a pilot study has been conducted by constructing an interview schedule and data have been gathered from fifty executives and fifty employees at different timings. On the basis of the suggestions given the
interview schedule has been restructured which has been used to collect the required primary data from the sample respondents in the study area.

The secondary data have been gathered from the annual reports and records of different large scale companies and various official records in the districts of Dharmapuri and Krishnagiri. Publications, official records of the government of Tamilnadu, records of the department of statistics have been utilized for collecting the secondary data. Issues from Hosur Industries Association, Hosur Human Resource Development Network have also been utilized.

For studying the impact of training in the large scale manufacturing companies, attributes and factors have been identified with the survey of academicians and training managers and experts and these have been quantified with the help of Likert’s scaling technique for effective statistical inference and amicable hypothesis testing techniques have also been applied, using SPSS package.
The study follows proportionate sampling design. The list of sampling units and sample respondents status wise is given as follows:

<table>
<thead>
<tr>
<th>S.No</th>
<th>Name of the sample unit</th>
<th>Total employed</th>
<th>Sample</th>
<th>Data Received</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Executives</td>
<td>Employees</td>
<td>Total</td>
</tr>
<tr>
<td>1</td>
<td>Titan Industries Watch Division</td>
<td>600</td>
<td>1120</td>
<td>1720</td>
</tr>
<tr>
<td>2</td>
<td>Titan Industries Jewellery Division</td>
<td>300</td>
<td>110</td>
<td>410</td>
</tr>
<tr>
<td>3</td>
<td>Titan Industries Precision Engineering Division</td>
<td>125</td>
<td>100</td>
<td>225</td>
</tr>
<tr>
<td>4</td>
<td>Ashok Leyland I</td>
<td>1400</td>
<td>3000</td>
<td>4400</td>
</tr>
<tr>
<td>5</td>
<td>Ashok Leyland II</td>
<td>70</td>
<td>140</td>
<td>210</td>
</tr>
<tr>
<td>6</td>
<td>TVS Motors</td>
<td>1200</td>
<td>3000</td>
<td>4200</td>
</tr>
<tr>
<td>7</td>
<td>Sundaram Fasteners</td>
<td>140</td>
<td>120</td>
<td>260</td>
</tr>
<tr>
<td>8</td>
<td>AV TEC(HML)</td>
<td>80</td>
<td>140</td>
<td>220</td>
</tr>
<tr>
<td>9</td>
<td>Easun Reyrolle</td>
<td>120</td>
<td>80</td>
<td>200</td>
</tr>
<tr>
<td>10</td>
<td>Carborandum</td>
<td>125</td>
<td>140</td>
<td>265</td>
</tr>
<tr>
<td>11</td>
<td>TTK Prestige</td>
<td>120</td>
<td>280</td>
<td>400</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>4280</td>
<td>8230</td>
<td>12510</td>
</tr>
</tbody>
</table>
For the purpose of study, nine companies at a large scale have been considered and they are the companies providing different types of training facilities over a period of time. All the nine companies have been taken covering various manufacturing activities in Hosur Taluk. Sample respondents have been chosen dividing the population into strata — executives and employees to study the efficacy of training comprehensively. 150 respondents from executive category and another 150 respondents from employees category have provided their opinions regarding the training. The total populations are found to be 12510 (4280 Executives and 8230 Employees) Hence, to study the sampling adequacy, the formula used is

\[ n = \frac{Z^2 \cdot p \cdot q \cdot N}{e^2 (N-1) + Z^2 \cdot p \cdot q} \]

Where \( n \) = standard sample size

\( Z \) = area value

\( p \) = sample proportion

\( q = 1-p \)

\( N \) = population

\( e \) = acceptable error

2 per cent is considered as true value with 95 per cent confidence level, accordingly
\[ n = \frac{(1.96)^2 (0.02)(1-0.02)(12510)}{(0.02)^2 (12510-1) + (1.96)^2 (0.02)(1-0.02)} \]

\[ = \frac{941.9450}{5.0789} \]

\[ = 185.4626 \]

Hence the sample (n) to be taken is 185, the optimum sample size for these population works to 185 respondents. This 185, when proportionally allotted to the two sample groups namely executives and employees work out to 62 and 123 respectively.

In order to be abundantly cautious, the researcher has not restricted himself to the proportionate optimal size of 62 and 125. At the end of data collection, the researcher is left with 300 qualified filled in interview schedules covering 150 executives and 150 employees in the study units. The number of samples surveyed for the executives group has come to 150, more than 2 times of the optimum sample size of this category. This higher number is justifiable considering quantum of training received by the executives. Between the executives and employees in any company, executives get more exposure to training on varied topics. Whereas the employees get a lesser exposure and their training is restricted only to their core skills.

The study follows proportionate sampling design, the researcher could not select sample randomly because the risk that the respondents randomly selected might not cooperate in data collection. Since reliable data willingly
provided by the respondents is very crucial for the study, the researcher has selected samples based on their willingness to provide data.

TOOLS FOR ANALYSIS

The collected data have been codified, classified and tabulated with the help of computer. Analysis of data is highly significant in research studies. Different types of relevant statistical tools are used for analysis. Simple tools such as percentages, ratios, and trend are used for analysis. Inferences are made and the hypotheses are tested with 'Z' test and 'Chi-Square' tests. Likert's Five point Scaling technique is used for analyzing the attitude and perception of the sample employees and executives. Weights are assigned and rank order scales are used for analyzing the level of satisfaction of sample employees. Points, Coefficient, Weighted Index and Total Satisfaction Index are calculated and the data are analyzed. Pearson Chi-Square, Likelihood ratio, Linear-b-Linear Association tests are used in this study. Advanced tools such as Factor analysis, Discriminant Analysis are used to identify the factors influencing the perception of respondents on various management methods and training practices.

SCOPE OF THE STUDY

The research study concentrates on training and development aspects and their effectiveness in large scale manufacturing companies. The study has been undertaken in ten large scale companies to unveil the myths about the
perception and attitudes of both the executives and employees towards training and also the role of training and its efficacy on these sample respondents with special focus on the change that would happen on individual, group and organizational development. Amidst the advent of LPG, training is considered to be the productive investment which is mandatory among the large and medium scale companies. The study has been conducted in both pre and post training situations so as to identify the training efficacy. This study is highly useful for the organization as well as similar industries existing in the similar environment. As different types of industries are considered, the results may be suitable for industrially intense areas similar to Hosur Taluk.

PERIOD OF STUDY

The primary data are collected from the sample units during a period of two years. The sample respondents are initially informed about the objects of the present study and are met at various intervals for the purpose of collecting primary data. The data have been collected during the period from April 2005 to March 2007.

AREA OF STUDY

The area of study for the present study is Hosur Taluk of Krishnagiri district in Tamilnadu. The industrial population includes 80000 employees. Hosur Taluk has a total of about 1000 industries in which around 56 come under medium and 15 under large sized industrial categories and remaining are SSI. Diagram 1.1 illustrates the fact.
Diagram – 1.1
Area of the Study

HOSUR TALUK ILLUSTRATED
Titan Industries is India’s leading manufacturer of watches and jewellery and the world’s sixth largest manufacturer brand of watches. Established in 1984 as a joint venture between the Tata Group and the Tamil Nadu Industrial Development Corporation, the company transformed the Indian watch market, offering quartz technology with international styling, manufactured at its state-of-the-art factory at Hosur, Tamil Nadu. In 1995, the company diversified into jewellery under the brand Tanishq. Leveraging its understanding of different segments in the watch market, the company launched a second independent watch brand — Sonata — as a value brand to those seeking to buy functionally styled watches at affordable prices. It also entered the segment of premium fashion watches by acquiring a license for global brands such as Tommy Hilfiger. Titan has also diversified into fashion eyewear with its Fastrack Eye Gear sunglasses. Further, Titan leveraged its manufacturing competencies and branched into precision engineering products and machine building in 2003. Titan manufactures over 7 million watches per annum and has a customer base of over 65 million. The company has manufacturing and assembly operations at Hosur, Dehradun and Himachal Pradesh. Its main products are:

**Watches:** Titan manufactures two main brands viz. Titan for the premium segment and Sonata for the below-$25 category. The Titan brand
architecture comprises several brands, each of which is a leader in its segment. Notable among them are: Titan Edge – the world’s slimmest watch; Nebula – in solid gold and precious stones; the Gold and Steel collection; Raga 9 to 5 – for the woman achiever; Flip – India’s first and only reversible watch with two movements and dial faces; and Fastrack in the sporty casual category. Today, Titan has over 60 per cent of the domestic market share in the organized watch market. Its exclusive retail showroom chain – World of Titan – is amongst the largest in its category. Titan watches are sold through over 9,000 outlets in over 2,300 cities and internationally in over 30 countries including the UK, Spain, Greece and countries in the Middle East and Asia Pacific. Its after sales service is itself a benchmarked operation with a network of over 616 service centres and has one of the world’s fastest turnaround times. The company has a world-class design centre both for watches and jewellery.

**Jewellery:** Tanishq is India’s largest and fastest growing jewellery brand. Tanishq has 75 boutiques in 55 cities across the country with a premium range of gold jewellery studded with diamonds or coloured gems and a wide range in 22kt pure gold. Platinum jewellery and designer silverware are also a part of the product range. Tanishq is one of India’s largest speciality retailers and is transforming the jewellery market in India.

**Precision engineering:** The company’s precision engineering division manufactures dashboard clocks as OEM to car manufacturers in Europe and America. It also supplies precision components to the avionics and the
automotive industry. Titan has a clearly defined policy on social responsibility. Its CSR initiatives include children's education, employing the disabled, women's empowerment, environment management programs and other community initiatives. The company is a signatory to the Global Compact and has been awarded the Helen Keller and Mother Teresa awards. Its Watch and Jewellery Divisions are certified under ISO 9001:2000 quality management system standards as well as the ISO 14001 environment system standard.

ASHOK LEYLAND LIMITED — PLANT I & II

The origin of Ashok Leyland can be traced to the urge for self-reliance, felt by independent India. Pandit Jawaharlal Nehru, India's first Prime Minister persuaded Mr. Raghunandan Saran, an industrialist, to enter automotive manufacture. In 1948, Ashok Motors was set up in what was then Madras, for the assembly of Austin Cars. The Company's destiny and name changed soon with equity participation by British Leyland and Ashok Leyland commenced manufacture of commercial vehicles in 1955. Since then Ashok Leyland has been a major presence in India's commercial vehicle industry with a tradition of technological leadership, achieved through tie-ups with international technology leaders and through vigorous in-house R&D. Access to international technology enabled the Company to set a tradition to be first with technology. Be it full air brakes, power steering or rear engine busses, Ashok Leyland pioneered all these concepts. Responding to the operating conditions and practices in the country, the Company made its vehicles strong, over-
engineering them with extra metallic muscles. "Designing durable products that make economic sense to the consumer, using appropriate technology", became the design philosophy of the Company, which in turn has moulded consumer attitudes and the brand personality. Ashok Leyland vehicles have built a reputation for reliability and ruggedness. The 5,00,000 vehicles we have put on the roads have considerably eased the additional pressure placed on road transportation in independent India. In the populous Indian metros, four out of the five State Transport Undertaking (STU) buses come from Ashok Leyland. Some of them like the double-decker and vestibule buses are unique models from Ashok Leyland, tailor-made for high-density routes. In 1987, the overseas holding by Land Rover Leyland International Holdings Limited (LRLIH) was taken over by a joint venture between the Hinduja Group, the Non-Resident Indian transnational group and IVECO. (Since July 2006, the Hinduja Group is 100% holder of LRLIH). The blueprint prepared for the future reflected the global ambitions of the company, captured in four words: Global Standards, Global Markets. This was at a time when liberalization and globalization were not yet in the air. Ashok Leyland embarked on a major product and process upgradation to match world-class standards of technology. In the journey towards global standards of quality, Ashok Leyland reached a major milestone in 1993 when it became the first in India's automobile history to win the ISO 9002 certification. The more comprehensive ISO 9001 certification came in 1994, QS 9000 in 1998 and ISO 14001 certification for all
vehicle manufacturing units in 2002. It has also become the first Indian auto company to receive the latest ISO 16949 Corporate Certification (in July 2006) which is specific to the auto industry.

**TVS MOTOR COMPANY**

TVS Motor is the third largest two-wheeler manufacturer in India and ranks among the top ten globally. It is the first company in the world to be honoured with The Deming Prize for Total Quality Management. The company was the first in India to launch 2-seater 50cc moped and 100cc Indo-Japanese motorcycles. At present TVS Apache, TVS Victor, TVS Scooty, TVS Centra and TVS Fiero are the popular bikes in Indian market. TVS Motor Company Limited is the flagship company of TVS Group, the USD 2.2 billion group. The Group is the third largest two-wheeler manufacturer in India and globally among the top ten, with an annual turnover of over USD 650 million. Currently, the group has more than 30 companies and employs over 40,000 people worldwide. With steady growth, expansion and diversification, it commands a strong presence in the manufacturing of two-wheelers, auto components and computer peripherals. They also have vibrant businesses in the distribution of heavy commercial vehicles (HCV) passenger cars, finance and insurance. 1980 is the red letter year for TVS when India's first two-seater moped rolled out. It ushered in an era of affordable personal transportation. Globally, TVS Motor Company is the first two-wheeler manufacturer to be
honoured with the hallmark of Japanese Quality - The Deming Prize for Total Quality Management.

SUNDARAM FASTENERS LIMITED

Sundram Fasteners Limited is a part of the US $3 billion TVS Group, headquartered in Chennai, India. The Company has established a track record of leadership over 40 years. With a diversified product line, world-class facilities in 5 countries and motivated team of talented people, Sundram Fasteners has become a supplier of choice to leading customers in the automotive and industrial segments worldwide. The product range consists of high-tensile fasteners, powder metal components, cold extruded parts, hot forged components, radiator caps, automotive pumps, gear shifters, gears and couplings, and iron powder. Over the years, the Company has acquired cutting-edge technological competencies in forging, metal forming, close-tolerance machining, heat treatment, surface finishing and assembly. Manufacturing locations are supported by engineering and design personnel working on new product design and development. Understanding the global nature of business and the need to provide quality products on “just in time” basis to customers, the company has established supply chain logistics networks spanning several continents. At Sundram Fasteners, growth is a natural outcome of total adherence to three core operating principles: customer orientation, total quality and ethical business practices.
HINDUSTAN MOTORS LTD (Presently AVTEC)

Hindustan Motors (HM) is the flagship company of the C.K. Birla Group, established by Mr. B.M. Birla. Ambassador, Contessa and Mitsubishi Lancer are the most successful brands in the Indian market. In MUV segment the company has given Trekker, Porter and Pushpak. RTV is also one of the remarkable brand of HM. Hindustan Motors Limited (HML), was established by Mr. B.M. Birla of the industrious Birla family in 1942. It is the pioneering automobile manufacturing company and Flagship Company of the C.K. Birla Group. The company commenced its operations in a small assembly plant in Port Okha near Gujarat. Later the manufacturing facilities moved to Uttarpara in West Bengal in 1948, where it began the production of - the Ambassador.

In addition to passenger cars (Ambassador, Contessa), Multi Utility Vehicles (Trekker, Porter, and Pushpak) and the RTV, the company also manufactures passenger cars in the mid size premium segment (Mitsubishi Lancer) and has brought in Sports Utility Vehicle (Mitsubishi Pajero) into the Indian market in collaboration with Mitsubishi Motors of Japan. Contributing significantly for over five decades to the Indian Automotive industry, Hindustan Motors manufacturing facilities are situated in the states of Madhya Pradesh, Tamil Nadu and West Bengal. It functions with a commitment to core values such as quality, safety, and environmental care, in combination with customer-oriented total solutions. It is presently taken over by AVTEC, USA.
Easun Reyrolle is an acknowledged leader in the field of electrical power management. We truly offer a "ONE TOUCH ACCESS" to power system solutions, as a dependable partner to customers, in India & abroad. Our vision is to be recognized as a significant global organization providing products and services for the protection, control, metering and automation of power. Our mission is to provide highest value to our customers through cost-effective technology and a highly motivated and skilled team of employees, and achieve. Whether it is in power generation, transmission, distribution or utility, Easun Reyrolle offers products, system, solutions and services to manage these segments with reliability, efficiency and safety. Three Manufacturing plants in India, located at Hosur, Bangalore and Chennai, incorporate modern state-of-the-art production facilities and latest test equipment. Wide-ranging R&D efforts in all its activities, ensure that customers receive not only the latest international technologies, but also those that can be adopted to the unique demand of power systems across the world. The highly qualified, well-trained R&D engineers at Easun Reyrolle employ the latest test equipment & resources, to ensure that proven and world-class technology is delivered consistently.
Carborundum Universal Ltd (CUMI) pioneered the manufacture of coated and bonded abrasives in India, besides super refractoriness, electro minerals, industrial ceramics and ceramic fibers. After half a century and more of undisputed market leadership in each of its businesses, CUMI is getting ready for its role as a global corporation. The company is planning a major expansion of its territorial base, with dynamic acquisitions, joint ventures, and strategic partnerships. CUMI, a flagship company of the USD 2 billion (Rs 8,500 crore) Murugappa Group, has total revenues of Rs 456 crore. The company was founded in 1954 as a tripartite collaboration between the Murugappa Group, Carborundum Inc, USA, and the Universal Grinding Wheel Co Ltd, UK. In sync with the global vision, CUMI is expanding its product spread. The company makes over 20,000 different varieties of abrasives, refractory products and electro minerals, manufactured at 14 locations. CUMI has the distinction of having all its manufacturing units ISO 9001: 2000 certified. State-of-the-art facilities and strategic alliances with global partners have earned CUMI a reputation for quality and innovation. It is one of the few manufacturers of abrasives and ceramics in the world with fully integrated operations that include mining, fusioning, power generation and manufacturing, besides marketing and distribution. CUMI's in-house R&D and collaborative research with foreign institutions have ensured market leadership in India and abroad. To increase productivity, it has introduced the concept of
'lean manufacturing' and implemented Six Sigma work practices. CUMI's
global expansion has enlarged its customer base. CUMI today has a presence in
43 countries and also has 200,000 retail outlets. Carborundum Universal Ltd.
(CUMI) is an industrial ceramic material-based products and service provider,
with operations spread across three business segments. Major user industries
for abrasives are automobiles, woodworking, machinery, floor restoration,
construction and bearings. Ceramic user industries are mainly cement, steel,
fabrication, petroleum, etc.

**TTK PRESTIGE LIMITED**

TTK Prestige is a well-known leading manufacturer of an infinite number
of high quality kitchen appliances. At TTK Prestige one can find a long range
of products varying from cookers, kadas, gas stoves, non-stick cookware, soda
makers, atta kneaders, etc. People today are always on the lookout for good
quality products and at TTK Prestige they can get just that. All products
manufactured by TTK Prestige match the necessary quality standards and that
why they are preferred by the masses.

**LIMITATIONS OF THE STUDY**

The present study is an analytical study conducted for the purpose of
academic aspects. The same findings of the study may be made applicable to
similar units but cannot be applied to different types of organizations belonging
to different industries. These research findings, however, are more suitable to
production base industries. In this study, apprentice trainees and in plant
trainees and casual labours are not considered, because they could leave the
organization on the completion of a prescribed period. The study was not
aimed at comparing one company with another in terms of training efficacy.
Hence the results given in this thesis is collective and applicable to executives
and employees at all large scale manufacturing companies located in Hosur
Taluk.

**OPERATIONAL DEFINITIONS**

1. **Large scale company**

   Large Scale Company refers to those companies which require huge
   infrastructure, man power and a have influx of capital assets

2. **Status:** a) Executives  b) Employees

   Status refers to the cadres accordingly

   a) Executives refer to the staff including supervisor, officers, managers
      comprising all levels of management people

   b) Employees refer to shop floor people as they are the core human
      resources are given operational definition as employees.

**CHAPTER SCHEME**

The present study is designed to have six chapters. Introductory chapter
deals with importance of the study, statement of problems, objectives,
hypotheses, methodology, tools for analysis, limitations, profile of study units and chapter scheme.

Review of previous studies is depicted in the second chapter and also will differentiate the present study from the past ones.

The third chapter is used to analyze the perceptions and opinions of executives and employees on various socio economical aspects and key variables of training and development before attending the training.

The efficacy of training and the perception of executives and employees in relation to various training and development programs after training have been analyzed in the fourth Chapter.

The impact of training on individuals, groups and organization are analyzed in the fifth chapter and

The findings, suggestions and conclusion have been provided in the final chapter.