TRAINING AND DEVELOPMENT

In the last Chapter it has been pointed out that the subject of human resource development is of a broad spectrum and encompasses training and development part of human resource. Management training became significant in World War Second, when need was felt to train new foremen on an emergency basis. With a humble beginning management training spread to an extent where it covers now all levels of the organisation. In modern human resource management the chance factor has no relevance and it relies upon formal programme of training and development for all kinds and all levels of employees. Thus it has been rightly said that "the development of man at the machine or the man in the executive chair are the concern of personnel management." Training is used as a device by personnel department for the development of human element in the organisation. Development of personnel is one of the basic operative functions of personnel division, though the responsibility for training


rests with the line management.

Training is the process of increasing the knowledge and skills of employees for doing a particular job. No matter how systematically and scientifically the employees have been selected and induced, and how much competence, aptitude and interest they have got for their jobs, systematic training is essential. Training is a deliberate and systematic planning to enable people at whatever level to perform their tasks in the most effective ways. Training is the art of doing the job in a correct, effective and efficient manner. In industry training precisely refers to the process of passing along 'know-how' through carefully selected methods according to a well-conceived plan, by competent and well-prepared people, in a suitable learning climate, to shorten learning time or experience. Training is telling plus showing, plus supervising until the desired change is achieved in the skill, attitude or behaviour. 

IMPORTANCE AND NEED

The growth and development of modern industrial organisations depends upon the growth of personnel at its back. The present day world is witnessing a sharp change in

all directions and industry is no exception to it. This problem of change and combating it and adapting to change is the primary concern of right thinking individuals. Change which is being induced by business and industry through science and technology, demand rapid individual and social adjustment and it renders obsolete, products and processes, skills and attitudes and with them men and jobs. No one can face this challenge of change but only management through a well-planned training and development programme.

Human development being the primary function of personnel department is very essential for successful operations in all types of enterprises. Andrew Carnegie once said "Take away our factories, take away our trade, our avenues of transportation, our money. Leave us nothing but our organisation, and in four years we shall have re-established ourselves". 4

The efficiency of an organisation depends upon the efficiency of its manforce. The manforce is developed through well conceived training programmes. The increasing problems of Industrial relations, trade union activities, Government regulations and increasingly

difficult and complex problems created by advanced technology, development of complex organisations posing the problems of persuasion, control and co-ordination have made it imperative that only well-trained team of human elements can make the modern organisation. No personnel department can function successfully in building sound relations between employers and employees until the personnel in the organisation are fully conscious of the importance of their strategic positions. This consciousness is developed and enriched only through a well-developed training programme.

Training is not new to industry. It existed long ago even in the days of craft guilds, where it was only after long years of rigorous apprenticeship that the newly employed could work his way up to the position of journeyman and then become a master. The rules during apprenticeship were strict and the quality of workmanship to be achieved was high. What is now new is the development of systematic training method for all grades of employees in the organisation. With increasing mechanisation, the training methods and techniques have been altered to suit the change brought by vast mechanisation. Management is responsible to develop its people. No organisation today can choose between Training and Non-training to its employees. Training has become a vital management function.
The object of training is to improve employees knowledge, skill, attitude and efficiency. An organisation gains by training employees through increased efficiency on the job, reduction in absenteeism, waste, accident, employee turnover and improved morale. People in the organisation gain by acquiring new knowledge, better techniques and new skills which make them eligible for advancement in terms of better jobs, status and pay. It also improves human relations in organisation by developing better understanding of human nature, perceptions and motivations. The aim of training is to develop that knowledge, skills and attitudes, which contribute to the welfare of the company and employees. Further all training programmes are introduced with the purpose of making the employee more effective and productive on their present jobs. Training is highly significant in the sense that the personnel at the helm of affairs at the workshop level need not only to obtain technical knowledge but need to have a wide-based outlook on the general objectives of the organisation and in some cases specific knowledge of the operations involved in applied departments.

It is sad to note that the industrial brass in the State of Jammu and Kashmir have ignored the significance of training and development programmes.
The training in our public enterprises have been left open to chance and no formal planning is done in this regard. This has rendered the industrial structure in the State of Jammu and Kashmir as highly uneconomical compared to its counterparts in rest of the country.

The properly conceived and directed training programme in industry has the same part to play as it has in the fighting services or in sports. To send untrained troops into battlefield or untrained boxers into the ring would be regarded as either criminal or ridiculous. Why, therefore, in the industrial field in which men spend almost all their working life, should it not be considered as equally criminal or ridiculous to entrust untrained operator to untrained manager? Training enables workers to derive greater satisfaction, to reduces their grievances and utilize their full skills and capacities.

Training is not some thing that is done once to new employees - it is used continuously in every well-run establishment. Every time you get some one to do the work the way you want it done, you are training. Every time you give directions or discuss a procedure, you are training. 5

Training is a continuous process of developing one's overall personality. In fact one has to learn from womb to tomb, more so in an age highly dynamic in character. The fast changing speed of technology and the wonders of science have brought many complexities which can be unfolded or solved, even understood only after obtaining a right type of training.

**Government Contribution in Developing Human Skills:**

Realising the need and importance of training both the developed and developing nations have started or are starting specialised institutions for providing training to their people with a view to man the different economic sectors. In this context a special mention may be made of a highly developed country like France where by the middle of 19th century a well co-ordinated training programme has been developed. In the U.S.A., the Smith Hug Law of 1917 has been largely responsible for the continued growth in the number and variety of training courses. At present approximately 90 percent of the American firms that report each year on the detailed activities of their employees relations and personnel departments, list employee training as one of their major responsibility.

The real industrial development in India started with the achievement of independence especially with the introduction of planning. The coming forth of large scale public sector demanded the well-trained personnel at all levels. To combat their dearth the government of India felt the need of establishing a large number of institutions. The session of the Indian Labour Conference in July, 1967 under the chairmanship of Mr. Gulzari Lal Nanda considered the policy on worker's education and training in India. The conference recommended the introduction of a series of programmes in existing educational institutions, at local union level, community centres, place of employment or at labour colleges and schools to provide instructions in:

a) Trade Union consciousness;
b) The purposes, functions and administration of trade unions;
c) The conduct of union-management relations and knowledge of the industry; and
d) The development of a mature individual and his role as a citizen. 7

TRAINING IN STATE ENTERPRISES

The foregoing discussion leaves one in no doubt that training is not only desirable but an essential prerequisite for the success of an enterprise. Those who have realized its need and importance have been able to reap good dividends and those who have failed to see its logic have come to grief.

It is unfortunate to observe that the State Government did not pay the required attention to the crucial concept of training and development. But it could not escape its responsibility very long. It is encouraging to note that with the tempo of industrialization the State Government not only realized the importance and need for training and developing human resource skills but also took some positive steps for achieving this end. The establishment of Jammu and Kashmir State Industrial Development Corporation is a positive measure in this direction. The corporation not only provides basic infra-structure for newly sponsored public and private sector industries in the state but also arranges for the training needs of their personnel. The position as it stands today is that Government has launched different training programmes for different categories of employees.
TRAINING PROGRAMMES

The training programmes of the Public undertakings in the state can be divided into:

a) Workers Training;
b) Supervisory; and
c) Management Training.

WORKERS TRAINING:

This category includes both skilled and unskilled workers. The unskilled workers require training in improved methods of handling their work just as much as skilled workers. The increasing labour costs demand that even the simplest job in industry should be done in most economic manner to attain the prosperity of the concern. Besides, unskilled are to be educated about labour management relations. The unskilled workers receive on-the-job training by the immediate supervisor with the due course of time they learn their jobs.

The need for training is greater for skilled workers due to changes in the technological devices. The installation of modern machinery and the new trends in labour - management relations further strengthen the training needs. The training responsibility regarding skilled rests with the unit managers. It is unfortunate to note that the public sector units in the state have no systematic training programmes of their own. This
greatly hampers the development process of human resources in our public enterprises. The state is highly obliged to outside agencies for organising training programmes. The most common workers training programmes in operation in the state are:

a) Workers training course; and

b) Workers - teachers training course.

**WORKERS TRAINING COURSE:**

The workers training course is organised by the Union Labour Ministry and is of three months duration. The unit managers formulate the list of participants on the recommendation of labour unions. The finalised list of participants is forwarded to respective head offices for the approval. Public sector undertaking send their respective lists of participants to Department of Labour, Jammu and Kashmir Government. The state labour Department shoulders the over all responsibility of training arrangements. The concerned corporations bear all the necessary expenses of participants besides payment of full wages. The workers training course for the workers of Jammu and Kashmir state used to be held at Chandigarh. The course is divided into two parts viz; the theoretical part and practical part. The theoretical part lasts for two and
a half month. During this period the workers would educate themselves through instructors about the latest technological developments and the need for co-ordial labour - management relations. Besides, they are educated about the role of labour unions. The practical part of the programme lasts for fifteen days during which the participants are taken to industrially developed states of India to have a personal look into the actual operations at these factories. They do conversations with the labour leaders regarding the labour - management relations, labour troubles and their solutions at the visiting enterprises. It has been observed by the scholar during the course of survey that the element of nepotism has a great involvement in the selection of candidates. The selection of participants at the behest of union leaders defeats the very spirit of programme as the union leaders usually recommend their friends and relations. It is recommended that the selection of participants be made on the basis of length of service and the recommendations of concerned supervisors. The union recommendations can not altogether be rejected but demands thorough investigation on the part of unit managers. This will make selection process scientific and systematic. The conduct of course at Chandigarh again hampers the human development programme as only a less number of participants take opportunity
to participate due to financial strain. It is gratifying to note that the Union Labour Ministry has agreed in recent past to organise the theoretical portion of the course at Srinagar to accommodate more participants. After completion of theoretical training the participants are taken in groups to different parts of country to receive the practical training. With the organising of the programme at Srinagar, the number of participants from manufacturing Public Sector Units is on increase as would be seen from the following table:
### TABLE NO 3.1

**PARTICIPATION IN WORKER'S TRAINING COURSE**

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Govt. Silk Weaving Factory, Rajbagh</td>
<td>8</td>
<td>10</td>
<td>11</td>
<td>14</td>
<td>16</td>
<td>18</td>
<td>22</td>
<td>23</td>
<td>24</td>
</tr>
<tr>
<td>2.</td>
<td>Kashmir Filatures</td>
<td>20</td>
<td>25</td>
<td>26</td>
<td>26</td>
<td>27</td>
<td>30</td>
<td>32</td>
<td>36</td>
<td>37</td>
</tr>
<tr>
<td>3.</td>
<td>Bemina Woolen Mills</td>
<td>5</td>
<td>7</td>
<td>8</td>
<td>13</td>
<td>14</td>
<td>18</td>
<td>20</td>
<td>22</td>
<td>23</td>
</tr>
<tr>
<td>5.</td>
<td>Govt. Spinning and Weaving Mills, Nowshehra</td>
<td>6</td>
<td>8</td>
<td>10</td>
<td>14</td>
<td>16</td>
<td>18</td>
<td>21</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>6.</td>
<td>Woolen Mills, Shirene Bagh, Srinagar</td>
<td>15</td>
<td>17</td>
<td>20</td>
<td>21</td>
<td>21</td>
<td>23</td>
<td>24</td>
<td>26</td>
<td>27</td>
</tr>
<tr>
<td>7.</td>
<td>Handloom Silk Weaving Factory, Srinagar</td>
<td>6</td>
<td>7</td>
<td>10</td>
<td>11</td>
<td>13</td>
<td>14</td>
<td>18</td>
<td>20</td>
<td>21</td>
</tr>
</tbody>
</table>

**Total:** 70 92 106 121 129 144 163 177 183

**Source:** By courtesy of the Administrative officer, Jammu and Kashmir Industries Ltd., Old Secretariat, Srinagar.
The table makes some interesting revelations. While there has been a definite increase in the number of participants to the programme since 1974-75, but the increase in the number of participants is not as high as was expected with the conduct of programme at Srinagar from 1978-79. This implies that the management does not take the training needs seriously. It is, therefore, recommended that more and more labour participants should be granted permission to participate in the programme.

b) WORKERS - TEACHERS TRAINING COURSE

As the name suggests, the "Worker's Teachers Training Course" is a training programme for the representatives of workers. The programme like "Workers Training Course" is also organised by the Ministry of Labour, Government of India. The state Labour department shares the responsibility of helping the public sector employees to participate in the programme. The respective unit managers formulate the lists of participants and send the same to respective head-offices for the final approval. The approved list of participants from all public sector enterprises goes to department of labour, Government of Jammu and Kashmir. The state labour department makes the consolidated list of participants of all the public sector undertaking on the basis of the recommended lists. The course is designed to develop
the attitude of co-ordial labour-management relations among the representative workers. Besides, they receive education about the latest developments in the operations of respective professions. The course is conducted outside the State and comprises of theoretical and practical aspects. For practical training the participants visit some leading Enterprises of the Country to gather on-the-spot information and the methods of operations at the visiting Enterprises. The participants are treated on deputation and receive all the benefits including full wages besides boarding and lodging during the programme. The programme does not put major financial burden on the employers as only a few selected representatives participate in the programme who on their return demonstrate these new techniques to their fellow-workers. Hence, it has become very popular with the State Public Sector Units as is substantiated from the following table:
<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Kashmir</td>
<td>8</td>
<td>9</td>
<td>18</td>
<td>19</td>
<td>21</td>
<td>36</td>
<td>37</td>
<td>38</td>
<td>38</td>
</tr>
<tr>
<td>2.</td>
<td>Jammu</td>
<td>4</td>
<td>7</td>
<td>16</td>
<td>18</td>
<td>23</td>
<td>27</td>
<td>30</td>
<td>31</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td><strong>Total:</strong></td>
<td>12</td>
<td>16</td>
<td>34</td>
<td>37</td>
<td>44</td>
<td>63</td>
<td>67</td>
<td>69</td>
<td>71</td>
</tr>
</tbody>
</table>

Source:

By courtesy of the Administrative Officer, Jammu and Kashmir Industries Ltd.
The table depicts that the programme is gaining good response as the number has increased from 12 in 1974-75 to 71 in 1982-83. It is gratifying to note that the increase in the number of participants is from both the provinces which speaks of the eradication of the backwardness from all the regions of the state on the part of the Government.

It can not be denied that the "workers training course" and "workers-teachers training course" have helped in developing the sense of realisation among the workers besides improving the production techniques. But it is sad to notice that the public sector units of the state are dependent on the outer agencies for training programmes and have never attempted to organise any programme on their own. The need of the hour is that a good number of short-term training courses be organised jointly by different public sector units to enhance the wisdom and aptitude and sense of realization among the workers.

The programme should also be supplemented by holding seminars, discussion and discourses and by conducting workshops. Possibilities of launching the programmes in collaboration with the professional colleges or universities should be explored to promote the cause of human development. Arrangements should also be made to organise short and medium term courses on the floor and shop levels.
SUPERVISORY TRAINING

It has been already emphasised that training is not to be meant for the rank and file but is equally beneficial rather essential for the middle management cadres like supervisors, floor-managers, plant managers and other functional area managers. It is in this context that role of supervisory training has got to be assessed against the backdrop of state economy.

The supervisor forms a very important link in the chain of administration. From the point of view of personnel officer, supervisory staff are the periphery of management's every day contact with employees and as such are the most important group as far as employer-employee relationship is concerned. They are the people who obtain results, as required by the management, through co-ordination of the activities of various people and processes under their supervision. From the viewpoint of business and industry supervisors are lower level managers in the organisation structure who lead and direct employees in work towards company objectives. They in turn are also supervised by the senior executives. They, thus, occupy a distinct place in the middle of being managers and managed.

Supervisor is the only communication link between management and workers. It is often charged that he is the 'step-child' of management and an 'orphan', because many times he is not considered as one of management and he is not one of labour also. ² But the supervisor has a very important role to play and the business houses must largely limit the selection of future junior and middle managers to choices among foremen and supervisors. It is gratifying to note that in the public sector units of the state, the promotion chances for the supervisory cadre are very bright as almost all the junior and management positions are filled amongst them. The supervisory staff, therefore, needs greater attention on the part of higher level-management. The training facilities are not as much sufficient as is warranted by the requirements. The supervisor not only guides but is also responsible for extracting work from others which requires leadership and executive skills, besides technical knowledge of the field concerned. He must be familiar with costs and budgets and numerous specialities, such as time study and method improvement, quality control, machine maintenance and industrial relations. In this context Dale Yoder has rightly pointed out that "Supervisor should

have the patience of job, the skin of rhinoceros, the wits of a fox, the courage of a lion, be blind as bat, silent as a sphinx. He must know all, see all, say nothing, but solve everything". The supervisory cadres in the state enterprises are mostly filled from the fresher job seekers who lack initiative, experience and the required qualities. Hence their training needs are greater compared to other management cadres. It is unfortunate that the state units have no set training programme for this crucial management cadre. This has resulted in under nourishment of the cadre which is bound to prove dangerous. It is a privilege to observe that in the recent years the management has felt this need and steps have been taken to arrange for their training programmes with the outer agencies. In this context the role of some national institutes and agencies can not be ignored. The training courses organised by the agencies like Small Scale Service Institute, National Productivity Council, Management Training Institutes, National Institute for Training Industrial Engineers, Administrative staff College etc.

The most common supervisory training programme with public sector units is a seminar type training course

offered by the National Productivity Council and Small Scale Service Institute. These are the short term training courses and mostly last for a week. The participants are deputed by various Public Sector Units among the supervisory cadre. They are provided all the facilities and benefits and the concerned corporations pay the charges to the organiser. The scholar suggests that the Public Sector Corporations in the State should jointly organise on their own such a programme at least once a year. The industrial executives from rest of the country should be invited to deliver lectures and demonstrate the new developments to participants. This can help a lot in building a sound lower-management cadre. It is disheartening to note that the State Public Sector Units have not enjoyed the benefits of the various national agencies responsible for training and development. This fact is substantiated by the following tables:
### TABLE NO 3.3

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Administrative staff College, Hyderabad</td>
<td>2 to 4 weeks</td>
<td>-</td>
<td>-</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2.</td>
<td>National Industries Training Institute, Bombay</td>
<td>2 to 5 weeks course</td>
<td>-</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>3.</td>
<td>Management Development Institute, Delhi</td>
<td>1 to 3 weeks</td>
<td>1</td>
<td>-</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>4.</td>
<td>National Productivity Council</td>
<td>1 weeks course</td>
<td>15</td>
<td>10</td>
<td>5</td>
<td>8</td>
<td>10</td>
<td>6</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>5.</td>
<td>Small Scale Service Institute</td>
<td>5 days to 7 days course</td>
<td>10</td>
<td>8</td>
<td>7</td>
<td>6</td>
<td>8</td>
<td>9</td>
<td>7</td>
<td>9</td>
</tr>
</tbody>
</table>

**Total:** 26 20 19 17 23 21 20 18

**Source:**

Compiled by the Scholar on the basis of the information supplied by the Management of various public sector units of Kashmir.
The table makes some interesting revelations. There has been neither any smoothness nor a regular increase in the number of participants in various training programmes offered by different institutions and organisations. Rather, between the period 1975-83, there has occurred a considerable fall in the total participation. Another remarkable feature to note is that there has been uneven decreasing trend in all the programmes which does not speak of the disutility of the programme but disinterest and lapse on the part of management. Besides, it reveals the non-existence of planning regarding training and development. This has greatly affected the development of managerial talent resulting in the scarcity of this important element of production.
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</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Forest Research Institute, Dehraadun</td>
<td>6 months</td>
<td>-</td>
<td>-</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2.</td>
<td>Play Board Technological Institute, Bangalore</td>
<td>6 months</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3.</td>
<td>M/S Raymonds, Bombay</td>
<td>3 months</td>
<td>-</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4.</td>
<td>Tata Management Training Centre, Bombay</td>
<td>3 months</td>
<td>1</td>
<td>-</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>5.</td>
<td>Indian Institute of Management, Ahmadabad</td>
<td>6 months</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1</td>
<td>-</td>
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</table>

**Total:**

|       | 1 | 3 | 4 | 4 | 2 | 3 | - | - |

**Source:** Compiled by the scholar on the basis of the information supplied by the management of various public sector units.
The above table indicates that the public sector units in the state do not reap the benefits of the various long term training courses offered by different organisations and institutions. The years 1977-78 onwards shows a declining trend as the total number of participants goes down from four in 1977-78 to nil in 1982-83. It speaks of the ignorance regarding training and development on the part of top management. Besides, it seems that if training process is not a continuous affair and state is well equipped with management talent. On the contrary the State of Jammu and Kashmir highly lacks management talent compared to its counterparts in rest of the country.

Year 1976-77 was a landmark in the training and development history of the state when six supervisory cadre personnel from various public sector units of the state were deputed to various management and technical institutions of England and Finland. Since then the process was discontinued and no further deputation was arranged. The present state of affairs demand that the existing training facilities be availed of fully and further explorations be made in this direction.

**EXECUTIVE TRAINING AND DEVELOPMENT**

Executive development can be defined as a programme of training and planned personal development designed to prepare and aid managers in their present and future

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jobs. 12 It can not be deemed that experience can help to develop skill, knowledge and attitudes but it is neither scientific nor quick, nor the present day organisations can afford trial and error for a longer time. It is, therefore, the well developed executive training programme which help the organisations to develop professional managers.

Training required for preparing managerial personnel is not strictly a type of specialised training in one branch of knowledge. It has, necessarily to be management - oriented, which implies that the trainees are given a broad-based knowledge to enable them to tackle the different type of problems faced by managerial personnel at higher positions. 13 It is disheartening to observe that the state of Jammu and Kashmir has no institution which can impart such type of training. Nor the public sector units have ever deputed any of its personnel to participate in such training programmes offered by certain public sector undertakings in the country. It has very adversely affected the management development in our state. The state public


enterprises can not afford establishment of such training institution on their own due to their state of underdevelopment nor there is any big public sector unit as the rest of country is having. The circumstances demand the deputation of top management brass to the enterprises which provide such a training programme. Steel Authority of India can boast of having one such institute known as the Management Training Institute at Ranchi. The institute conducts training programmes on various aspects of management and for various levels of officers. Therefore, the state public units should depute their executives to this institute.

The need for executive development is so great that Dr. Stefan H. Robock, Director of International Business Studies at Indiana University was compelled to say, "If any single factor is the key for unlocking the forces for economic growth in the underdeveloped areas of the world, that factor is management. 14

The state of Jammu and Kashmir is one of the most economically backward states of India. The backwardness of the state can be broken only through establishing a phased industrial programme. But no industrial programme can be

a success, unless supplemented by efficient executive
development programmes to produce a good number of
professional managers to man the various positions. It is
encouraging to find that the recent past has witnessed the
emergence of a number of public sector manufacturing units
to boost up the economy of the state. But these units
could not run up to the expectations due to non-availability
of well trained and developed managerial personnel. The
state government has to come to rescue of the public sector
units to overcome the difficulty by requesting the
organisations and institutes of the highest managerial
learning in the country to admit the state public sector
officers on the priority basis. It is sad to find that even
the post graduate course in Management studies does not
figure in any of the two universities of the state which
could help a long way to develop the management talent. It
is pleasing to say that the Jammu and Kashmir State
Industrial Development Corporation has started to shoulder
the arrangement of training needs both for the personnel of
public and private sector of the state. But the emphasis is
mainly given to technical training. The technical training
can not create professional managers. The executive
training is more urgent than employee training because
executive ability is relatively and absolutely more scarce
than ordinary mechanical ability. Therefore, the corporation should pay more attention to managerial training if it is to ensure the speedy development of the economy. The executive development programmes are so great that while inaugurating the Tata Management Training Centre at Poona on January 6, 1966, Mr J. R. D. Tata, the dynamic leader of Tata Group of Industries declared: "Trained managers are vital to the economic development of the country----we have always been from the early days of Jamsetji Tata, interested in anything new. In fact, we have built up a reputation for pioneering, so that it was natural that we should eagerly look towards and adopt some of these new ideas. And we realised that this business of executive development was one of the most crucial, essential and at the same time, one of the most difficult elements in providing continuity and efficient management".  

The need for training executives depend upon the size of the establishment, the rapidity of the growth and the complexity of its operations. The state public sector corporations can not afford to provide executive training

facilities on their own at the plant levels due to their small size and lack of financial resources. The best that can be done, is the possibility of the setting up of joint Management Training Centre with the help of state Government in collaboration with some leading management institutes of the country. The institute thus established can cater the growing management needs of the public sector units.

It is gratifying to note that seminars on management development being conducted by the various Management Associations of the country in Srinagar are being encouraged due to active participation of public sector undertakings. However, the number of participants deputed to these seminars is insufficient to keep pace with the demand. Hence the need of the hour is to bring more and more executives under the perview of these programmes.

**TRAINING STRATEGY AND POLICY OF PUBLIC ENTERPRISES.**

The secret of success in modern industrial houses depends upon the quality and the feasibility of their training and development programmes. The ill-conceived training programmes produce unhealthy results on the working efficiency of its recipients. Every training programme should be based on well-planned training policy. A company's training policy represents the commitment of its top management to training, and it is expressed in rules and procedures which govern or influence the standard and scope of training in an
organisation. 17

There can not be uniform training strategy and policy for all types of enterprises as the training needs depend upon the specific problems of a particular organisation. So, every organisation must establish its own training policy and strategy. However, it is very unfortunate to observe that the public enterprises in the state do not have any clearcut training policy and strategy. Rather, they follow the rule of thumb policy. The selection of candidates for various training programmes depends upon the considerations of nepotism and favouritism. Even the selection of training course is a matter of chance as it is based on the availability of the programme offered by outside agencies and not on the desirability. This has shattered the very basic spirit and the utility of the concept of training.

It follows, therefore, that our top brass is altogether indifferent rather unaware of the feasibility and fruitfulness of a sound training policy. They do not seem to be bothered about its obvious results and regretfully pay no heed towards this end.

This sad state of affairs can in no way prove congenial for the growth and development of human resource. The need of the hour is that a well-devised training policy and strategy be evolved by public sector units.

**CONCLUSION**

From the foregoing discussion it clearly follows that the public sector units in the state face problems of human development. The existing systems of training and development are inadequate, unscientific, irrational and dependent on outer agencies. As industrial development goes on accelerating, it brings in its wake a variety of problems which seeks their remedial on the part of the concerned. Training and development is one of the most important remedial measures as it help in developing human skills, efficiencies, understanding and values.

Training and development has remained the most neglected factor in the public sector of the State. The lack of adequate training programmes has rendered the human element obsolete and underdeveloped. Thus, ceasing their chance to avail of the higher available positions.

The role of State has remained that of a spectator and no significant measures have ever been taken in this regard. The role played by Directorate of Labour of the State deserves appreciation as it has arranged the participation of lower level workers in the courses
organised by various national agencies. The State Government must establish "Public Sector Enterprises Training and Development Cell, at the State level to ensure planned, continuous, systematic, scientific and rational training programmes and policies for the entire Public Sector in the State.

There can not be two opinions that a well trained employee is an asset to any enterprise. However, even with the best of the training background his productive output will always remain commensurate with his wage incentive and other perks. Wages is the greatest lubricant and one of the most effective incentives to induce the employee to show his metal in all situations and at all positions. Well-trained low-paid employee looses his initiative, drive and enthusiasm and consequently fails to give a better performance despite the best of the training background to his credit. The chapter that follows portrays the significance of wages and the existing compensation procedure of the employees working in our Public Sector Units.