CHAPTER-I

INTRODUCTION
CHAPTER 1
INTRODUCTION

1. Introduction

Lubricants are used to reduce friction and wear & tear in specific and also serve some general functions like cooling & flushing. These days’ lubricants are attracting public awareness due to environmental matters so as to save energy, resources and cutting emulsions. It is estimated by scientific research that 0.4% Gross domestic product can be saved in terms of energy in western developed countries if Tribological knowledge is known (like the science of friction and Wear & Tear) and applied on the lubrication processes. In general lubricant formulations consist of 93% Base oil and 7% chemical additives and some other components.

Lubricants are used in almost all major applications like-Engines, Compressors, Turbines, Hydraulic Systems and Gear boxes etc. There are about 5000-10000 formulations which take care of almost 90% lubricant applications. Lubricants are mostly mineral oil type which is derived from base oil which in turn is recovered from crude via fractional distillation. These days’ semi-synthetic and Synthetic are gaining prominence due to their extended life.

Lubricants Selling is mainly divided into 2 Major groups: - Automotive Sales and Industrial Sales. Automotive Sales which is also called Bazaar Trade is taken care by B2C (Business to Consumer) professionals and Industrial Sales which includes sales of industrial oils and specialties like greases, metalworking fluids & Solid lubricants is taken care by B2B (Business to Business) professionals.

India is the third largest lubricant market globally in volume terms behind the US and China. Lubricant Industry is changing its dynamics very soon and there is a major structural change which has already begun from volume growth to value growth with sustainable profits and major Share of Business which is not possible without quality Front Line Managers

Volume of Industrial lubricants requirement has gone down considerable due to improvement in technology of the equipment’s like engines, gear boxes etc. and due to better lubricants quality too. Though the Indian lubricant market has not grown at that pace as compared to world growth rate of 0-2% with 2.5% highest CAGR where
in India it has been from 1.6 to 2.3%. In coming times the Indian Lubricant market would grow at a very high CAGR rate and would be exceeding USD 7713 million by 2017. Though the per capita consumption of lubricant is low as compared to developed countries but compared to China & Indonesia huge potential lying untapped. The global lubricants market volume is estimated to grow from 38635.3KT (year 2014) to 4780.7 KT (by 2019) @CAGR of 2.4% between 2014-2019.

Even the Consumer buying pattern has also taken a major turn majorly from price to Brand image, Brand equity, Brand association, Service, Accessibility and finally price too. In the Indian automotive segment (B2C) there has been a shift from the sales push, commodity type marketing strategy to a brand pull, fast moving consumer good (FMCG) product type of marketing strategy especially in case of the Bazaar trade, which currently accounts for about 40% of the sales of the automotive lubricants in India. B2C seller segment of lubricants is under tremendous pressure these days due to growing fierce price war between large number for players, low margin business and finally due to volatile base oil prices which calls for the industry to diverts its focus towards B2B segment wherein due to value added selling high performing lubricants like – Semi synthetic & Synthetics can be sold profitably with sustainable % Share of business from B2B corporate. Industrial lubricants are used in almost all major industrial sectors like-Railways, Defense, Power, Surface Transport, Aviation, Steel, Sugar, Coal, Cement plants, Fertilizer, Textile and general Industrial applications too.

Thus, in current scenario of intense industry competition, period of price war to consolidation is expected where in either smaller players would be exiting or consolidating with the bigger brands.

1.1 Lubricant Sector

The lubricants industry in India is dominated by national oil companies namely IOC, BPCL and HPCL that account for almost half of market share. Rest of the market comprises of private multinationals like Shell, Exxon Mobil, Total, Valvoline and numerous smaller and loyal players.

The Indian Prime Minister Mr. Narendra Modi launched a campaign “Make in India initiative” on September 25, 2014 with an aim to make India a Manufacturing Hub via
Foreign investments which will create more jobs, would propel India’s economic growth and would add to country’s foreign currency. 25 sectors of India have been identified to focus on are as follows: Railways, Pharmaceutical, Information Technology, Automobiles, Aviation, Textile, Healthcare, Chemicals, Sea-Ports and Tourism & Hospitality which all are important for the industrial lubricant business. In the above-mentioned scenario of the focused Manufacturing area creation for India, Industrial Lubricant sector and B2B selling foresees a bright future and friendly government policies in near future.

Table No-1.1

Major lubricant companies operational in India as per various records

<table>
<thead>
<tr>
<th>Public Sector Companies</th>
<th>Multi-National Companies</th>
<th>Private Sector Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>India Oil Corporation Ltd</td>
<td>Castrol India Ltd</td>
<td>Paras Lubricants Ltd</td>
</tr>
<tr>
<td>Hindustan Petroleum Corporation Ltd</td>
<td>Exxon Mobil lubricants India Ltd</td>
<td>The Waxpol India Ltd</td>
</tr>
<tr>
<td>Tide Water Co. India Ltd</td>
<td>Blaser Swiss India Ltd</td>
<td>Xado India Lubricants Pvt. Ltd</td>
</tr>
<tr>
<td>Bharat Petroleum Corporation Ltd</td>
<td>Valvoline Cummins India Ltd</td>
<td>Ciif Lubricants Private Limited</td>
</tr>
<tr>
<td>Balmer Lawerie</td>
<td>SK Lubricants India Ltd</td>
<td>Chemtrols Industries Ltd</td>
</tr>
<tr>
<td></td>
<td>Idemitsu Lube India</td>
<td>Carol Petroleum Private Limited</td>
</tr>
<tr>
<td></td>
<td>Gulf Oil Lubricants India Ltd</td>
<td>Molytech Lubes Pvt. Ltd</td>
</tr>
<tr>
<td></td>
<td>Shell lubricants Inc.</td>
<td>Savita Oil India Ltd</td>
</tr>
<tr>
<td></td>
<td>Total Lubricants</td>
<td>Grauer &amp; Weil India Ltd</td>
</tr>
<tr>
<td></td>
<td>Strub India Pvt Ltd</td>
<td>Shield Lubricants India Ltd</td>
</tr>
<tr>
<td></td>
<td>Quaker Chemicals India Ltd</td>
<td>Hardcastle India Ltd</td>
</tr>
<tr>
<td></td>
<td>Fuchs India Ltd</td>
<td>Chemoleum (I) Pvt. Ltd</td>
</tr>
<tr>
<td></td>
<td>GS Caltex India Ltd</td>
<td>Siddartha Petro (I) Ltd</td>
</tr>
</tbody>
</table>
**Public Sector Companies**

<table>
<thead>
<tr>
<th>Multi-National Companies</th>
<th>Private Sector Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gulf Petrochem India Ltd</td>
<td>Gandhar Oil Refinery India Ltd</td>
</tr>
<tr>
<td>Houghton India Ltd</td>
<td>Anand Engineers Ltd (Molygraph)</td>
</tr>
<tr>
<td>Petronas Lubricants(I)Pvt Ltd</td>
<td>Emulsichem Lubricants Pvt. Ltd</td>
</tr>
<tr>
<td>Addinol Lube Oil India Pvt. Ltd</td>
<td>Columbia Petro Chem Pvt Ltd</td>
</tr>
<tr>
<td>Wurth India Private Limited</td>
<td>Pensol Industries Ltd</td>
</tr>
<tr>
<td>Master Chemicals India Ltd</td>
<td>Apar Industries Ltd</td>
</tr>
<tr>
<td>Kluber Lubricants (I) Ltd</td>
<td>Raj Petro Speciality Pvt Ltd</td>
</tr>
<tr>
<td>ITW India Ltd</td>
<td>Mico Lubes India Ltd</td>
</tr>
<tr>
<td>Motul Lubricants (I)Ltd</td>
<td>Nandan Petrochem Ltd</td>
</tr>
</tbody>
</table>

**1.1.1 Shell India Markets Private Ltd**

Leading Multi-national company in lubricant sector Shell India Markets Private Ltd focuses a lot on training and development wherein they aptly say that investment in the employee training and development not only contribute to their personal development and growth but also growth of their business and organization. Since they have learnt that employee plays the crucial part in their business success so the amount of support for T& D has grown multi-fold over the years and is growing year on year.

Focus on training and development varies from higher educational support to made tailor career development programs. Quarterly performance and annual performance
Introduction

Appraisal cycle are other development tools that are used by line manager for reviewing their employees. As an industry leader Shell recommends their employees for a wide range of International training for technical and leadership development skills.

Likewise other lubricant companies they have Shell Open University which is their online learning portal which has tremendous course material related to professional and personal development like- e-books, guides, technical learning tools, online courses and many other practical and commercial training tools. In pursuit of elevating the worthy capable employees and requirement of higher studies for them or professional accreditation, Shell invests a lot of time, money and human resource in the same.

Shell always boasts about their commitment in providing the support in terms of on the job learning, off the job learning, on line portals, mentoring, professional accreditation and other training and development programs so as to help their employees in achieving their professional and personal growth.

Structured training and development is a part of Shell’s culture in ways like Mentoring, The Women’s Career development Program (WCDP), Senior Women Connect (SWC), The Shell Advance Technical Program (SATP) The Shell Advanced Technical Program (SATP), is a structured development program meant for experienced technical professional especially female employees. Due to shortage of technically qualified females in upstream and downstream business-like oil & gas and lubricant sector, this program helps female engineers to hone their skill sets and raise the ladder of their career. Since Shell recognizes and believe strongly in gender equality and promoting their female employees to higher levels in lieu of which this program is best suited. Mentoring is a part of the way Shell develops its people. In developing leadership skills and self-confidence, mentoring is critical and important part which needs to be learnt by female employees to rise higher in their careers. Mentoring is important for each and every employee to achieve their bandwidth of the potential and career. WCDP is another very interactive diversity inclusion program meant for female employee development. In this program female employees are gauged and helped in achieving their professional and personal goals of life. SWC is another program specifically designed and aimed at senior women employees in
realizing their full potential, understanding & tackling the leadership challenges which are gender specific and finally rising to the leadership roles.

1.1.2 Valvoline Cummins Private Ltd

Another leading multi-national lubricant company wherein internationally training and development is given outmost importance is Valvoline. Here the program known as SUPER-PRO 10 Certification is part of Valvoline’s culture and is more than a program. At this retailer VIOC (Valvoline Instant Oil Change) new employees are certified, all employees are recertified and certification on process changes creates a type of culture wherein some type of certification is an ongoing process and has become a culture. The day employee joins the company his journey of certification and training starts so that they are trained for next levels of ladder and are honed in key skills relevant to their jobs. To have consistency in process and learning efficiency, this certification program Super-Pro 10 is being used at all levels.

Six Core steps of this program are: -Classroom and online learning for new skill set inculcation, written procedures reviewing, checking out and verifying each step jotted down in the written down procedure, one to one meeting with trainer and revising important points followed by dedicated practice under the guidance of assigned trainer and finally certification from the trainer as per standard checklist of certification.

This certification is used to certify and train multiunit managers, service center managers and trainers for various skill sets and for other services certification which need government approvals. Here in this program certification is an ongoing process which creates a culture of certification of new employees, recertification of all employees' and certification on all process changes. At the end of the day, recertification has now become an integral part of this program of constant certification wherein all-important services are also recertified once a year which finally creates a benchmark where the employees become perfect in the process and the ways of working and even feel proud of their competency thereof.

Results of this program to certify sales skill sets and customer services were worth emulating likewise in 2014 the turnover felt by 14% and A-rated managers increased from 35 to 67 percent in a span of last 5years. In last 3 years hundred percent (100%)
managers were developed internally. VIOC was able to meet its aim of business model, healthy top-line & bottom line and grow its units strategically from 867 to 940 in 4 years time as a result of this program to create manager pool strength. Even Average net sales also increased by 11 percent in 4 years time.

In fact Valvoline India promote their employee to go for e-learning courses for technical and professional development from their Valvoline University via LMS (learning management system), documented Employee training module wherein complete learning and development chart is scheduled for employees, learning plan is earmarked, self-enrollment for different courses can be done and finally managers access is therefore managing, supervising, recommending, assessing and checking the effectiveness of training and development.

Training and development is a way of life for Valvoline employees. Training process as followed by Valvoline with the objectives in mind are to develop the competencies of all its employees in all domains of skill, knowledge and attitude so as to enhance the productivity of the company, develop and prepare its employees for future opportunities, promotions, successions and finally to develop a culture of continuous learning and development. Various types of training scheduled for its employees are induction, behavioral, technical, and functional and web-based trainings. Procedure followed is training need identification, choking out the training calendar, organizing and training implementation followed by content and trainer’s assessment. After the training feedback is taken from trainees via training and development evaluation form which is also used to check the effectiveness’ of the training and measurement of the results thereafter. In such leading lubricant companies’ overall responsibility of training and development in terms of target man days of training, training budget, record keeping, training highlights, measuring the effectiveness and productivity increase of employees which in turn helped company to grow, all activities are tracked and organized by training specialist employed by the company.

1.1.3 Apar Industries Limited

Apar is one of the biggest private sector company where everyone at all levels of their career get equal amount opportunity to learn, develop and excel in their work area. Their L&D department constantly provides opportunities to all employees to equip themselves with the right skill sets and competencies so as to learn perform and
succeed in their career. Apar always propagates that they never stop their quest to progress and never takes their eye off tomorrow. This organization always grooms the talented employees into leaders of tomorrow and recommend them for leadership development programs at leading Ivy League management college’s like- Indian institute of Management types. They have dedicated Learning and Development department which invest a good amount of time, money and energy for developing the managerial, functional and behavioral competencies of their employee. This way the training needs of their employees are identified, and structured training modules are organized for them to hone their leadership skills and have motivated accelerated growth career with Apar. HR particularly training department innovate day and night and after identifying the competency gaps, develop tailor made training programs for their high potential team and promote a worthy work life balance among their work force. They provide motivation, resources, mentoring and support in all means by having proper trainings to all employees and finally help them using the same for their professional and personal growth which is turn can benefit the organization business growth.

1.1.4 Indian Oil Corporation Limited

As rightly said by Henry David Thoreau "If one advances confidently in the direction of his dreams, and endeavors to live the life which he has imagined, he will meet with success unexpected in common hours"

Indian Oil is “The Energy of India” an integrated energy major ranked 137th Global Fortune 500 companies with Sales Turnover of Rs 506428 Crores for 2017-18. The greatest strength of IOCL is building motivated employees and human competence through training and development. IOCL has vast amount experienced faculty with extraordinary academic records and long years of hands-on experience in their respective fields like Research & Development, Sales & Marketing, Refining, Transportation and Management which are used for training their new and existing workforce. IOCL has very long chain of operational 19 Training centres spread across India with nodal center IIPM (Indian Oil Institute of Petroleum Management) of training located at Gurgaon near New Delhi for knowledge and skill development of their employees. These 19 training centers are situated at various divisional, regional, marketing, and pipelines divisions and at refineries etc. for up-skilling, re-skilling and
Introduction

multi-skilling of its employees. IOCL has the facility of providing “Off-the-Shelf “and tailor made training programs to the customers as per their requirements.

Various courses which are regularly conducted at refineries are even requested and arranged at different training centers by the competent internal and external trainers. The skilled and trained faculty members both internal and external, of IOCL can offer training and development services both on the OJT and online courses on any topic related to the work area. Countries where IOCL provide its T&D services downstream and upstream business are Malaysia, Qatar, Nepal, Libya, Kenya, Iran, Iraq, Bangladesh, Kuwait, Bahrain, Zambia and UAE etc. IOCL has rich experience of about five decades in providing quality work life balance and trainings to its employees and clients through its competent faculty in various branches of its downstream business.

As a matter of fact that leadership is an acquired quality for inculcating and nurturing leadership skills in the future leaders, it provides various specialized advance management and educational program from IiPM (The Indian Oil Institute of Petroleum Management) such as ‘Cutting edge’, 'Threshold’, ‘Senior Management Programme’ & 'Project Saksham’. For the well-being and welfare of Oil & Gas personnel’s, it is the 'Temple of Learning' which operates in collaboration with various Ivy League business schools and major professionals. Various induction and orientation programs are regularly held at IiPM so as to ensure that all employees to be happy and successful in the organization work with the common organizational vision, mission and goals. In fact, these programs assure that new employees get easily settle and acclimatized to IOCL work culture, their department and even colleagues. Various management training programs conducted helps employees to become motivated & self-dependent and therefore require less benediction from their seniors which lessen their burden too. These training activate the means by which organization can progress and have good crisis management practices. T&D develops positive attitude, greatly increase the motivation to rise, job satisfaction, job security and better perks. Training helps in using the resources judiciously thereby reducing the waste and increasing the productivity & finally helps in minimizing the per unit cost of operations. It promotes economic use of man money and energy. Many petroleum company’s countries like Iraq, Sri Lanka, Abu Dhabi, Tanzania, Bhutan, Algeria, Nepal, Maldives, Kuwait, Bahrain Malaysia, Nigeria, Ethiopia and
Zambia rely greatly on IOCL’s technical support and services expertise which is another big training and development initiative of IOCL in international arena.

IOCL Pipelines division customers are the existing pipelines companies and new ones which are getting into the pipeline business constantly seeks consultancy services in the form of training and development. Various consultancy services which are provided in T&D are: maintenance and operations of the mainline engines, pipelines and pumps, pipelines commissioning and construction, tailor made training programs for specific needs like electrical and instruments systems, SCADA system and telecommunication. These services are under the umbrella and supervision of DGM (Training and Development) wherein group of expert engineers deliver the required services to the clientele.

1.2 Business to Business

B2B (Business to Business) selling is all about selling the product directly to the end users by Front Line Sales Managers (FLM) i.e. the Corporates, SME and MNC’s by the Company’s direct Sales representatives. When the point comes of building the valuable relationships with these Corporates or say Customers the Front-Line Sales Managers are the crucial in doing so. They are on the forefront that set the ball rolling. But are they getting there basics right while doing so? That’s an important question which Seller Company should know seriously.

While the customer wants to be contacted just enough but not bombarded & they need information about the product but needn’t to be overloaded with the information. What exactly customer want prima-facie should be well evaluated by the Front-Line Manager (FLM). FLM should know their offerings & value propositions and its comparison to their competitors & how it may add value to their customers business. Customers need information about the offering, how it may differently add value to their business and they may be concerned about price initially but ultimately matters is the satisfying sales experience.

The Sales experience matters the most and a good one starts by getting the basics right. Companies should go into depth and carefully analyze and ask few questions:
Introduction

- What are the most influential drivers of the sales experience?
- How customers differentiate & value their FLMs as compared to their competitors?
- What are the wrong doings done by FLMs which are detrimental to company’s B2B relationships?

After knowing & understanding the above-mentioned issues the company can take right steps in knowing the perfect requirement for their FLMs and can align their policies and methods with the training needs of the sales personnel.

As depicted in the below pie-chart- Boaz & Murnane, associate principals in McKinsey’s Atlanta office conducted survey on 1200 plus purchase decision makers of Small, Medium & Large B2B Industry for Hi-tech products and services in United States and Western Europe. Here the findings were consistent across simple to complex industries. Here multi-touch point sales professionals including end users and purchasing professionals were involved.

Figure-1.1
Percentage of US and European Customers selecting given selling activity as “Most destructive”

1 Comprises the following issues, each cited by <6% of respondents: inconsistent sales team, slow response to sales-related inquiries, too little contact, no help in optimizing spending, no single point of contact available, no information sharing on matters specific to my business.
They sighted that “most destructive” reasons which can hamper sales which accounts for 55% share are: -First too much follow up and Second lack of knowledge about their offerings. While customers were initially of the view that Price and Product specifications were prima-facie important to them but finally after examination from vendors performance the conclusion arrived at was Product & Service aspect of vendor and overall sales experience with the FLMs company. Above mentioned study even arrived at the conclusion that high performing FLMs can increase the percentage SOB (Share of Business) at customer’s end by average 8-15% points.

1.3 Human Resource Management

Human resource management is that department of the company which has the fair idea about the company’s money, infrastructure, new ideas, plans, mission, vision, materials and people working for the organization and even they the better idea of effective utilization of the available manpower and resources. HRM is one of the core functions in most of the company’s which manages the human resources, their coordination and employment. Beardwell and Holden (1993) Human Resource Management viewed higher importance to T&D, work force development and higher education's, by the top management due to growth in the quality movement, systematic planning and greater focus on employee development. As per Shen (2004) defined HRM as the participation of all business decisions and activities which affect the type of the relationship between the company and its human resources. According to Shen normally business or HRM department take and implement these important decisions on daily basis so as to affect this relationship. McDowall and Saunders (2010) expressed in the current era of fierce competition, training and development has got much importance. Organizations have realized the growth and success of the company due to competent and capable employees as a result of technological advancements, organizational changes and continuous investments in training and development.

1.3.1 Concept of Training

Training is a process via which a person enhances and develops his efficiency, capacity and effectiveness at work by improving and updating his knowledge and understanding the skills relevant to perform his or her job. It also helps a person cultivate desired behavior and attitude towards the work and people. Unless training is
Introduction

provided, the jobs and lives of employees in organizations are at stake. It gives people an awareness of the rules & procedures to guide their behavior. It is an application of knowledge to improve the performance on the Current job or to prepare one for an intended job. Organization & individual for their survival & attainment of mutual goals should develop & progress simultaneously; this can be done mainly through training technique because training is the most important technique & it is a value addition to the organization for the development of the employee. The employee been selected, placed & introduced in an organization should be provided with training facilities in order to adjust & make them suitable for the Job as no organization can get a candidate who exactly matches with the job & organizational requirements. The trained employees are the valuable assets to any organization.

The trained employees are the valuable assets to any organization. Trainings are given when there is a difference between the job requirements & employees present specifications. Thus, employee training is the most important sub-system, specialized & one of the fundamental operative functions of Leading. Organizational efficiency, productivity, progress & development, also organization viability, stability & growth to greater extent depend on training. If the required training is not provided it leads to the performance failure of the employees. Training enhances the Competence, Commitment, and Creativity & Contribution to the organization.

Training and development are one of the important and indispensable part of the human resource management function in the context of effective utilization of human resources. Employees are the critical, important and expensive resources for which training is must which carries a big influential role in the success of the employee itself and organization as a whole. Only few organization’s or people across globe may challenge or argue against training as the major influencer or contributor to organizations success. Many research studies have already recognized the importance of training and development and its role in management.

For example, Jehanzeb and Bashir (2013), in their conceptual study stressed upon the training and development programs and their benefits to the employee and the organization.
Environment of learning & development, coaching and support all have got much emphasis once the companies have started the movement towards flexible organizational structures and delegation of power to lower levels. Trainings are very necessary for capable and competent persons to groom themselves into decision making or higher levels of management.

Therefore, training should be perceived as an intrinsic part of TQM (total quality management) process since training full fills the perennial requirement of employee development.

Training fills the gaps related to knowledge, skill and attitude and Training and development programs are aligned mainly around what is good for people instead what is beneficial for the company. The justification for this is that in words of T&D, what is fine for people is fine for the company’s in which they work–what is ok for people’s development is fine for the company’s performance, customer satisfaction, quality, productive management and therefore gains too. Company’s which approach training and development from this view point automatically encourage people who perform proficiently & advance and become exceptional at what they do, and support others become too. Training is a very frequently used word, it conventionally referred to the company or the trainer, it is not just transferring of skills as per traditional explanation of training, but it is about complete individual development.

It has been also demonstrated by many learnings from the past that there is healthy relationship between various T&D practices and various estimates of company’s performance. Learning is a long-term expedition. Learning is an umbrella term which comprises of employee training, development and his overall development. Learning is the motors which powers the company’s and empowers person to grow and prosper. Learning is an informed solution for profit and non-profit companies. There are various methods by which a company can shape its learning and development functions and can take maximum advantage of these various methods for its learning function. The human resource department of the company plays an essential role in exhibiting the company’s learning policy, planning a conversation for the learning programmes, deciding the learning topics, selecting the various methods, conveying of the learning components and training records.
Schools which highlighted the importance of training and development were like Oribabor (2000) presented that T&D focused at employee and company’s growth through developing the technical, managerial, competences and notional skills. Isyaku (2000) suggested the process of T&D as an everlasting and continuous one. Griffin (1978), Ajibade, (1993), Adeniyi, (1995) and Arikewuyo (1999) have brought to the notice of several about the immeasurable merits of training and development. It is the direction to obtain new and more skills, knowledge and develop those techniques to function efficiently. Graig (1976), Akintayo (1996) and Oguntimehin (2001) presented the identified training functions as –increased efficiency, improved skill, knowledge and attitude, improved quality work, reduction of wastes, accidents, better use of the machines and tools, get rid of obsolete skills, products, methods and technologies. It helps in increasing the performance level of the employee required for the work and therefore leads to growth of the organization. Pitfield (1982) view about the main objectives of training were to impart the knowledge, skill and attitude required for development of potential employees so that spoilt work, misuse of machines and physical risks were reduced, and employees were able to work more efficiently. Chris Obisi (1996) presented in his paper “Employee performance appraisal and its implication for individual and organizational growth” that performance appraisals were to be genuinely conducted periodically and continuous and if the superior conducts the counseling with his junior continuously and periodically he can bear the fruits of efficient employees under him. Even Akinpeju (1999) also advocated about the process of training and development as a continuous and everlasting one. Therefore, it was summarized from the above school of studies
and authors about the mandatory need of training and development to lead others in a better way discharge one’s duties efficiently and finally achieve the organizational effectiveness and growth pattern.

The focus of any training program is to suggest directives and encounter to new joinees for supporting them reaching new degree of conduct in their work quickly and cost effectively. As far as existing employees are concerned, training will help them grow their competencies and capabilities required for discharging their current work responsibilities, acquiring new mechanization or strategies and finally grooming them for higher positions and additional responsibilities. As per Armstrong Michael (2015), “Training is the well-ordered, overall development of the knowledge, skill sets and attitude of a person which can help him to discharge his duties efficiently”. As per Flippo, “Training is the move by which employee can improve his knowledge and skill set for achieving his desired goals of personal and professional life”. As per Beach “Training is appraised as the structured process through which person gains knowledge and improves his skill set for the well-defined reason”. As per Bramley (2003) “Training is the systematic procedure which is organized in order to ease out the learning phase in a way that person can become much efficient in discharging their current work.” As per CIPD “Training is an demonstrator guided and matter form involvement leading to desired changes in conduct and which, unless it is OJT (on the job training), includes schedule away from the work environment in a study room or equivalent.” Training includes learning, actually it is a part of learning and development. “Training has a critical complimentary part to play in speeding up the personnel and company’s learnings aside others, less instructions, affairs like mentoring, peer group learning and coaching” (Training to Learning, CIPD, 2005).
Figure 1.3 shows the Employee T&D (training and development) model for developing employee efficiency and effectiveness by the way of training.

1.3.2 Concept of Development

Executive Development Programmes are designed to meet distinct goals, wherein they cause both executive and organizational effectiveness. There are various strides in the process of executive development which includes appraising company’s objectives, evaluating the company’s present leadership wealth, deciding individual requirements, formulating and establishing executive development programmes and finally evaluating the effectiveness of the programmes and measuring the influence of training and development on persons’ personal and professional life.

1.3.3 Theoretical Framework of Training and Development

Richard Beckhard defined “Organization development” (OD) as organized, controlled from top, company level attempt to expand the company’ effectiveness and well-being. OD is acquired by involvement in various companies' “Affairs” using scientific methods. Warren Bennies elaborated Organization development as a composite blueprint meant for changing the credence, viewpoint, utility, and shape of the company so as to facilitate in adoption of newer challenges, technologies and markets. As per Warner Burke, OD is a specific kind of change procedure to bring out the specific type of results like organizational development, employee development, system, procedures and process improvements.
Major objectives of T&D

The core objectives of this study is to analyze the role of T&D in the company’s overall development and employee training and development which in turn are to improvise upon the qualities of the employee, construction of objectives for varying needs and various ways of achieving the same. The training objective is very crucial since it establish the plan and matter of the training programs. Matter of the training remains the same even if the type of training method varies. T&D enhances personnel productivity, professional growth, free flow and more effective company’s gains too.

The core objectives of this study of T&D are increasing the efficiency of the employees, creating a high perception about the company’s image, upgrading the general hygiene, health and safety of the company this preventing the obsoleteness. T&D helps in instilling the sense of team spirit and team work among the employees and finally helps in optimal utilization of the human resources.

Differences between Training and Development

Though training and development are interrelated but there are fine differences between them. Training includes practical, working and technical knowledge while development refers to the development of an executive in the areas of administrative, managerial and behavioral skill set and knowledge. Some fine differences between them are mentioned below:

<table>
<thead>
<tr>
<th>Sector</th>
<th>Training</th>
<th>Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matter includes</td>
<td>Practical skill set &amp; knowledge</td>
<td>Administrative &amp; behavioral skill set and knowledge</td>
</tr>
<tr>
<td>Reason</td>
<td>Definite &amp; Work related</td>
<td>Theoretical &amp; general</td>
</tr>
<tr>
<td>Time Span</td>
<td>Short span</td>
<td>Long span</td>
</tr>
<tr>
<td>Audience</td>
<td>Non-Administrative &amp; Technical workforce</td>
<td>Administrative persons</td>
</tr>
</tbody>
</table>
Importance of Training and Training Process

The importance and worth of the training have been much appreciated since long. As rightly said by McClelland, 2002 in his quotation reacted to training that “Give a person a fish and you feed him for a day. Teach a person to fish and you feed him for a lifetime” which manifests that it is worthwhile to teach or train a person to do the work on his own, since by that way you feed him or help him for the entire life instead of feeding him the fish or doing the work for him and helping him just for the day. In nutshell training is the process which helps the employee to achieve his personal and professional goals and in turn helps the organization to achieve their profitable objectives. Training helps in increasing the efficiency and productivity of the employee. It cannot be taken as a cost to the company but it’s a systematic investment which can give good returns in terms of capable, satisfied, motivated and competent workforce which can turn can help the company to grow profitable business and earn delight of the customers. As per Anderson, 1993 to cater to the ever-changing dynamic business environment and technological advancements, it is the need of the hour for better and tailor-made training programs of the employees. As per CIPD, 2006 annual survey stated that 85% of the response was of the opinion that training programs are more tuned to the meet the strategic goals of the business.

Four stages of Training Process

Training is a never-ending growth cycle.

- As per Pilbeam & Corbridge, (2002) four main steps of training cycle are:
- Identification of the factor affecting the training needs
- Formulate a training calendar
- Conveying the training
- Assessing the effectiveness and influence of training programs.

As per Critten (1993) the methodical training cycle refers to the 4stages of training cycle which starts with the identification of the factors affecting the trainings needs, gaps between the current and the expected competency level, short listing of the training methods and formulating the training calendar, delivering of the trainings to the deserving trainees and finally assessing and evaluating the effectiveness and influence of trainings on trainees performance.
Approaches to Training and Development

- **Reactive/Sensitive Approach:** The traditional approaches to training can be named as conservative, wherein training is seen as an incident directed affair involving conveyance of technical and administrative skills in a closed classroom.

- **Proactive/Anticipatory Approach:** In this type of approach, the main focus is on progressing the capabilities and the business line up the training activities as per the organizational business strategy.

- **Active/Dynamic Learning Approach:** In this type of fast-moving world need of the hour is continuous learnings and up gradation of the knowledge & skill set. For this matter companies invest a lot of time, money and resources for the learnings of their employees so as to gain competitive advantage. In this type of dynamic or active approach trainees are hungry for the learning and search for the avenues of learning and increase their learning curve via various training modes. In nutshell this type of learning has a long-term influence because of its long-lasting retention quality.
Some of the other various impacts of the training are:

- Management approach: -This type of training is imparted to the managers when there is sufficient amount of budget available with the company. Prima facie it is based on the foundation of the policies and funds.

- Well-being/Welfare approach: - This type of training is basically done for some selected high potential employees with the welfare of the employee in mind, sending them for abroad for trainings or to improve their financial stage.

- Political approach: - In this type of approach to training some of the deserving candidates for training are less preferred over the less deserving but politically strong trainees who because of their strong political connections get edge over others.

- Organizational development approach: - In this type of OD training approach departmental training needs are given priority and are the major factors for the selection of the trainees.

- Systematic/Methodical training: - This training is done with the company’s benefit in mind, in fact managers are sent for the training with the organizational benefits in the first place. It begins and ends both in lieu of company’s interest.

Delivery modes of Training Programs

Various delivery modes of training programs are by Digitalization method i.e.VC (video conferencing), VSAT (Very Small Aperture Terminal), Computer chat apps, Computer DVD’s, CD’s, Programmes for e-learning, Manuals and many more beside the old conventional types which were one to one.

Various methods of Training

- OJT (on the job training):- it is the type of training which is imparted while being on the job and it is one of the preferred training methods used by most of the organization for training their newly inducted employees. It is actually one to one coaching while being in the job with the supervisor. Trainee learns a lot of new skills and grasps knowledge during OJT due to dynamic nature of the job responsibilities.
Introduction

• Induction trainings: -It is also one of the most widely used training method in the corporate world to train the newly inducted employees in the organization to make them familiar with the company’s rules, regulations, ethics, policies, mission and vision.

• Apprenticeship: -It is a type of training method in which the trainee takes training under the supervision of the experienced employee of the company. Its normally paid type of training.

• Demonstrations: -It is the type of training method in which unskilled trainee learns the tactics and tricks of performing the job by observation technique.

• Vestibule or Lobby training: -It is the training method in which individual is placed in some company for acquiring new specialized skills and knowledge.

• Formal Training: - this is the type of the training which can be done in two ways either in the company which is termed as in-house training and the one conducted outside the company at some learning centers like colleges, universities or institutes is called off-house training. It is a blend of both technical and theoretical training.

Various methods of Development

• Fill-in /Succession: -It is a very good method of succession planning and allows for smooth changeover between the officer leaving the company and the new joiner joining the company.

• Job Rotations: -It’s a very good type of development method prevalent in corporate sector, wherein to keep the employees interested and motivated in the company, are given different assignments or jobs after some fixed interval of time.

• Self-Reformation/Self-actualization: - It’s a type of development method in which the employee after analyzing his strengths and weaknesses does the self-directed learning whereby the employee unlocks his hidden potential beneficial for himself and the company.

Training Assessment/Evaluation

Last stage of the training cycle –Assessment/Evaluation the training holds a very important and crucial position. It is the stage at which the crucial decisions about
continuation or discontinuation of the training programs are taken that is provisioning is done for the trainings, return on investment is calculated, and effectiveness assessment of the training program is done which is actually the feedback of the training. It is the stage at which maximum information is taken from the trainees for formulating the seriously effective training program. This juncture of training cycle can be defined as the most effective interference into the company’s processes which affects the training.

As per Bramley (2003) there are three main reasons of assessment/evaluation:

- Feedback related to the effectiveness of the training programs.
- Control over the provision of training.
- Intervention into the organizational processes that affect training.

**Why Evaluate Training**

Training is always a cost to any company profitable or non-profitable, but it can be converted into a profitable, feasible and imperishable affair for all organizations through the effective training programs. In lieu of the same extent of increase of organizational gains can be assessed from the results of effective training programs delivered.

Though training is an essential part of HRD and persons are transformed into useful resources and company’s assets by trainings but at the same it is important to assess and evaluate the training programs very trustily.

As per Bramley (2003) assessment or evaluation presents merits and advantages of training versus the cost incurred and finally balancing the same. Evaluation includes better features and content of training programs and methods, better competent trainer who can get the best out of the trainees, improved combination of OJT(on the job training) and training given, improved coordination between the supervisor and the trainer about the development of the trainees and last but not the least differentiation between the training methods about their continuation or discontinuation.

**Training & Development Evaluation Model of Kirkpatrick**

Kirkpatrick (1959) found the idea of training and development evaluation model which have been published in number of articles in T&D journals of US. Thereafter
these articles became a part of ASTD (American society for Training and Development) issued book of Kirkpatrick in 1975 named “Evaluating Training Programs”. He introduced the concept of four (4) simple, complete and flexible levels of assessment in his book where in it was duly mentioned that one level has good amount of influence on to the next level of evaluation. Levels as mentioned by him were Reaction, Learning, Behavior and Results.

Schematic diagram showing all the levels is appended here with: -

**Figure 1.5**

**Kirkpatrick’s Four Levels of Training Evaluation**

Level 1 Reaction: How positively trainees behaved to the training program?

Level 2 Learning: What are the skills, knowledge and attitude learnt by trainees from the training program?

Level 3 Behavior: What favorable alterations/additions in trainees work improved as a result of training programs?

Level 4 Results: Does the learning yield results or influence on trainees.