PREFACE

Training has been identified as a vital element of any corporate strategy and it is a key weapon in war for talent. Training is not only of competitive advantage for an organization, but also for nations and economies. Hence, training is no longer a ritual, but a scientific activity, which require exactitude of objective and method.

However, industry in general recognizes training as good to have function. While everyone agrees that training is an important activity for business, but their actions speak otherwise. Organizational leaders see training not as a productivity tool, but as a motivational tool and in times of crisis, training budget is the first item to face axe. This is primarily because, no business person will commit resources, where return on investment is not assured. Due to lack of measurable factors and tangible results, it has been very difficult for training fraternity to justify their effort and demonstrate conclusively benefits of their efforts.

Internationally in developed countries, some recent studies have measured impact of training on productivity and effectiveness of employees, however little literature is available in India on evaluating impact of training. The present study is an attempt in the direction to analyse the impact of training on business results.

The thesis has been divided into six chapters; the first Chapter is an introduction to this study, here in firstly, an account of changes in
environment and importance and contribution of training is covered, followed by definition of problem, research objectives and justification for this study.

The second chapter deals with review of literature covering various aspects of training like training, benefits of training, training steps, various training effectiveness models and existing case studies evaluating impact of training.

The third chapter focuses on research procedure. This chapter defines problem statement, scope and objectives of the study; followed by formulation of research hypotheses, research methodology used, research design, sample selection and data collection and analysis. This chapter also covers details of various tools used in this research and details of design and implementation of instructional experiment.

Chapter four and five deal with details of experiment conducted at each organization. Each chapter contains organizational overview, details of sampling and tools used for data collection in respective case studies. Each chapter also contains detailed data, its analysis and interpretation with respect to stated hypotheses.

Chapter six deals with conclusion of this study with respect to stated hypotheses and compare the results of this study with available research material. This chapter also state limitations of current study and areas for future research.
I would like to emphasise that in this study an attempt is being made to understand the impact of training on business parameters.