"STUDY OF EFFECTIVENESS OF TRAINING AND DEVELOPMENT WITH SPECIAL REFERENCE TO VEEKESY POLYMERS PVT LTD"

Project report submitted to the SRM Institute of Science and Technology (Deemed to be University), Chennai

in partial fulfillment of the requirements for
the award of the Degree of

MASTER OF BUSINESS ADMINISTRATION

SUBMITTED BY

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CERTIFICATE

This is to certify that the Project Work entitled **"A study on he effectiveness of training and development with special reference to M/s. VEEKESY POLYMERS PVT LTD, Calicut "** submitted by BASKAR B REG NO(DA2152305010518 of MBA, Directorate of Distance Education, SRM Institute of Science and Technology, Kattankulathur is a Bonafide Record of Project Work carried out by him/her in partial fulfilment of the requirement for the award of degree of Master of Business Administration.

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INTERNAL EXAMINER   **EXTERNAL EXAMINER**

DECLARATION

I hereby declare that the Project Work entitled "A study on he effectiveness of training and development with special reference to M/s. VEEKESY POLYMERS PVT LTD, Calicut " submitted by me for partial fulfilment of the degree of Master of Business Administration, under the guidance of **MR.SETHARAMAN R,BSC,PGDMM,MBA, Assistant Professor (MBA Department)** SRMIST-DDE, KTR**,** Directorate of Distance Education, SRM Institute of Science and Technology is my original work and has not been submitted earlier to any other University/Institutions. The matter presented in this project report has not been submitted elsewhere for the award of any other degree/diploma. I declare that I have faithfully acknowledged, given credit to and referred to the research workers wherever their works have been cited in the text and the body of the project I further certify that I have not willfully lifted up some other's work, Para, text, data, results, etc., reported in the journals, books, magazines, reports, dissertations, theses, etc., or available at web-sites and have not included them in this project report and cited as my own work.

Place:

Date: **BASKAR B**

ACKNOWLEDGEMENT

I wish to record my gratitude with my hands folded to Almighty for making me successfully complete my project report.

I express my deep sense of gratitude to the Director **Dr. R. Raja gopal ,** and Program Co-ordinator **Mr.SETHARAMAN R**, for their whole-Hearted encouragement.

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I also acknowledge with a deep sense of reverence, my gratitude towards my parents and members of my family who have always supported me morally as well as economically.

I take this opportunity to thank all those who have helped me to complete my Project Work within the scheduled time

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This is to certify that Mr   **BASKAR B**

[DA2 1 5 2 3 0 5 0 1 0 5 1 8] is a bonafide student of this institution, studying in the second year of the Master of Business Administration program, in the Directorate of Distance Education, SRM Institute of Science and Technology, Kattankulathur during the Academic year 2022-23

Courses are designed to make learners familiar to Industrial requirements and to show research aptitude. As a part of the Curriculum, second year MBA students shall undergo project training in a reputed organization for 8 weeks' time to gain credits for their course. During the Project period, the information collected by the students will be used for education purposes.

As he / she is a sincere and hardworking student, I recommend that he / she may be given permission do his / her project in your esteemed organization.

DIRECTOR
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INTRODUCTION

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION TO THE STUDY

Human Resource is most important asset of an organization. Training and Development is considered to be most important part of an organization. Due to growing competition in the footwear manufacturing sector it is essential for the VKC Group to measure the effectiveness of training given to employees to make them more competitive and more efficient as compared to other footwear producers. "A study on the effectiveness of training and development with special reference to M/s. VEEKESY POLYMERS PVT LTD. Calicut" will be helpful in analyzing the effectiveness of training and find out areas of further training to keep up with the challenges of international business.

The study uses a questionnaire prepared for evaluating various factors which affect the effectiveness of training and the results are displayed in a table and graph format. Conclusions are arrived based on this sample.

1.2 STATEMENT OF PROBLEM

No systematic study has been conducted so far about the effectiveness of training in M/s. VEEKESY POLYMERS PVT LTD so far. Therefore, the present study is an attempt to examine the effectiveness of training in M/s. VEEKESY POLYMERS PVT LTD.

1.3 OBJECTIVES OF THE STUDY

➢ To study the various training methods followed by M/s. VEEKESY POLYMERS PVT LTD.

➢ To asses the effectiveness of training at M/s. VEEKESY POLYMERS PVT LTD
➢ To analyze whether employees are satisfied with various training programs implemented by the organization.
➢ Identify whether employees need further training.

1.4 SCOPE AND SIGNIFICANCE OF STUDY

This study can be used as a tool to develop training method for M/s.VEEKESY POLYMERS PVT LTD.

1.5 CONCEPTUAL MODEL OF STUDY

The efficient working of an organization depends upon efficiency or capability of personnel working in an organization. Organizations and individuals should develop and progress simultaneously for their survival and attainment of mutual goals. Employees need to be trained and developed to meet present job requirements and future challenges. Training and development is a specialized function and one of fundamental operative functions of Human resource management.

The purpose of training is to achieve a change in behavior of those trained and to enable them to do their job better in order to achieve this objective. Any training programme should try to bring changes in:

➢ Knowledge- It helps a trainee to know facts, policies, procedures and rules pertaining to his job.
➢ Skills-It helps him to increase his technical and manual efficiency necessary to do the job and
➢ Attitude- It moulds his behavior towards his co-workers and supervisors and creates a sense of responsibility in the trainee.

1.6 RESEARCH METHODOLOGY

1.1.2 Sample Design

Universe may be finite or infinite. The universe in this project is finite. The population involved in this project is employees of M/s.VEEKESY POLYMERS PVT LTD.

1.1.3 Sample Size

This refers to the number of items to be selected from the universe to constitute a sample size. In this research the sample size constitute 50 employees in the M/s.VEEKESY POLYMERS PVT LTD. organization.

1.1.4 Sampling technique

Simple random sampling technique is to be used in this project.

1.1.5 Research Design

This project is based on descriptive research design.

1.1.6 Area of Research

This research is to be conducted in Calicut area.

1.1.7 Sources of Data

Both primary and secondary data shall be used to satisfy the objectives of study.

1.1.8 Primary Data

The study is based on primary data to be collected through structured questionnaires and personal interviews.

1.1.9 Secondary Data

The data regarding company profile industry profile are collected from office records and internet.

1.1.10 Tools for Data Analysis

For analysis and interpretation of primary data percentage analysis is to be used mainly due to qualitative nature of data and bar diagram are to be used to represent them in pictorial form.

1.7 CHAPTER LAYOUT

This study is presented in 6 chapters

1. Introduction

2. Industry Profile

3. Company Profile

4. Theoretical Framework

5. Data Analysis& Interpretations

6. Conclusion

1.8 LIMITATIONS

- ➢ Due to time limit sample size is limited to only 50 which may affect accuracy of study.
- ➢ Reluctance in the part of respondents may affect the accuracy of study.
- ➢ Duration of study is limited to 14 days so that an extensive and deep study could not be possible.

CHAPTER II

INDUSTRIAL PROFILE

<h1>1.2   CHAPTER 2</h1>

<h1>INDUSTRY PROFILE</h1>

<h2>2.1 INTRODUCTION</h2>

In this chapter the history and evolution of footwears, the present status of Indian footwear industry, Indian share in Global foot wear industry, Major export markets future trends, growth potential of Indian footwear industry, size of domestic footwear market and Demand Supply analysis of Indian footwear markets are described. Finally this chapter conducts an analysis of footwear industry using porter"s five forces model.

<h2>2.2 HISTORY OF FOOTWEAR</h2>

There are evidences which show that the history of the shoe starts in 10,000 BC, that is, at the end of the Paleolithic period (paintings of this time in caves in Spain and in the south of France make reference to the footwear). Among the utensils of rock of the men of the caverns there are several that were used to scrape the skins, which indicate that the art of tanning is very old. In the Egyptian hypogeus (underground chambers used to multiple funerals), whose age is between 6 and 7 thousand years, paintings were discovered representing the various stages of the preparation of the leather and the footwear. In cold countries the moccasin is the protector of the feet and in hotter countries the sandal is still the most used. The Egyptian"s sandals were made of straw, papyrus or of palm fiber.

It"s known that only the noblemen of that time owned sandals. Even a Pharaoh as Tutancamon paved footwear as sandals and simple leather shoes (despite the ornaments of gold).

In Mesopotamia it was common raw leather shoes tied to the feet by straps of the same material. The boots were symbol of high social status.

The Greek introduced new fashion as different models for right and left feet.

In Rome the footwear indicated the social class. The consuls wore white shoes, the senators wore brown shoes moored by four leather tapes tied with two knots and the traditional footwear of the legions was the short boot that uncovered the toes.

In the middle age, men as well as women wore leather shoes whose form was similar to the ballet slipper. Men also wore high and short boots tied in the front and in the side. The most current material was the cow skin, but the upper quality boots were made of goat skin.

The standardization of the numeration is of English origin. The king Edward (1272-1307) was the first to uniform the measures. The first reference known of the manufacture of footwear in England is of 1642 when Thomas Pendleton provided 4,000 pairs of shoes and 600 pairs of boots to the army. The military campaigns of this time initiated a substantial demand for boots and shoes. In the middle of the 19th century the machines that helped in the confection of the footwear began to appear, but only with the sewing machine the shoe started to be more accessible. From the fourth decade of the 20th century on, big changes in the footwear industries began to happen as the change of the leather by the rubber and synthetic materials, mainly in the female and infantile footwear.

2.3 INDIAN FOOTWEAR INDUSTRY

The footwear sector is a very significant segment of the leather industry in India; rather it is the engine of growth for the entire Indian leather industry.

India is the second largest global producer of footwear after China, accounting for 13% of global footwear production of 16 billion pairs. India produces 2065 million pairs of different categories of footwear (leather footwear - 909 million pairs, leather shoe uppers - 100 million pairs and non-leather footwear - 1056 million pairs). India exports about 115 million pairs. Thus, nearly 95% of its production goes to meet its own domestic demand.

The major production centers in India are Chennai, Ranipet, Ambur in Tamil Nadu, Mumbai in Maharastra, Kanpur in U.P., Jalandhar in Punjab, Agra, Delhi, Karnal, Ludhiana, Sonepat, Faridabad, Pune, Kolkata, Calicut and Ernakulam. About 1.10 million are engaged in the footwear manufacturing industry.

Footwear exported from India are Dress Shoes, Casuals, Moccasins, Sport Shoes, Horrachies, Sandals, Ballerinas, Boots, Sandals and Chappals made of rubber, plastic, P.V.C. and other materials.

1.2.1 Brands sourced from India

The following brands sources footwears for their global markets from India.

Acme, Ann Taylor, Bally, Charter Club, Clarks, Coach, Double H, Ecco, Elefanten, Gabor, Guess, Harrods, Hush Puppies, Kenneth Cole, Liz Claiborne, Marks & Spencer, Nautica, Next, Nike, Nunn Bush, Pierre Cardin, Reebok, Rockport, Salamander, Stacy Adams, Tommy Hilfiger, Tony Lama, Versace, Yves St. Laurent, Zara, Johnston & Murphy, Docksteps, Timberland, Armani, Geox, Diesel, Ted Baker, Lacoste, Kickers, Calvin Klein, Christian Dier, Salamander, Camper, Bata, Espirit, French Connection, Legero, H & M and many more famous brands.

Besides, major brands are sourced from India, MNC brands are sold in India and Indian brands sold in India. US Retail giant Wal-Mart has also begun sourcing footwear from India since the last two years.

The Footwear sector is now de-licensed and de-reserved, paving the way for expansion of capacities on modern lines with state-of-the-art machinery. To further assist this process, the Government has permitted 100% Foreign Direct Investment through the automatic route for the footwear sector.

There has been active interest in collaborating with Indian Footwear companies from European countries like Italy, Spain and Portugal.

1.2.2 India's share in Global footwear industry

The global import of Footwear (both leather footwear as well as non-leather footwear) has increased from US$ 73.79 billion in 2006 to US$ 91.37 billion in 2010, growing at a CAGR of 5.48%. During 2010, the India‟s share in the global import is 1.95%.

Footwear is the engine of growth of the leather industry in India. India‟s export of Footwear touched US$ 2077.27 million in 2011-12, accounting for a share of 42.67% in India‟s total export from the leather sector of US$ 4868.71 mn

India‟s Footwear export (leather, uppers & non-leather) is growing at a CAGR of 8.67% in the last five years ending 2011-12

- India‟s export of leather footwear had increased from US$ 1174.03 million in 2007-08 to US$ 1715.17 million in 2011-12
- India‟s export of footwear components had increased from US$ 269.30 million in 2007-08 to US$ 281.83 million in 2011-12
- India‟s export of non-leather footwear has increased from US$ 46.02 million in 2007-08 to US$ 80.27 million in 2011-12

1.2.3 India's Footwear Export Growth over the last Four Decades

Export of footwear from India increased manifold over the last four decades. During 2011-12, India‟s footwear export is valued at US$ 2077.27, constituting 42.67% share in total export of leather & leather products. The table 2.1 given below shows the growth in exports of footwear for last four decades.

Table 2.1
Table showing Export Growth of footwears

Year	Value in Millions $
1981-82	119.72
1991-92	443.85
2001-02	655.35
2011-12	2077.27

Source: Internet

The following graph2.1 shows the growth in exports of Indian footwears for the last four decades.

Graph 2.1
Chart showing Export Growth of footwears
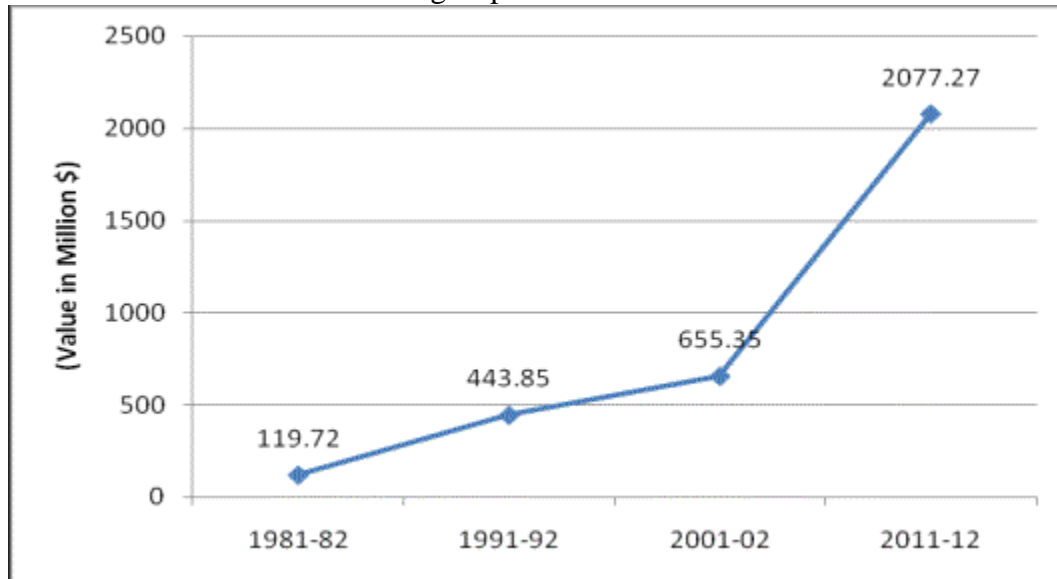
Footwear exports has increased from US$ 119.72 million in 1981-82 to US$ 2077.27 million in 2011-02

1.2.4 Major Markets:

During 2010-11, the main markets for Indian Footwear are UK with a share of 19.16%, Germany 16.15%, Italy 12.46%, USA 8.04%, France 8.93%, Spain 6.45%, Netherlands 4.51%, Portugal 1.41%, U.A.E 2.45% and Denmark 0.97.%. These 10 countries together accounts for 80.53% share in India‟s total footwear export.

Nearly 90% of India‟s export of footwear goes to European Countries and the USA. Future growth of Indian footwear in India will continue to be market driven. The European countries and the US are major consumers for the Indian footwear.

1.2.5 Future Trends

Keeping in view its past performance, current trends in global trade, the industry"s inherent strengths and growth prospects, the footwear industry aims to augment production, thereby enhancing its exports from the current level of US$ 2.07 billion.

1.2.6 Growth Potential of Indian footwear industry

India has state-of-the-art manufacturing plants. The footwear sector has matured from the level of the manual footwear manufacturing method to the automated footwear manufacturing systems. Footwear production units are installed with world class machines. Manned by skilled technicians, these machines help to turn any new innovative idea into reality. Support systems created for the sector have indeed served the footwear industry well. India has a well developed footwear component manufacturing industry. The future growth of the footwear industry in India will continue to be market-driven, and oriented towards EU and US markets. With technology and quality of the footwear improving year after year, Indian Footwear industry is stamping its class and expertise in the global footwear trade.

1.2.7 Indian Domestic Footwear Market

The major demand in non leather footwear sector in India is for chappals (Hawai and Eva) as it is the cheapest footwear available in India. The chappals have captured 70% of demand in rural areas, the same being used as multipurpose footwear.

Earlier in the rural areas, rubber based hawai chappals were used because there was no other substitute before them. Up to year 2002 the demand of rubber hawai was on increasing side, because at that time Eva injection products were very costly and far from the reach of rural people. After 2002, the demand of Eva injected products was on increasing trends as rural people too adopted these products. Now a days 70% demand of rubber based footwear has been replaced by Eva footwear. Eva footwear is light in weight, durable and has cosmetic appeal as compared to traditional Hawaii chappal.

According to the survey conducted by the Delhi Footwear Market News and Footwear Today the demand of Eva injection products would increase with increase in population, because in India, no other cheap and durable footwear available in Indian market .

If we assume the demand of chappal on the basis of population the demand will be as below in future.

2.4 DEMAND & SUPPLY ANALYSIS

Demand and supply of various types of footwears such as Chappals, PU footwear and leather footwear are discussed below.

1.2.7.1 Demand of Chappals

The following Table 2.2 shows demand estimate of chappals in India

Table 2.2
Table showing Demand of Chappals

Population of India	12000 Lacs
70% of Population wear footwear	8400 Lacs
50% of 840 million people only wear chappals	4200 Lacs
A person who wear only chappals needs two pairs of chappals per year	8400 Lacs pairs
420 millions people need one pair chappal per year	4200 Lacs pairs
Total Demand	**12600 Lacs pairs**

Source : CLRI 2005 report

1.2.7.2 Installed Production Capacities of chappals

The following Table 2.3 shows the installed production capacities of chappals in India.

Table 2.3

Table showing Installed production capacity of Chappals

Total machine in India	Average production per day per machine	Total production per day	Total production per year
165 (Automatic)	3000 pairs	49.5 Lacs pairs	1485.00 Lacs pairs
220 (Manual)	500 pairs	11.0 Lacs pairs	330.00 Lacs pairs
Total			**1815.00 Lacs pairs**

Source : CLRI 2005 report

1.2.7.3 Demand/Supply Ratio of chappals

The following Table 2.4 shows the demand supply ratio of Indian footwear market.

Table 2.4

Table showing Demand Supply Ratio

Demand	Supply	Shortage	Demand Supply Ratio
2457.00 lacs pair	1815.00 lacs pair	642.00 lacs pair	1.35:1

Source: CLRI 2005 report

1.2.7.4 Demand of PU shoes.

According to CLRI 2005 report the production of leather footwear in 2004 was 7760 lacs pairs (shoes, sandals, etc) made up of PU, TPR, PVC and RUBBER soles.

As per the market survey done by the footwear market news in 2005 the demand and supply of various soles of the Formal Shoes is shown in the following Table 2.5.

Table 2.5

Table showing Demand of PU shoes in India

Demand	Figures in lacs
Domestic market	3590 pairs
Export market	5400 pairs

Total Demand	8990 pairs
Supply	7760 pairs
Shortage	
PU and other Sole Footwear	861 pairs
Leather Sole Footwear	369 pairs

Source: CLRI 2005 report

The Indian footwear market is expected to worth INR 475 bn by 2025, representing a compounded annual growth rate of 7%. The Indian footwear market is expected to worth INR 475 bn by 2025, representing a compounded annual growth rate of 7%. The footwear industry is majorly dominated by the men"s segment which comprises almost 60% of the market. The remaining 40% share comprises of the ladies and kids segment. Within this segment the kids segment accounts for more than 50% share. This is particularly surprising considering that the world"s major production is in ladies footwear. This inconsistency provides a huge opportunity for the ladies footwear industry in India. Footwear is expected to comprise about 60% of the total leather exports by 2011 from over 38% in 2006-07.

By products, the Indian footwear market is dominated by casual footwear market that makes up for nearly two-third of the total footwear retail market.

As footwear retailing in India remain focused on men"s shoes, there exists a plethora of opportunities in the exclusive ladies" and kids" footwear segment with no organized retailing chain having a national presence in either of these categories.

The Indian footwear market scores over other footwear markets as it gives benefits like low cost of production, abundant raw material, and has huge consumption market. The footwear component industry also has enormous opportunity for growth to cater to increasing production of footwear of various types, both for export and domestic market.

Analysis of Footwear Industry –Porter's 5 Forces Model

Porter developed these (5) forces to be a framework in where a business strategic manager can gain that competitive edge over its rival firms. Even though it may be viewed as simplistic, it is a powerful tool in understanding where power lies in any given business situation. With such understanding, you can see where your strengths and weakness are and how you can avoid taking the wrong steps.

Fig: 4.1

Porters 5 Forces Model
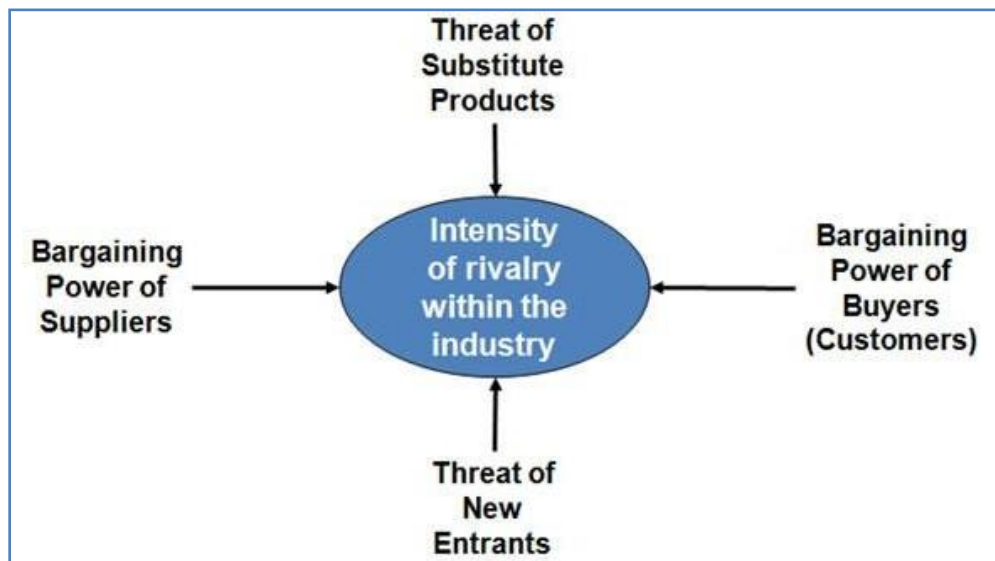
1. Threat of New Entrants.
2. Bargaining power of suppliers
3. Bargaining Power of Customers
4. Competitive Rivalry between existing players
5. Threat of Substitutes.

1.2.7.5 Competitive Rivalry among Existing Players

Competition among existing rival firms in footwear industry is said to be very HIGH. They want to dominate the market, so therefore there prices are considered to be Price elastic. If they don"t follow the law of supply and demand, they can loose out on market share.

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Threat of New Entrants

To enter into footwear industry market is relatively easy. There aren't many Barriers, such as law and regulations. Hence to enter in such a market is LOW. However, we must take into account that there are brand preferences that customers would prefer. Every firm wants to be in fashion and if a firm takes and innovative approach, they can dominate the market in coming periods. With regards to start up capital, it may be little costly because start up is labor and capital intensive.

Threat of Substitutes

A customer can easily deviate and switch to a new footwear just as quick, depending on if the price is right, its uniqueness and its quality. With so much resources available it is very easy to replicate a firms own product. Hence threats of substitutes are HIGH.

Bargaining Power of Suppliers

In this industry, Suppliers may have very little power. Suppliers have MEDIUM control. Let‟s just take United States as an example, with our seasons winter, summer, fall and spring, firms can choose to outsource or manufacture their own products.

1.2.7.6 Bargaining Power of Consumers

Consumers have very HIGH control in this market. Because of so much substitutes and competitors, consumers have a lot of options in where to purchase their products.

1.3 2.6 CONCLUSION

In this chapter the history and evolution of footwears, the present status of Indian footwear industry, Indian share in Global foot wear industry, Major export markets future trends, growth potential of Indian footwear industry, size of domestic footwear market and Demand Supply analysis of Indian footwear markets was analyzed and an analysis of footwear industry using porter‟s five forces model was carried out.

In the following chapter a detailed analysis about the organization will be carried out.

2 CHAPTER III

COMPANY PROFILE

2.1   CHAPTER 3

COMPANY PROFILE

3.1 INTRODUCTION

This chapter provides details of VKC group and M/s.VEEKESY POLYMERS PVT LTD. The corporate mission, Vision and Motto are provided. Functioning of various departments such as Production, Marketing, Finance and Human Resource Department is described. The flow charts of production and packing process is provided. The detailed Organization chart and list of Board of Directors are included in this chapter. Finally, the key success factors which made VKC group the largest manufactures of PU footwears in India are studied.

3.2 VKC GROUP OF COMPANIES

"VKC group of companies are the leading footwear manufacture especially in southern region of India. The group established on (August17) 1984 with a nominal capital and few employees. In 1984 the founder of the group Mr. V.K.C. Mammed Koya started a Hawai Sheet manufacturing unit with his two brothers. Later on Hawai straps were also inducted to the production line and in 1986 VKC group launched the first product with its own brand name in the market viz. VKC Hawai with an initial production of 600 pairs per day. By 1989 the production increased to 5000 pairs a day and by 1996 it jumped to 17000 pairs.

In between the founder initiated the floating of the first RPVC (Rigid Polyvinyl Chloride) footwear manufacturing unit in the Malabar Area of Kerala state with few of his friends. This product also got very good acceptance in the market. This resulted in a rapid change in the footwear industry itself. Within a few years the number of Rubber and RPVC unit grew to more than 80 in this area.

In 1994 the group ventured the first unit in Kerala to manufacture footwear from virgin PVC. This resulted in a drastic change and the multinational brands confronted competitions from the local brands. In 1998 the group started the first Micro Cellular PVC footwear in Kerala with the help of imported plant and machinery. "Quality at low price" made the VKC groups products popular in the market day by day.

In 2001 the group started the first Air Injected PVC DIP footwear manufacturing unit in the South India. In 2003 the group started the first Injected EVA manufacturing unit in South – Central India. In 2006 the group started backward integration to produce EVA compound for Injection and started the first EVA compounding plant in the South –Central India. The unit went in 2007 the group started manufacturing of PU DIP footwear.

During this period new bloods with technical, commercial and practical knowledge were inducted and now the group consists of 25 working Directors and 100 share holders spread over 16 various units. More than 4000 employees are working in these units.

The company had achieved a prominent position in the footwear market of India. The main markets, which have been focused by the company are Kerala, Tamilnadu Karnataka, Madhya Pradesh, Gujarat, Andhra Pradesh. It has now expanded its market in countries such as Saudi Arabia, Dubai, Kuwait, Oman, Bahrain and Qatar.

The good quality and variety in models of VKC products help the companies to face the market competition positively. The company has been able to maintain the quality of the products by adopting foreign technologies. The group is now looking for further avenues in the field of footwear to stretch their hands.

2.1.1 Vision

To provide quality products to the customer at an affordable price.

2.1.2 Mission

To meet the market demand and to achieve a prominent position in the Footwear industry.

2.1.3 Motto

 "Quality products at Affordable Price"

The Head Quarter of VKC group is in CALICUT and the main plants of VKC group of companies are situated in Kerala and Tamilnadu. The following are the associate companies of VKC group.

1.   M/s. VEEKESY RUBBER INDUSTRIES PVT.LTD.
2.   M/s. VEEKESY ELASTOMERS PVT.LTD.
3.   M/s. VEEKESY POLYMERS PVT.LTD.
4.   M/s. SANDLON TECHNOLOGIES PVT.LTD.
5.   M/s. FORTUNE ELASTOMERS PVT.LTD.
6.   M/s. CALTECH POLYMERS PVT.LTD.
7.   M/s. SLIPONS INDIA PVT.LTD
8.   M/s. DIADORA SHOES PVTLTD.
9.   M/s. DIMESCO FOOTCARE INDIA PVT LTD.
10. M/s. FERRARI SHOES (INDIA) PVT.LTD
11. M/s. VEEKESY FOOTCARE (INDIA) PVT. LTD
12. M/s. FERRERO VINYL TECHNOLOGIES PVT.LTD
13. M/s. MORBIDO VINYL PVT.LTD.
14. M/s. SMARTAK FOOTCARE PVT. LTD.
15. M/s. VKC FOOTSTEPS INDIA PVT.LTD
16. M/s. VKC FOOTPRINTS GLOBAL PVT LTD
17. M/s.VKC FOOTWEAR INTERNATIONAL PVT LTD
18. M/s VEEKESY SANDALS INDIA PVT LTD

3.3 COMPANY PROFILE OF M/s. VEEKESY POLYMERS PVT LTD.

M/s. Veekesy Polymers Pvt. Ltd. is registered as a private limited company and is first of its kind in South Central India for manufacturing of injected EVA footwear"s. M/s. Veekesy Polymers Pvt. Ltd. is one of the associate concerns of renowned VKC Group of Companies. The founder of M/s. Veekesy Polymers Pvt. Ltd. is Mr. V.K.C. MAMMED KOYA. The company is situated at Ramanattukara, Kozhikode .

The Managing Director of the company is Mr. V. Rafeeque. He was awarded with Best Entrepreneur of Kerala and Best Entrepreneur of Kozhikode district for the year 2003.

The Company has been able to achieve a landmark in the field of footwear through the continuous researches in footwear industry. The company manufactures "VKC Lite" brand footwear having EVA sole with PVC and synthetic leather upper. The company was incorporated in 01.01.1996 under the Companies Act 1956 and commenced its production on 13.04.1998. Now a day"s company produces EVA and PU footwears.

All affairs and day-to-day business administration of the firm is vested in the hands of Board of Directors. They are in charge of various functions pertaining to Finance, Production, HR, Marketing, Administration and Materials departments. The board is assisted by well qualified staff members. Each department has functional heads, senior and junior executive in order to support and help functional heads.

M/s. Veekesy Polymers Pvt. Ltd has a good market for their product in Kerala, Tamil Nadu, Andhra Pradesh, Maharashtra, Chhattisgarh, Orissa, Gujarat because of the quality and the affordable price of the product. The management gives high priority to the quality of the product.

The company assures the quality of the product through the continuous quality checking in each and every stages of the production process.

The quality of the VKC products is unrivalled in the market. The Footwear"s introduced by the company has been growing and evolving with the changing trends over the year. The company first manufactured "Senor Cinderella" brand footwear having PVC sole with leather and synthetic leather upper. Now the company is manufacturing VKC Pride and VKC Lite. VKC Pride is sold in Kerala, Tamil Nadu, Andhra Pradesh, Maharashtra, Chhattisgarh, Orissa, Gujarat and VKC Lite in Kerala and Tamil Nadu alone. In the recent years the customers prefer the injected EVA Footwear"s rather than any other Footwear. We also export our products to Kuwait, Oman and Jeddah.

As we are manufacturers of footwear, we focus mainly on production process of the organization. The function of the production department is to produce our products on time, to the required quality levels, at the defined product cost. The advantage of the company is the implementation of Italian technology used for the injection moulding process. Moulding process is the main activity and the key process of manufacturing of quality footwear. This will help the company to assure high quality with accurate size and good finish to the product. Of major concern to the production manager is monthly output. Production managers have monthly targets which they are expected to strive to meet or exceed.

The production department of M/s. Veekesy Polymers Pvt. Ltd comprises of well experienced staff members starting from functional head, department head, coordinator, supervisors, shift engineers, machine operators, pouring men and workers. Production department also aims at maintaining the quality of products been produced. Every employee is expected to take responsibility for managing quality issues in order to make sure that waste is minimised and quality maximised. Quality checking and assurance is carried out every day on a number of occasions to ensure that the production process is working efficiently and effectively.

We use different machines to produce footwear"s. The company purchases footwear moulds from Taiwan, China, and Italy. This will help the company to assure high quality finished product.

Most of our machines are imported from abroad. It includes high EVA Injection Moulding Machine, Blender Machine, PVC Mixer, Cooling unit, Compressors, PVC Injection Moulding Machine, Generator, Clicker and Stitching Machine.

M/s. Veekesy Polymers Pvt. Ltd has succeeded in withstanding stiff competition from the parallel manufactures because of the superior quality of their products at reasonable price.

Other than production and quality checking, production department performs one more function. That is packing of finished products into cartons. A set of workers are assigned to pack finished products into specified cartons or boxes according to their name and size. Before packing, quality is again checked by the workers. After packing all these cartons are sent to stock room for storing so that it can be sent to dealers directly according to the order placed.

3.3.1 Production Department:

The flowcharts of production and packaging process of EVA footwear, PVC footwear and synthetic leather footwear is shown below.

2.1.4 Production Process flow chart

EVA → Blendin → Injection Moulding → Semi finished → Finishin → Quality

PVC Raw → Mixin → Injection Moulding → Finishin

Synthetic → Cuttin → Stitchin → Show fitting → Printin

Assemblin → Packin → Finished → Despatc
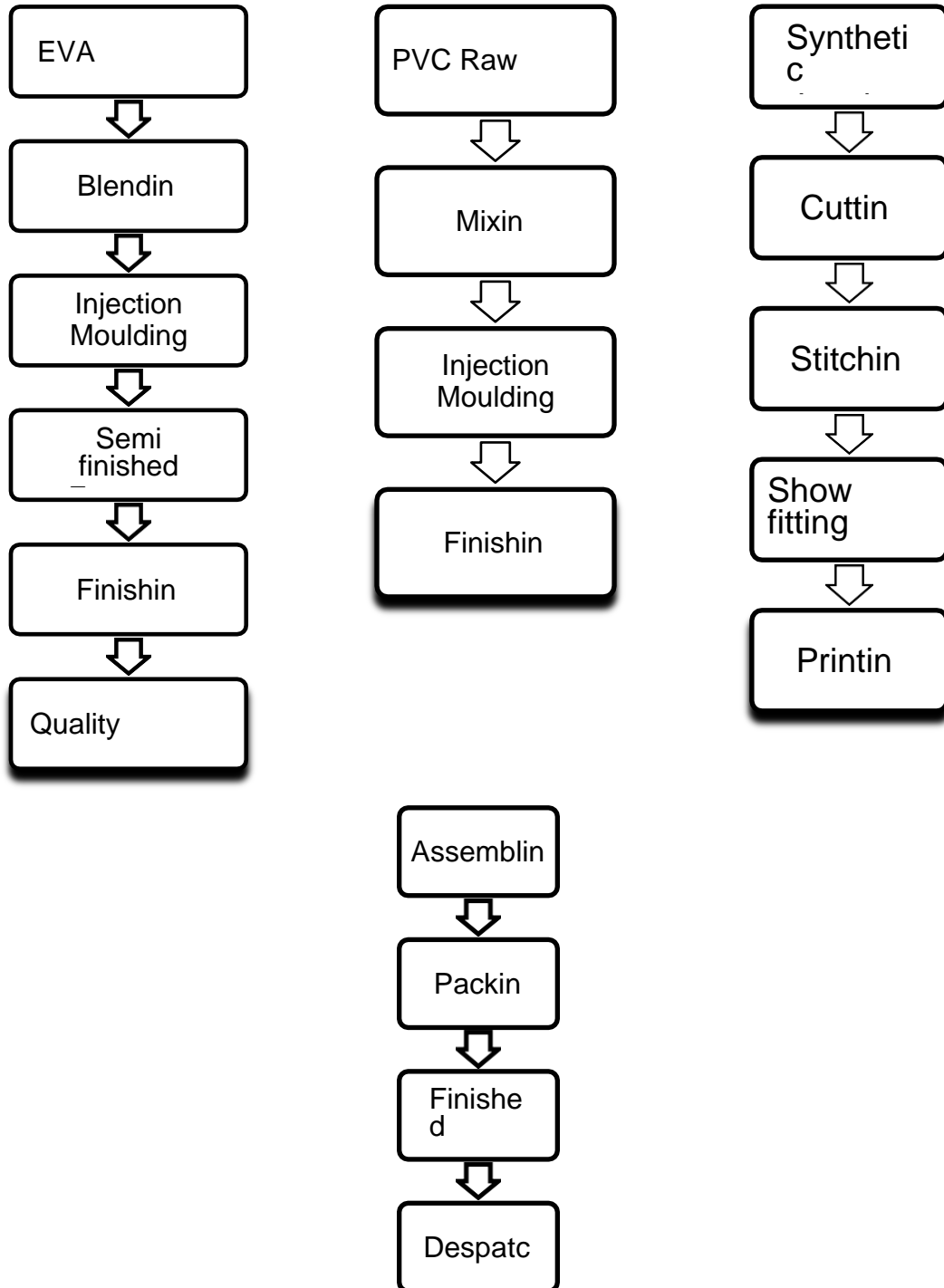
Packing Process flow chart

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┌─────────────────────────┐
│        Trimming         │
└─────────────────────────┘
            ⇩
┌─────────────────────────┐
│        Conveyer         │
└─────────────────────────┘
            ⇩
┌─────────────────────────┐
│      Upper & Sole       │
└─────────────────────────┘
            ⇩
┌─────────────────────────┐
│           Tag           │
└─────────────────────────┘
            ⇩
┌─────────────────────────┐
│      Packing Small      │
└─────────────────────────┘
            ⇩
┌─────────────────────────┐
│   Fixing Size & Price   │
│    Sticker in small     │
└─────────────────────────┘
            ⇩
┌─────────────────────────┐
│      Packing in to      │
│         master          │
└─────────────────────────┘
            ⇩
┌─────────────────────────┐
│    Final Check up in    │
│         Pirs,           │
└─────────────────────────┘
            ⇩
┌─────────────────────────┐
│           Box           │
└─────────────────────────┘
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After production these products are being sold in the market according to the orders taken by marketing department. The marketing department studies the market and the target customers,

decides the best way to reach these customers, and works with the rest of the company to help determine the new product needs of the market. We do continuous market research, which helps us in planning and executing marketing strategies for the future course of action. It also helps us in analyzing the buyer habits, popularity of product, and effectiveness of advertising media. It also helps to collect information about marketing problems and opportunities.

The company executives are directly taking the orders from the wholesalers. The Company has very good system for the supply of the products to the wholesalers. We sent our products through parcel service to various dealers based on their orders to respective places and doesn‟t have connection with any retailers. Our product reaches the hand of customers through retailers, who gets it from wholesalers.

We manufacture products on the basis of demographic segmentation. As a result, we produce products aiming kids, youngsters, gents and ladies at affordable price with high quality. We produce footwear under the name VKC Lite and VKC Pride. VKC Pride is used for exporting to foreign countries.

3.3.2 Marketing Department

Slogan for VKC Pride is "Step into the World of Proud‟ and for VKC Lite "Step into the World of Ecstasy. The Company treats advertising as the main mode of marketing to improve sales of our products. Ambassador of our product is Cine Actress Meera Jasmine. VKC‟s Advertising covers all activities connected with giving publicity regarding goods and services offered for sale. The main Medias for advertising are: Indoor Media & Outdoor Media

Indoor Media includes TV Channels, News papers, Magazines, Catalogues, Danglers, Calendars, & Stickers. Advertisement of the products are given in all the major TV channels in Malayalam

Outdoor Media includes Name boards, „A‟ boards and Hoardings.

Marketing and sales goes hand in hand. Sales promotion plays a major role for the success of the VKC products. Sales promotion influences the customers for buying the products and also helps

to meet competition and helps in stimulating demands. Sales Promotion is carried out in two ways.

3.3.3 Consumer promotion and dealer promotion.

Consumers promotion consists of providing coupons, contest that we conduct and price offer for our various products. For dealers we conduct sales contest, give gifts, and turnover allowance based on the amount products been purchased from our firm. Company provides scheme called VKC Sammanotsavam for dealers based on their purchase for that particular year.

The Company conducts the Wholesalers Meet at least once in a year. By this the company provides an opportunity to the wholesalers to interact with the company and between the dealers. This helps to find problems, sort out differences, and to formulate plans for future improvement in the market.

The adequate production, supply, good quality, affordable price of the product, and the various marketing techniques used by the company helps products to be a superior one in the market that satisfies the customer.

2.1.5 Ordering System:

The company executives are directly taking orders from the wholesalers.

2.1.6 Delivery System:

The company has a very good system for the supply of the products to the wholesalers. The company provides door delivery system and there is a fixed weekly chart for the supply.

3.3.4 Human Resource Department

Human resource department of the organization caters to the need of both employees and workers of the organization, resulting in a good relation between employees and workers. They are well satisfied with the attitude of the management towards them and in the facilities provided to them. So there are no labour strikes, absenteeism and attrition. The company provides

excellent training programs for the employees to improve the skills and productivity with in a lesser time. The employees are getting the statutory benefits like Bonus, ESI scheme, Employees Provident Fund, Festival Holiday Allowances from the company. They are often given awareness class related to cleanliness, health and safety. Department heads also make visits to quarters were workers are staying in order to ensure cleanliness in their surroundings. HR department maintain a help desk in order to redress grievance of the workers and answer to their queries. There are total of 214 workers in the organization.

3.3.5 Finance Department

Finance is life blood of every organization. It deals with procurement of funds and their effective utilization in the business. Department has one department head, one senior executive and four junior executive. Their functions mainly include checking daily cash accounts, MIS preparation, bank reconciliation, central excise and export related works, finalization of account statement etc.

M/s.Veekesy Polymers PVT LTD is financially stable and had got CRISIL A$^+$ rating.

Materials department of the organization place order according to need of material that‟s used for production. Company follows EOQ system. Whenever they find that it has reached reorder level or safety stock, order is placed.

3.4 THE PRESENT BOARD OF DIRECTORS:

Mr. V. NOUSHAD (Director)
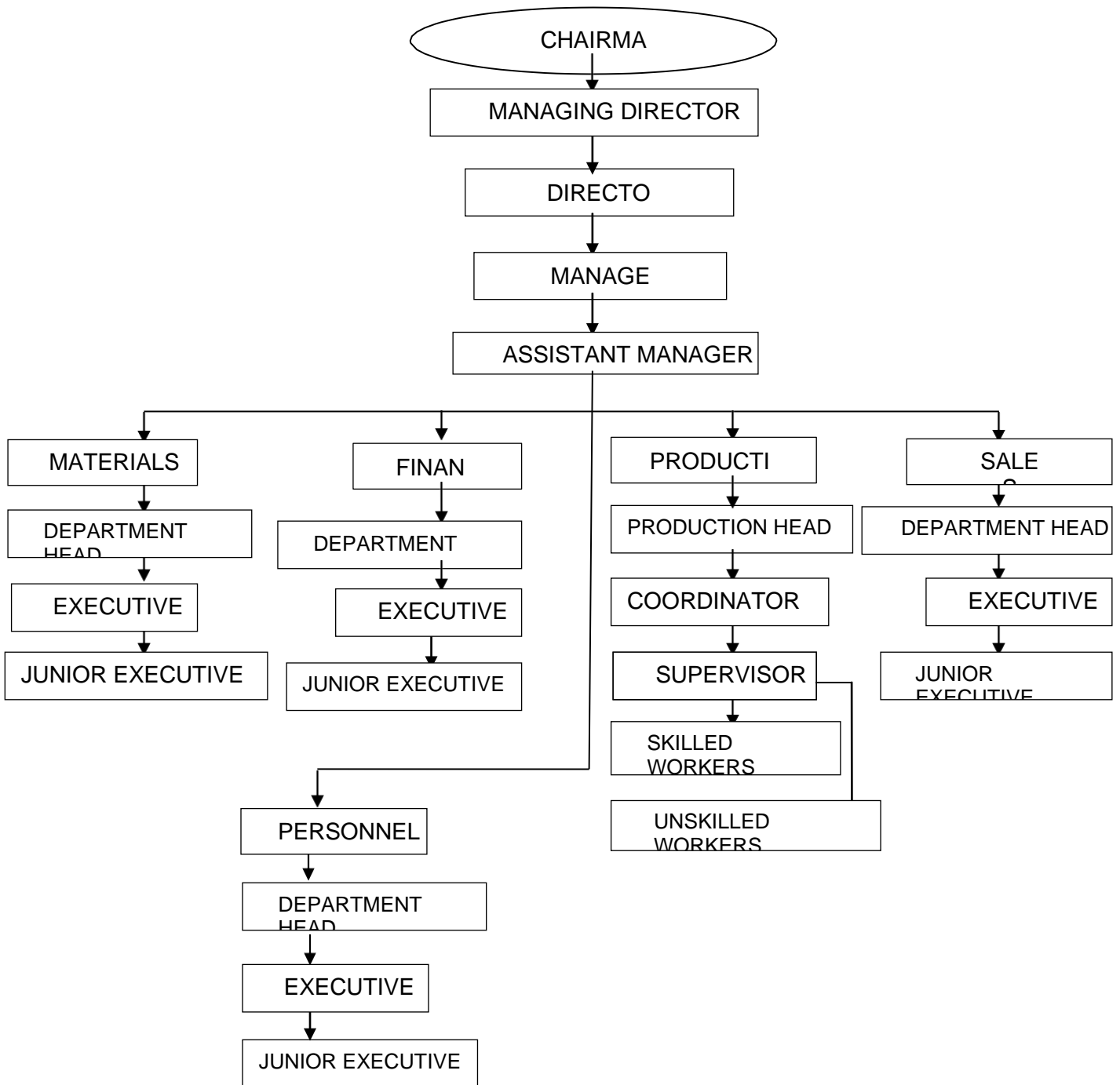Mr. V. RAFEEQUE (Managing Director)
Mr. V. RAZAK (Director)
Mr. V. MAMMED KOYA (Director)
Mr. V. MUHAMMED KUTTY (Director)
Mr. V. MUHAMMED (Director)
Mr. M.GOPALAN (Director)

2.1.7 ORGANISATIONAL CHART

CHAIRMA

MANAGING DIRECTOR

DIRECTO

MANAGE

ASSISTANT MANAGER

MATERIALS

DEPARTMENT HEAD

EXECUTIVE

JUNIOR EXECUTIVE

FINAN

DEPARTMENT

EXECUTIVE

JUNIOR EXECUTIVE

PRODUCTI

PRODUCTION HEAD

COORDINATOR

SUPERVISOR

SKILLED WORKERS

UNSKILLED WORKERS

SALE

DEPARTMENT HEAD

EXECUTIVE

JUNIOR EXECUTIVE

PERSONNEL

DEPARTMENT HEAD

EXECUTIVE

JUNIOR EXECUTIVE

3.5 SUCCESS FACTORS OF THE FIRM

The key factors which contributes to the success of the firm which make VKC Group the India"s largest manufactures of PU footwear are detailed below.

2.1.8 Foreign Technologies

The main advantage of company is implementation of Italian technology used for injection moulding. The company purchases footwear moulds from Italy, Taiwan and China. This will help the company to assure high quality with accurate size and good finish to the product.

2.1.8.1 Good Employer-Employee Relations

The company always maintains good employee-employer relations. The employees are well satisfied with the attitude of the management towards them and facilities provided to them. So there is no strike, labour absenteeism and resignation.

2.1.8.2 Quality of the Product

The company has succeeded in withstanding the stiff competition from the competing manufactures because of the superior quality of the products at reasonable prices.

2.1.8.3 Advertising and Marketing

The advertisement of VKC Product is based on new trends in the market and highly appealing to the customers. Top management directly controls the marketing and advertising activities of the firm. Top management directly controls the marketing and advertising activities of the firm.

3.6 CONCLUSION

In this chapter, Profile of VKC group and M/s.VEEKESY POLYMERS PVT LTD. The mission, Vision and Motto, functioning of various departments such as Production, Marketing, Finance and Human Resource Department was described. The detailed Organization chart and list of Board of Directors were included in this chapter. Finally, the key success factors which made VKC group the largest manufactures of PU footwears in India were discussed.

In next chapter, the theoretical concepts of the study will be discussed.

3 CHAPTER IV

THEROTICAL CONCEPTS

3.1   CHAPTER 4

THEROTICAL CONCEPTS

4.1 INTRODUCTION

In this chapter the concepts of Human Resource Management, Training and Development needs and methods, Executive Development programmes are discussed. The systematic approach to training by identifying needs, setting objectives, designing policy and conducting training in an effective way with follow up and evaluation is discussed. In the last section, needs, criteria and methods of evaluating effectiveness of training and development programmes are discussed in detail.

4.2 HUMAN RESOURCE MANAGEMENT

Organization is the process of combining work which individuals or groups has to perform with the facilities necessary for its execution, that the duties so performed provide the best channels for efficient, systematic, positive and coordinated application of the available effort.

HRM is the planning organizing directing and controlling of the procurement, development, compensation, integration, maintenance of human capital of an organization to achieve individual, organizational and societal objectives.

4.3 HRM MODEL

The model developed by American Society for Training and development (ASTD) identifies nine human resource areas:

1. Training and Development
2. Organization Development
3. Organization/Job design
4. Human Resource planning
5. Selection and Staffing

6. Personnel Research and Information Systems

7. Compensation/Benefits

8. Employee Assistance

9. Union/ Labour Relations.

4.4 TRAINING AND DEVELOPMENT

The efficient working of an organization depends upon efficiency or capability of personnel working in an organization. Organizations and individuals should develop and progress simultaneously for their survival and attainment of mutual goals. Employees need to be trained and developed to meet present job requirements and future challenges. Training and development is a specialized function and one of fundamental operative functions of Human resource management.

The purpose of training is to achieve a change in behavior of those trained and to enable them to do their job better in order to achieve this objective. Any training programme should try to bring changes in:

- Knowledge- It helps a trainee to know facts, policies, procedures and rules pertaining to his job.
- Skills-It helps him to increase his technical and manual efficiency necessary to do the job and
- Attitude- It moulds his behavior towards his co-workers and supervisors and creates a sense of responsibility in the trainee.

Training is a short term process utilizing a systematic and organized procedure by which non-managerial persons learn technical knowledge and skills for a definite purpose.

The terms „Training‟ and „Development‟ are used synonymously. But they have different meanings. While training is the act of increasing the knowledge and skills of an employee for doing a particular job, the Management Development includes the process by which managers

and executives acquire not only skills and competence in their present job, but also capacities for future managerial tasks of increasing difficulty and scope.

Development is a long- term process utilizing a systematic and organized procedure by which managerial persons learn conceptual and theoretical knowledge for long term use.

4.4.1 Need for Training

Training is required on account of the following reasons.

1. Job requirements

The employee selected for a job might lack the qualifications required to perform the job effectively. New and inexperience employees requires detailed introduction for effective performance on the job. In some cases the past experience, attitudes and behavior patterns of experienced persons may be in appropriate for new organization.

2. Technological Changes

The technology is changing fast. Increased use of fast changing techniques requires training in mew technology. New jobs utilizing latest technology require new skills. Both new and old skills require training.

3. Organizational Viability

In order to survive and grow an organization must continuously adopt itself to changing environment. With increasing economic liberalization and globalization in India, Business firms are experiencing international competition. So the firms must upgrade their capabilities. An organization must build up a second line of command through training in order to meet the future needs for human resources.

4. Internal Mobility

Training becomes necessary when an employee moves from one job to another due to promotion or transfer.

Thus there is an even present need for training people so that new and changed techniques may be taken advantage and improvements in old methods are effected. Need for training has increased due to growing complexity of jobs, increasing professional management, growing uncertainties in the environment, global competition, growing aspirations vast untapped human potential, ever increasing gaps between plans and results and suboptimal performance levels.

4.4.2 Importance of Training

1. Training enables management to face the pressure of changing environment.
2. Training usually results in an increase of quantity and quality of output.
3. Training needs to job satisfaction and higher morale of employees.
4. Trained workers need lesser supervision.
5. Trained workers enable enterprise to face competition.
6. It moulds the employees" attitudes and helps them to achieve better co-operation within organization.
7. Trained employees make better economic use of materials and equipments resulting in reduction of wastage and spoilage.
8. Training instructs the workers towards better job adjustment and reduces the rate of labour turnover and absenteeism.

4.4.3 Benefits of Training

Training is helpful to employees in the following ways

1. Training improves self confidence.
2. Training leads to higher earnings of employees by increasing productivity.

3. Training improves safety awareness and trained employees are less prone to accidents.
4. Training enables an employee to adapt to changes in the work procedures and methods.
5. An employee can develop himself and earn quick promotion.
6. Training develops new knowledge and skills which remains permanently with him.

4.4.4 Types of Training

Training is required for several purposes. Accordingly training programmes may be the following types.

3.1.1.1 Orientation Training/Induction Training

Induction training seeks to adjust newly appointed employees to the work environment. Every new employee needs to be made fully familiar with his job, his supervisor and subordinates with the rules and regulations of the organization. The induction training creates self confidence in new employees.

3.1.1.2 Job training

It refers to the training provided with a view to increase the knowledge and skills for improving performance of the job. Employees may be taught the correct methods of handling equipments and machines used in the job. Such training helps to reduce accidents, waste and in efficiency in performance of the job.

3.1.1.3 Safety training

Training provided to minimize accidents and damage to machinery is known as safety training. It involves instruction to perform the work safely.

3.1.1.4 Promotional training

It involves training of existing employees to enable them to perform high level jobs. Employees with potential are selected and they are given training before their promotion. So that they do not find difficulty to shoulder the higher responsibilities of the new positions to which they are promoted.

3.1.1.5 Refresher training

When the existing techniques become obsolete due to development of better techniques, employees have to be trained in use of new methods and techniques. Refresher training is designed to revive and refresh knowledge and update the skills of existing employees.

3.1.1.6 Remedial Training

Remedial training is arranged to overcome the shortcoming in the behavior and performance of old employees. Remedial training shall be conducted by psychological experts.

4.5 EXECUTIVE DEVELOPMENT

4.5.1 Importance of Executive Development

- There is a shortage of trained managers. The organization has to develop the employees and maintain and inventory of executive skills to future demands.
- The performance of company depends upon the quality of its mangers. It is of paramount importance to have effective and desired managerial talents to meet the organization‟s demand.
- Obsolescence of managerial skills is an important factor. A manager must continuously update himself to successfully meet new challenges as they occur.

4.5.2 Process of Executive Development

The essential ingredients of executive development programmes are as follows.

1. Analysis of development needs: - First of all the present and future development needs of the organization are ascertained. It is necessary to determine how many and what type of executives are required to meet the present and future needs of the enterprise.

2. Appraisal of the present managerial talent: - A qualitative assessment of the existing executives is made to determine the type of executive talent available within the organization.

3. Planning individual development programmes: Each one of us has a unique set of physical, intellectual and emotional characteristics. Therefore, development plan should be tailor-made for each individual.

4. Establishing training and development programme: - The HR department prepares comprehensive and well conceived programmes.

5. Evaluating developing programs: - Considerable money, time and efforts are spent on executive development programmes. It is therefore natural to find out to what extent the programme‟s objective has been achieved.

4.5.3 Methods of Executive Development

Methods of development or executive development can be broadly divided into two categories.

1) On the job development or executive development: it means increasing the ability of the executives while performing their duties, to develop them in real work situation. It includes the following methods:

a) On the job coaching: under this method superior only guides his subordinate about various methods and skill required to do the job. Here the superior only guides his subordinate he gives his assistance whenever required. The main purpose of this type of training is not only to learn the necessary skills but to give them diversified knowledge to grow in future. The superior is responsible for subordinate‟s performance. So the superior must always provide the subordinate necessary assistance whenever required.

b) Understudy: under this method of development the trainee is prepared to fill the position of his superior. He in the near future will assume to do the duties of his superior when he leaves the job due to retirement, transfer or promotion.

c) Job rotation: here the executive is transferred from one job to another or from one plant to other. The trainee learns the significance of the management principles by transferring learning from one job to another. This method helps in injecting new ideas into different departments of the organization.

d) Committee assignment: under this method committee is constituted and assigned a subject to give recommendations. The committee makes a study of the problem and gives suggestions to the departmental head. It helps the trainees because every member of the committee gets a chance to learn from others.

2) Off the job development or executive development: here the executives gets the training off the job means not when they are doing the job. It involves following methods:

a) Special courses: here the executives attend the special courses which are organized by the organization. Under this experts from professional institutions provide them the training.

b) Specific readings: here the human resource development manager provides copies of specific articles published in the journals to the executives to improve their knowledge. The executives study such books or articles to enhance their knowledge.

c) Special projects: under this method the trainee is given a project related to the objective of the department. The project helps the trainee in acquiring the knowledge of the particular topic.

d) Conference training: here the organization conducts a group meeting. In which the executive learn from the others by comparing his opinion with others.
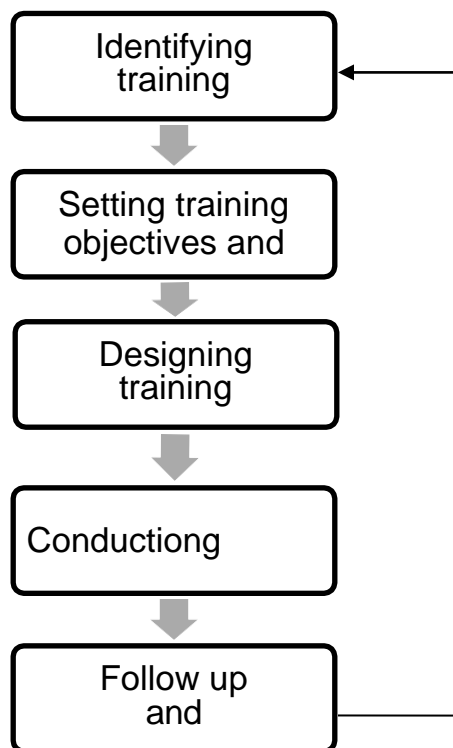
e) Sensitivity training: it is also known as T group training or laboratory training. It is conducted under controlled conditions. T group help in learning certain things, they help the participants to understand how group actually work. It helps in increasing the tolerance power of

the individual and ability to understand others. T group generally sits together and discuss for hours where the members learn about their own behavior and behavior of others.

4.6 SYTEMETIC APPROCH TO TRAINING

The flow chart given below shows various stages of systematic approach to training and development.

Flow chart 4.1 : Systematic approach to training

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┌─────────────────┐
│   Identifying   │◄──────┐
│    training     │       │
└─────────────────┘       │
         │                │
         ▼                │
┌─────────────────┐       │
│ Setting training│       │
│  objectives and │       │
└─────────────────┘       │
         │                │
         ▼                │
┌─────────────────┐       │
│    Designing    │       │
│     training    │       │
└─────────────────┘       │
         │                │
         ▼                │
┌─────────────────┐       │
│   Conductiong   │       │
│                 │       │
└─────────────────┘       │
         │                │
         ▼                │
┌─────────────────┐       │
│    Follow up    │       │
│       and       │───────┘
└─────────────────┘
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4.6.1 Identifying training needs

All training needs must be related to the specific needs of organization an individual employees. A training programme is launched after the training needs are assessed and

identified clearly. The effectiveness of a training programme can be judged only with the help of training needs identified in advance.

The training needs can be identified though following types of analysis.

1. Organizational Analysis

It involves a study of the entire organization in terms of its objectives, its resources, resource allocation and utilization, growth potential and its environment.

The organizational analysis includes the analysis of

- Short term and long term objectives of the firm.
- Allocation and efficient utilization of human resources to meet the operational targets.
- Organizational Climate including the management‟s attitude towards employee development
- Environmental Scanning to identify the factors affecting organization which it can control and the constraints which it can not.

2. Task role / Operational Analysis

It is systematic and detailed analysis of jobs to identify job contents, the knowledge, skills and aptitudes required and the work behavior. Attention is paid to tasks to be performed, methods used, the way employees have learnt these techniques and performance standards required is analyzed in this stage. The purpose of operation analysis is to decide what should be taught.

3. Manpower Analysis

In this analysis the persons to be trained and the changes required in the knowledge, skills and attitude of an employee is determined. First of all, it is necessary to decide whether performance of employee is below standard and training needed. *Secondly* it is decided whether employee is

capable of being trained. *Thirdly,* the specific areas in which employee requires training. *Lastly*, whether training will improve employee‟s performance or not is determined.

Training can be relevant and viable if the three types of analysis given above are carried out on continuously.

4.6.2 Setting training objectives and policy

The overall aim of a training programme is to fill in the gap between the existing and the desired pool of knowledge, skills and aptitudes. Objectives of training express the gap between the present and the desired performance levels.

The main objectives of training may be defined as follows

i. To impart to new entrants the basic knowledge and skills for efficient performance definite task.
ii. To assist employees function more efficiently by exposing them to latest concepts, information and techniques and developing the skills they require in the particular job.
iii. To build up a second line of competent officers and prepare them to occupy more responsible positions.
iv. To broaden the narrow minds of senior managers through interchange of experience within and outside so as to correct the narrow outlook caused due to over specialization.

While setting training objectives, following criteria may be used.

a) Nature and size of the group trained
b) Roles and tasks to be coined out by target group
c) Relevance, applicability and compatibility of training to the work situation
d) Identification of the behaviour where changes required
e) Defining the existing and desired behaviour in terms of ratio, frequency, quality of interaction, repetitiveness, innovations and supervisions, etc.

f) Operational results to be achieved through training e.g. Productivity, cost, down time, creativity, turnover, etc.

g) Indicators to be used in determining changes from existing to the desired level in terms of ratio and frequency.

In order to achieve the training objectives, an appropriate training policy is necessary. A training policy represents the commitment of top management to employee training. It consists of rules and procedures concerning training.

A sound training policy defines the following issues.

The results expected to be achieved through training

i. The responsibility of the training function
ii. The priorities for training
iii. The type of training required
iv. The time and place of training
v. The payments paid to the employees during the training period
vi. The outside agencies to be associated with the training
vii. Relationship of training of the companies labour policy

4.6.3 Designing a training Programme

Once the objectives and policies of training are decided, appropriate training programme can be designed and conducted. Decisions on the following items are required for this purpose.

1. Responsibility of training

The responsibility of the training programme has to be shared among

a) The top management
b) The Personnel department
c) The line supervisors
d) The employees who should provide feedback and suggestions

2. Selecting and motivating target group

The type of training method to be used will depend upon the type of persons to be trained. So it is necessary to decide in advance who are to be trained workers, supervisors or executives. The employees will be interested in training if they believe that it will benefit them personally. A climate conducive for learning has to be created through physical and psychological environment.

3. Preparing Trainers

The success of a training programme depends to a great extent upon the instructors or the resource persons. The trainer must know both the job to be taught and how to teach it. He should have an aptitude for teaching and should employ right training techniques.

4. Developing training package

This step involves deciding the content of training, designing support materials for training and choosing appropriate training methods. It may involve the specific instructions and procedures for doing a job. In addition to the contents, methods and time period it also includes budget. Supporting materials may include detailed syllabus, study notes, case studies, pamphlets, charts, manuals, brochures and movie slides.

3.1.2 4.6.4. Conducting the training

This is the action phase of training. Here the trainer tells, demonstrates and illustrates in order to put over the knowledge and operations. However, before it a learner should be put to ease. It is necessary to explain why he is being taught to develop his interest in training. Instructions should be clear and complete. Key points shall be stressed upon and one point should be trained at a time. Trainees should be encouraged to ask questions.

3.1.3 4.6.5 Follow up and Evaluation

In the evaluation step, the effectiveness of training programme is assessed. The feed back generated through follow up will help to reveal weaknesses or errors if any; Necessary corrective action can be taken. If necessary training can be repeated until trainees learns whatever has been taught to him. It also helps in designing future training programme.

4.7 TRAINING METHODS

The training methods employed for training of operatives may be described under.

1. On-the-job training (OJT)

In this method trainees are placed on regular job and taught the skills necessary to perform it. The trainee learns under the supervision of superior or instructor. It is also called learning by doing.

2. Vestibule training

In this method a training centre called vestibule is setup and actual job conditions are stimulated. Expert trainers are employed to provide training with machines that are identical to those used in work place.

3. Apprentice training

In this method the theoretical instruction and practical learning are provided to trainees in training institutes. The aim is to develop all-round craftsmen. Generally a stipend is paid during training.

4. Class room training

Under this method training is provided to company class room. Lectures, case studies group discussions and audio visual aids are used to explain knowledge and skills to employees. Class room training is useful for teaching concepts and problem solving. It is also useful for orientation training and safety training.

5. Internship training

It is a joint programme of training in which educational institutions and business firms cooperate. Selected candidates carry on regular studies for prescribed period. They also work in some factory or office to acquire practical knowledge and skills. This method helps to provide good balance between theory and practice.

4.8 EVALUATING EFFECTIVENESS OF TRAINING

4.8.1 Need for Evaluation

It is necessary to evaluate the extent to which training programmes have achieved the goals for which they were designed. Such evaluation will provide useful information about effectiveness of training as well as about design of future training programmes. The evaluation of training provides useful data on the basis of their relevance of training and integration with other functions of human resource management can be judged.

4.8.2 Concept of Training Effectiveness

Training effectiveness is the degree to which trainees are able to learn and apply the knowledge and skills acquired in the training programme. It depends on the attitudes, interests, values and

expectations of trainees and training environment. A training programme is likely to be more effective when trainees want to learn, are involve in their jobs, have career strategies. Contents of the training programme, and ability and motivation of trainers also determine training effectiveness.

4.8.3 Evaluation Criteria

According to Hamblin effectiveness of the training can be measured in terms of following criteria:

i. **Reactions:** A training programme can be evaluated in terms of the trainees" reactions to the objectives, contents and methods of training. In case the considered the programme worthwhile and liked it, the training the training can be considered effective.

ii. **Learning:** The extent to which the trainees have learnt the desired knowledge and skills during the training period is useful basis for evaluating training effectiveness.

iii. **Behaviour:** Improvement in the job behaviour of the trainees reflects the manner an extent to which learning has been applied to the job.

iv. **Results:** The ultimate result in terms of productivity, quality improvement, cost reduction, accident reduction, reduction in labour turnover and absenteeism are best criteria for evaluating training.

4.8.4 Methods of Evaluation

Several methods can be employed to collect data on the outcomes of training.

1. The opinion and judgment of trainers, superiors and peers
2. Evaluation forms filled up by trainees
3. Questionnaires filled up by trainees
4. Giving written tests to trainees
5. Arranging structured interviews with trainees
6. Comparing performance of trainees on the job before and after training
7. Studying profiles and career development charts of trainees

8. Measuring the levels of productivity, wastage, Costs, absenteeism and employee turnover after training

9. Trainees" comments and reactions during training period

10. Cost benefits analysis of the training programme.

4.8.5 Feed back

After evaluation process the situation should be analyzed to identify the possible causes for difference between expected outcomes and actual outcomes. Necessary precaution should be taken in designing and implementing future training programmes so to avoid causes.

4.9 CONCLUSION

In this chapter the concepts of Human Resource Management, Training and Development needs and methods, Executive Development programmes were discussed. The systematic approach to training by identifying needs, setting objectives, designing policy and conducting training in an effective way with follow up and evaluation was discussed. In the last section, needs, criteria and methods of evaluating effectiveness of training and development programmes were discussed in detail.

In the following chapter the data collected from the employees of M/s. VEEKESY POLYMERS PVT LTD will be analyzed and interpretations will be given.

4 CHAPTER V

DATA ANALYSIS AND INTERPRETATION

4.1 CHAPTER 5

DATA ANALYSIS AND INTERPRETATION

5.1 INTRODUCTION

A questionnaire was prepared for measuring effectiveness of training and development and distributed among the employees of the M/s. VEEKESY POLYMERS PVT LTD. The primary data collected by simple random sampling by using questionnaires was tabulated, converted in to percentage and displayed both in table as well as by graphical representation for analysis. Based on the data, Interpretations were made. The questionnaire used for carrying out survey is included in the annexure.

5.2 GENDER OF RESPONDENTS

Employees were given questionnaire requesting the m to fill up the gender. The data collected is shown in the form of table and pie chart below.

Table 5.1
Table showing Gender of respondents

Opinion	No. of Respondents	Percentage of Respondents
Male	32	64
Female	18	36
Total	50	100

Source: Primary Data

Chart 5.1 Graph showing Gender of respondents
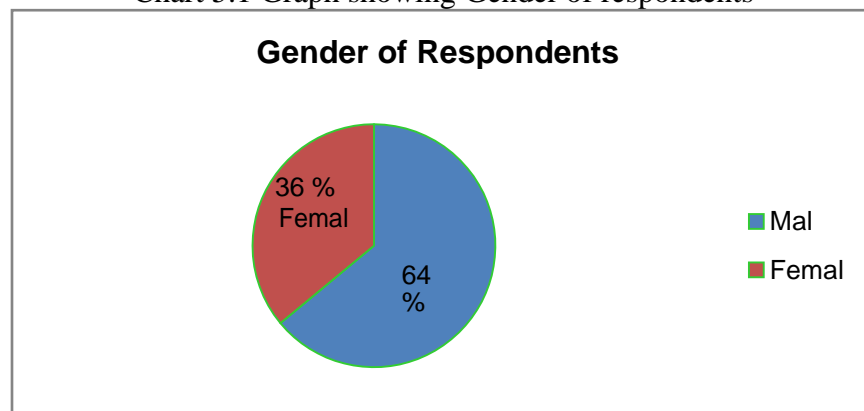
Source: Primary Data

Inference: Above table shows 64% of respondents were males and 36 percentages were females. The gender is displayed graphically using a pie chart. It shows majority of respondents are males.

5.3 AGE OF RESPONDENTS

The age was divided into five different groups and respondents were requested to specify which age group they belong. The result is displayed in table form and bar chart form.

Table 5.2
Table showing Age of respondents

Age of Respondents	No. of Respondents	Percentage of Respondents
Below 25	18	36
25-35	23	46
35-45	9	18
45-55	0	0
Above 55	0	0
Total	50	100

Source: Primary Data

Chart 5.2: Chart showing Age of respondents
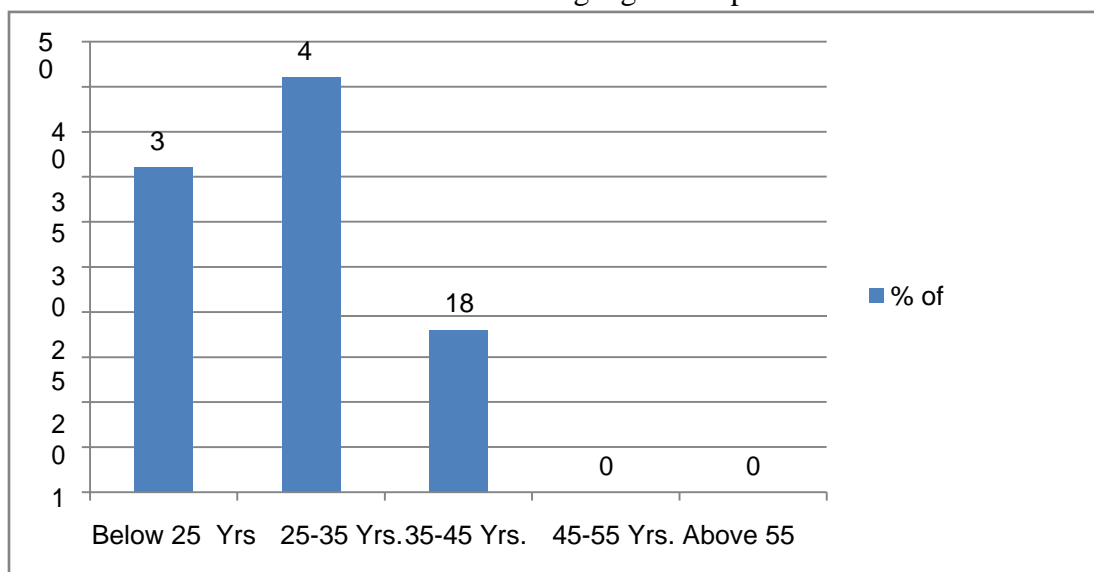
(Source: Primary Data)

Inference: Above table shows 36% of respondents are below 25 years, 46 % of respondents are of 25-35 age group category and 18% of the respondents are of the age group of 35-45 years age group. It also infers that majority of the respondents are young and below 35 years.

5.4 QUALIFICATIONS OF THE RESPONDENTS

The respondents were requested to enter their educational qualification and the results are displayed in table and chart format and interpreted.

Table 5.3
Table showing educational qualifications of the respondents

Qualification	No of Respondents	Percentage
Below SSLC	0	0
SSLC	0	0
PDC	0	0
Graduate	18	36
Post Graduate	32	64
Total	**50**	**100**

Source: Primary Data

Chart 5.3
Chart showing educational qualification of the respondents.
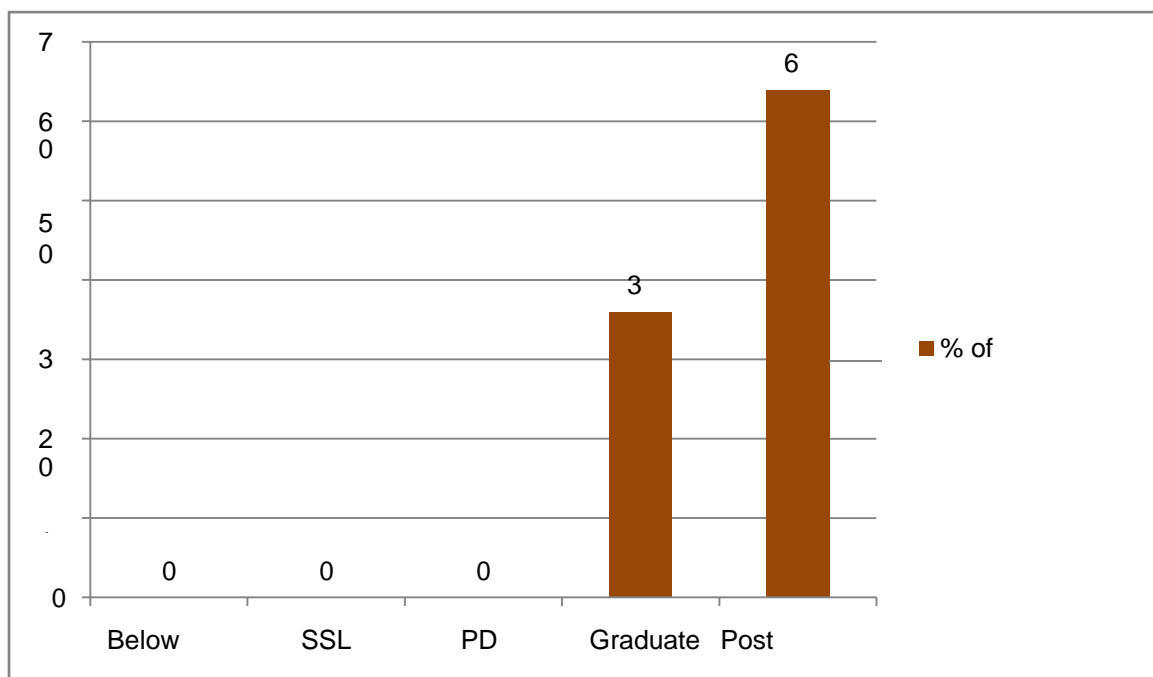
Inference: Above table shows 36% of respondents are graduates and 64% of respondents of the respondents are post graduates. It infers that the most of employees are highly qualified.

5.5 EXPERIENCES OF THE RESPONDENTS

The period of experience was classified in to different groups and respondents were requested to specify which group they belong. The results of survey is displayed both in table and chart form and interpretations are given.

4.1.1.1 Table 5.4: Experience of the respondents

Qualification	No of Respondents	Percentage of Respondents
Less than 5 years	26	52
5-10 yrs	21	42
10-15 yrs	3	6
15-20 yrs	0	0
Above 20 yrs	0	0
Total	**50**	**100**

Source: Primary Data

4.1.1.2 Chart 5.4: Experience of the respondents
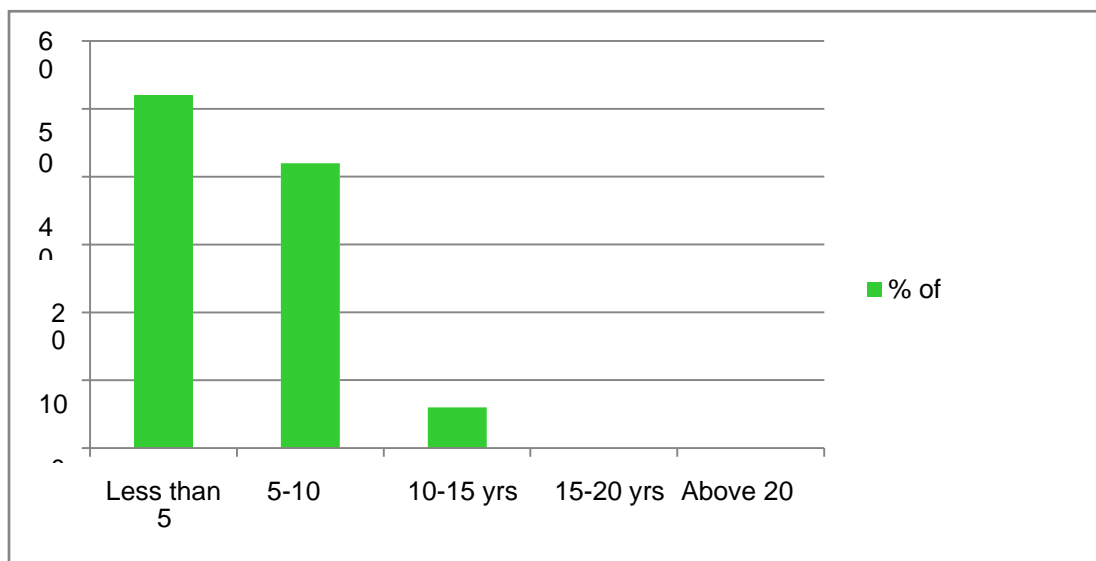
Inference: Above table shows the majority of the respondents (52%) are having experience less than 5 years; 42% of the respondents are having experience between 5-10 years and 6% of respondents are having experience between 10-15 years. No respondents are having experience more than 15 years.

5.6 DEPARTMENT OF RESPONDENTS

The respondents were requested to specify their departments for assessing department wise training needs. The data collected is displayed in table and chart form.

4.1.1.3 Table 5.5: Department of respondents

Department	No of Respondents	Percentage of Respondents
Sales	9	18
Marketing	9	18
Not Specified	32	64
Total	**50**	**100**

Source: Primary Data

4.1.1.4 Chart 5.6: Department of respondents
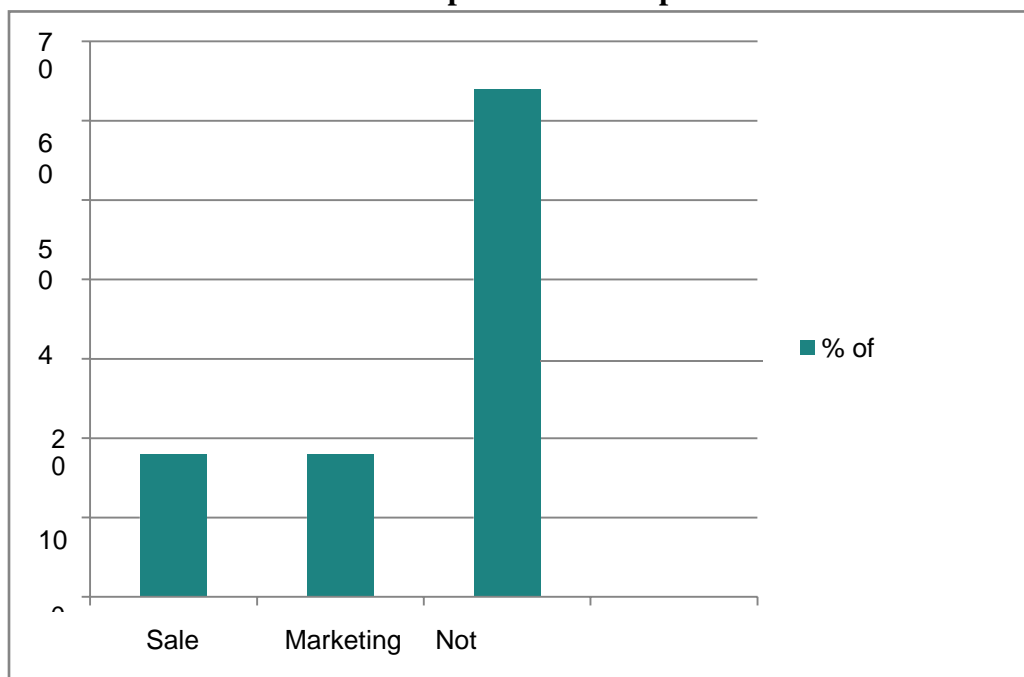
Inference: 18% of the respondents were from Sales department 18% of the respondents were from marketing department and 64% of respondent were hesitant to disclose the department they are working in.

5.7 TYPE OF TRAINING ATTENDED

The employees were requested to disclose the methods of training they have under gone in the organization. The result is displayed in both table format and graphical format.

Table 5.7 : Type of training method attended

Type of training attended	No of respondents	Percentage of Respondents
On-the-job training	50	100
Class room training	10	20
Others	0	0
Total	**50**	**100**

Source: Primary Data

Chart 5.7
Chart showing the type of training attended
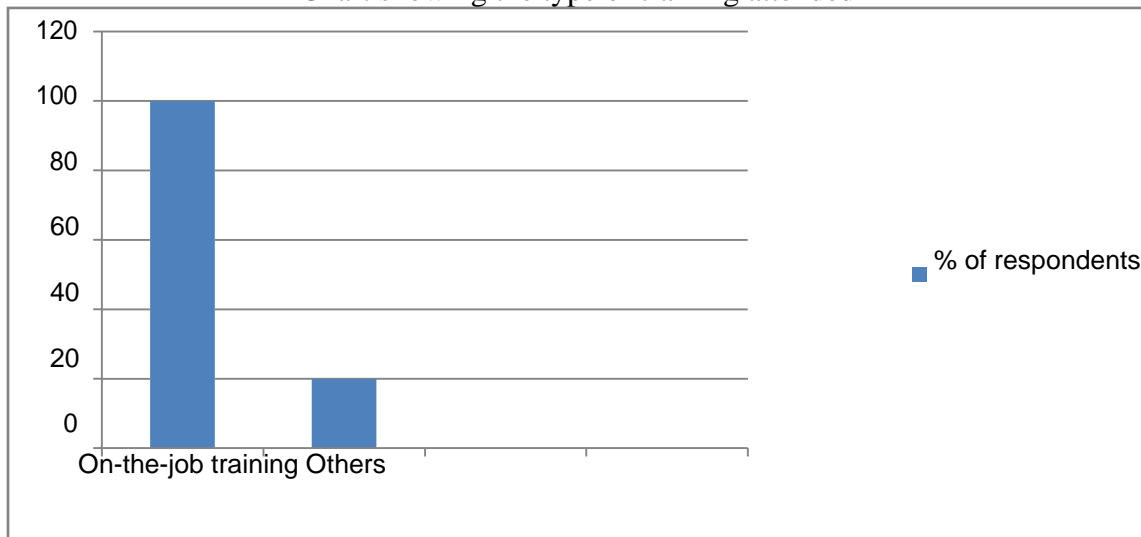
Inference: The entire employees responded has undergone On-the-job training in the organization. Special training based on the needs is conducted in addition to on- the job-training.

5.8 TRAINING NEED IDENTIFICATION BY MANGEMENT

Respondents were requested to react to the statement that "the management of M/s.VEEKESY POLYMERS PVT. LTD identifies the training needs of employees". A five point likert scale from „strongly agree" to „highly disagree" was used to measure their response. The responses are recorded in both tabular form and graphical form.

Table 5.8

Table showing training needs identification by management

Particulars	No of Respondents	Percentage of Respondents
Strongly Agree	12	24
Agree	29	58
Partially Agree	9	18
Disagree	0	0
Highly disagree	0	0
Total	**50**	**100**

Source: Primary Data

Chart 5.8

Chart showing training needs identification by management
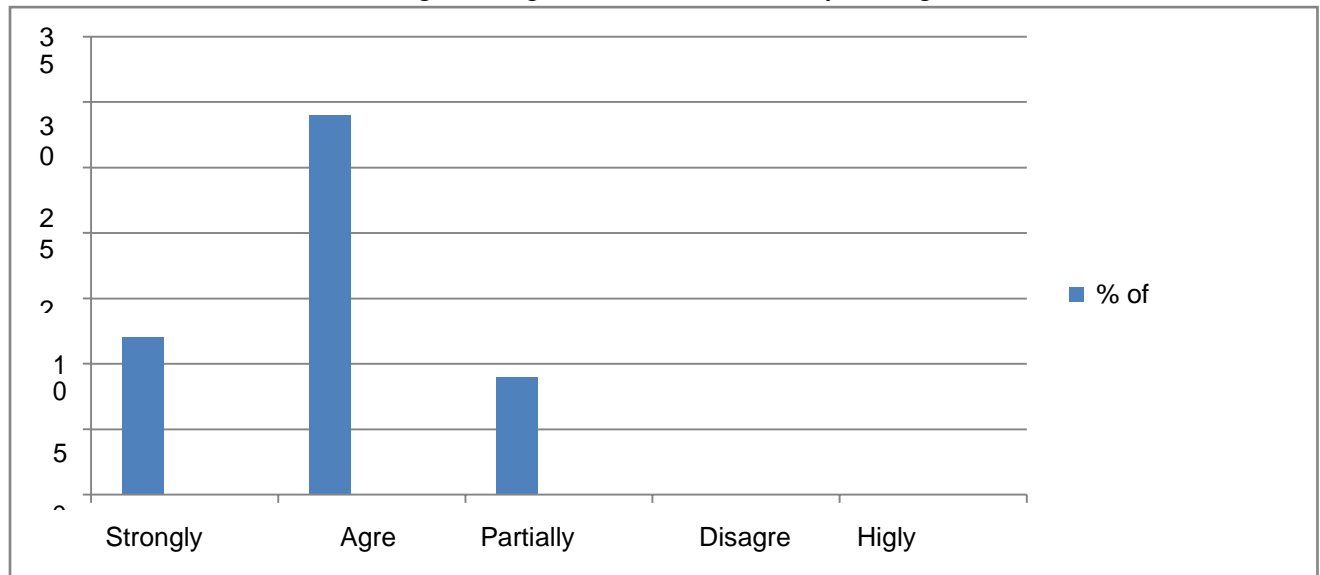
Inference: 24% of respondents strongly agree that management identifies the training needs. 58 % of respondents agree that management identifies training needs. 18% of respondents partially agree that management identifies the training needs. Nobody disagrees to the statement.

5.9 IMPORTANCE GIVEN TO TRAINING AND DEVELOPMENT

Respondents were requested to react to the statement that "the training and development is given adequate importance in M/s.VEEKESY POLYMERS PVT LTD". A five point likert scale from „strongly agree" to „highly disagree" was used to measure their response. The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data.
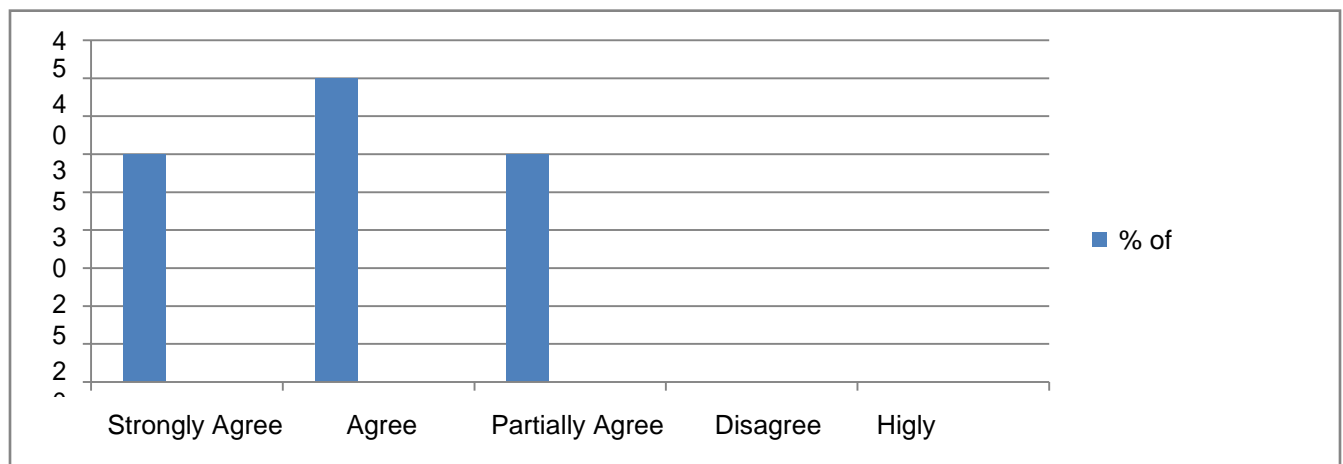
Table 5.9

Table showing importance given to the training and development

Particulars	No of Respondents	Percentage of Respondents
Strongly Agree	15	30
Agree	20	40
Partially Agree	15	30
Disagree	0	0
Highly disagree	0	0
Total	**50**	**100**

Source: Primary Data

Chart 5.9 : Chart showing importance given to training and development

Inference: 30% of respondents strongly agree that importance is given for training and development. 40 % of respondents agree that importance is given for training and development. 18% of respondents partially agree that management identifies the training needs. Nobody disagrees with the statement.

5.10 EAGERNESS OF SENIOR MANAGERS TO DEVELOP JUNIORS

Respondents were requested to react to the statement that "the senior managers of M/s.VEEKESY POLYMERS PVT LTD are eager to help their juniors develop through training". A five point likert scale from „strongly agree" to „highly disagree" was used to measure their response. The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data.

Table 5.10

Table showing eagerness of senior managers to help the juniors develop through training

Particulars	No of Respondents	Percentage
Strongly Agree	0	0
Agree	39	78
Partially Agree	11	22
Disagree	0	0
Highly disagree	0	0
Total	**50**	**100**

Source: Primary Data

Chart 5.10

Eagerness of senior managers to help the juniors develop through training
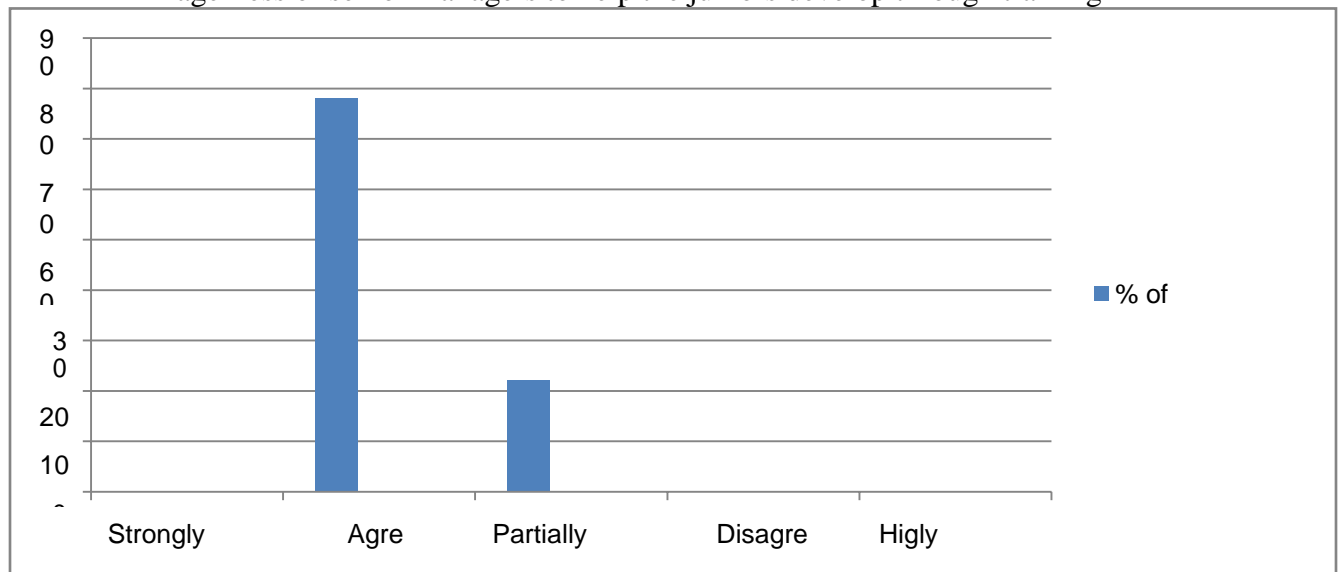
Inference: 78 % of respondents agree that senior managers are eager to develop juniors through training and development. 32% of respondents partially agree that senior managers are eager to develop juniors through training and development. Nobody disagrees with the statement.

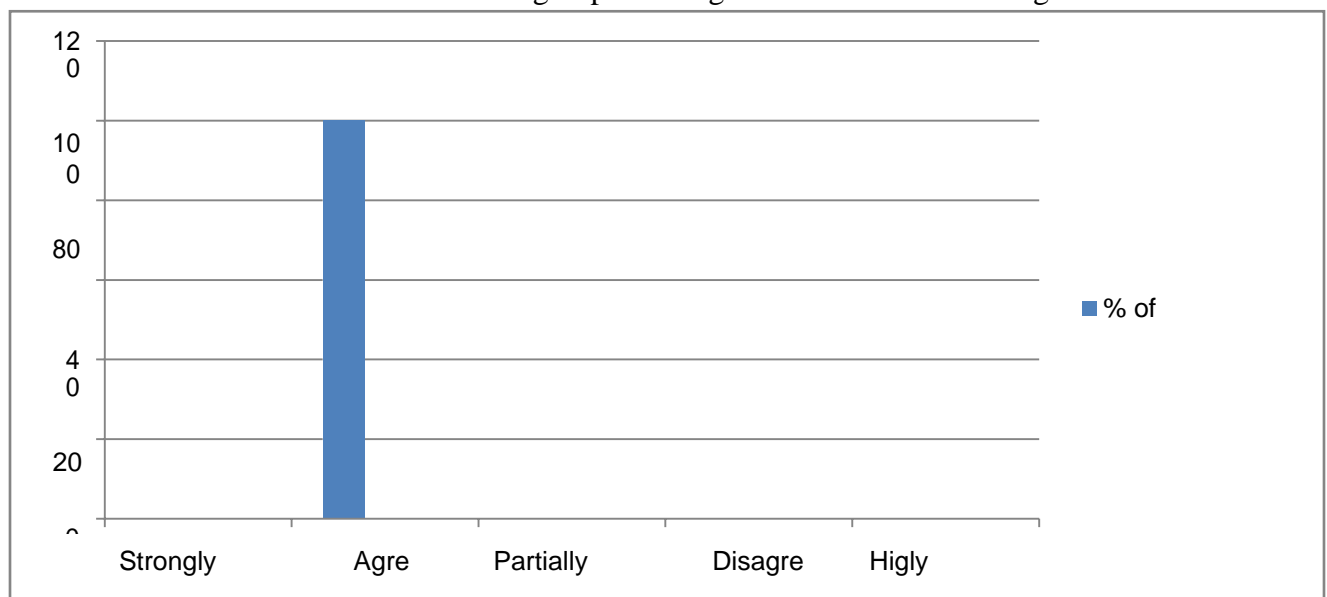## 5.11 IMPORTANCE GIVEN TO INDUCTION TRAINING

Respondents were requested to react to the statement that "the Induction training is given adequate importance in M/s.VEEKESY POLYMERS PVT LTD". A five point likert scale from „strongly agree‟ to „highly disagree‟ was used to measure their response. The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data.

Table 5.11
Table showing importance given to induction training

Particulars	No of Respondents	Percentage of Respondents
Strongly Agree	0	0
Agree	50	100
Partially Agree	0	0
Disagree	0	0
Highly disagree	0	0
Total	**50**	**100**

Source: Primary Data

Chart 5.11 : Chart showing importance given to induction training.

Inference: Entire respondents agree that, the adequate importance is given for induction training in the organization. Nobody disagrees with the statement.

5.12 TRAINING BASED ON USEFULNESS, REALITY AND BUSINESS STRATEGY

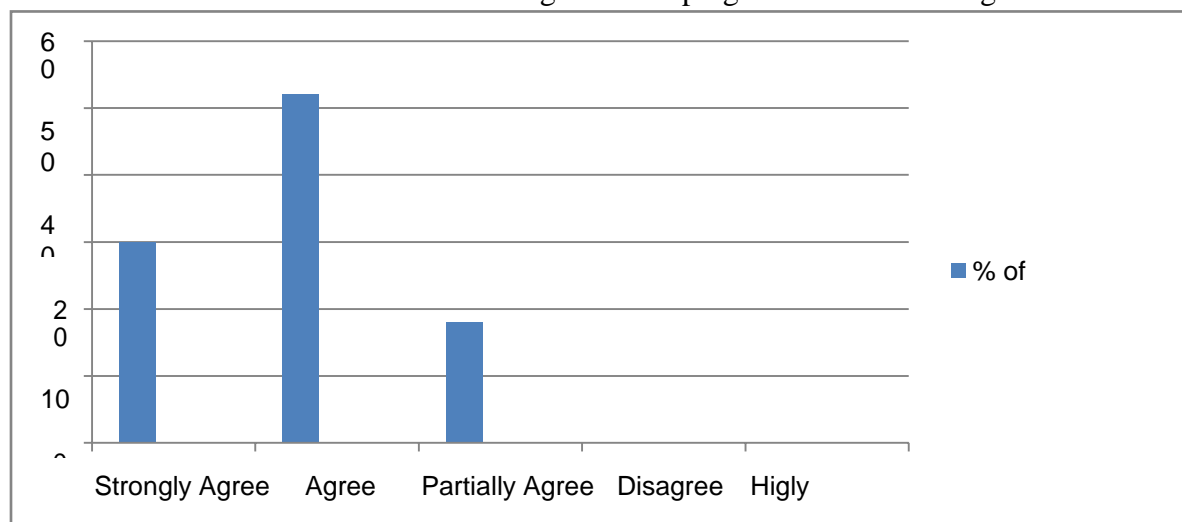Respondents were requested to react to the statement that "the training given in M/s.VEEKESY POLYMERS PVT LTD is realistic useful and based on the business strategy of the organization". A five point likert scale from „strongly agree" to „highly disagree" was used to measure their response. The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data.

Table 5.12

Table showing training based on usefulness, reality and business strategy

Particulars	No of Respondents	Percentage of Respondents
Strongly Agree	18	36
Agree	26	51
Partially Agree	6	18
Disagree	0	0
Highly disagree	0	0
Total	**50**	**100**

Source: Primary Data

Chart 5.12:

Chart showing training based on usefulness, reality and business strategy
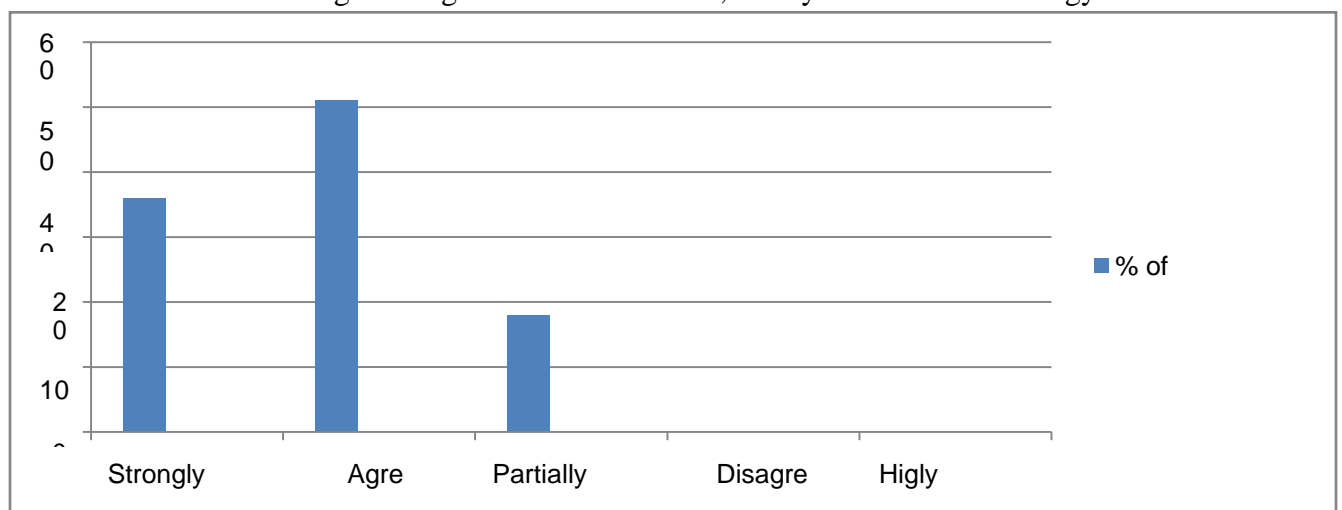
Inference: 36% of respondents strongly agree that the training given in the organization is useful, realistic and based on the business strategy of the organization. 52% of respondents agree that the training given in the organization is useful, realistic and based on the business strategy of the organization. 18% of respondents partially agree that the training given in the organization is useful, realistic and based on the business strategy of the organization. Nobody disagrees with the statement.

5.13 USEFULLNESS OF TRAINING IN ACQUIRING TECHNICAL KNOWLEDGE AND SKILLS

Respondents were requested to react to the statement that "the training given in M/s.VEEKESY POLYMERS PVT LTD is useful to acquire technical knowledge and skills". A five point likert scale from „strongly agree" to „highly disagree" was used to measure their response. The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data.

Table 5.13 : Usefulness of training in developing technical knowledge and skills

Particulars	No of Respondents	Percentage of Respondents
Strongly Agree	15	30
Agree	26	52
Partially Agree	9	18
Disagree	0	0
Highly disagree	0	0
Total	**50**	**100**

Source: Primary Data

Chart 5.13 :Usefulness of training in developing technical knowledge and skills

Inference: 30% of respondents strongly agree that the training given in the organization is helpful in developing technical knowledge and skills to perform their duties. 52% of respondents agree that the training given in the organization is helpful in developing technical knowledge and skills to perform their duties. 18% of respondents partially agree that the training given in the organization is helpful in developing technical knowledge and skills to perform their duties. Nobody disagrees with the statement.

5.14 EMPHASIS IN DEVELOPING MANAGERIAL CAPABILITIES

Respondents were requested to react to the statement that "the emphasis is given in M/s.VEEKESY POLYMERS PVT LTD on developing managerial capabilities of managerial staff through training and development". A five point likert scale from „strongly agree" to „highly disagree" was used to measure their response. The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data.
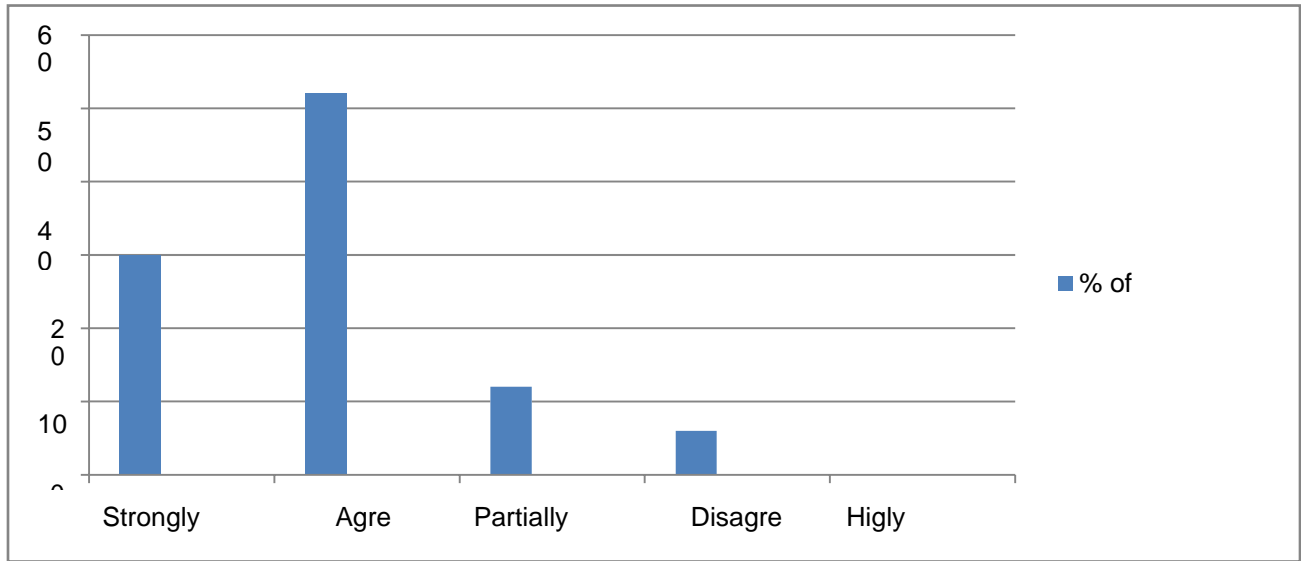
Table 5.14

Table showing emphasis in developing managerial capabilities

Particulars	No of Respondents	Percentage of Respondents
Strongly Agree	15	30
Agree	26	52
Partially Agree	6	12
Disagree	3	6
Highly disagree	0	0
Total	**50**	**100**

Source: Primary Data

Chart 5.14

Table showing emphasis in developing managerial capabilities

Inference: 30% of respondents strongly agree that the training given in the organization is helpful in developing managerial capabilities. 52% of respondents agree that the training given in the organization is helpful in developing managerial capabilities. 12% of respondents partially agree that the training given in the organization is helpful in developing managerial capabilities. 9% of respondents disagree that the emphasis is given in developing managerial capabilities training and development in the organization. Nobody disagrees highly to the statement.

5.15 USEFULLNESS OF TRAINING IN DEVELOPING HUMAN RELATION COMPETENCIES

Respondents requested asked to react to the statement that "the training given in M/s.VEEKESY POLYMERS PVT LTD is useful in developing human relation competencies". A five point likert scale from „strongly agree" to „highly disagree" was used to measure their response. The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data.
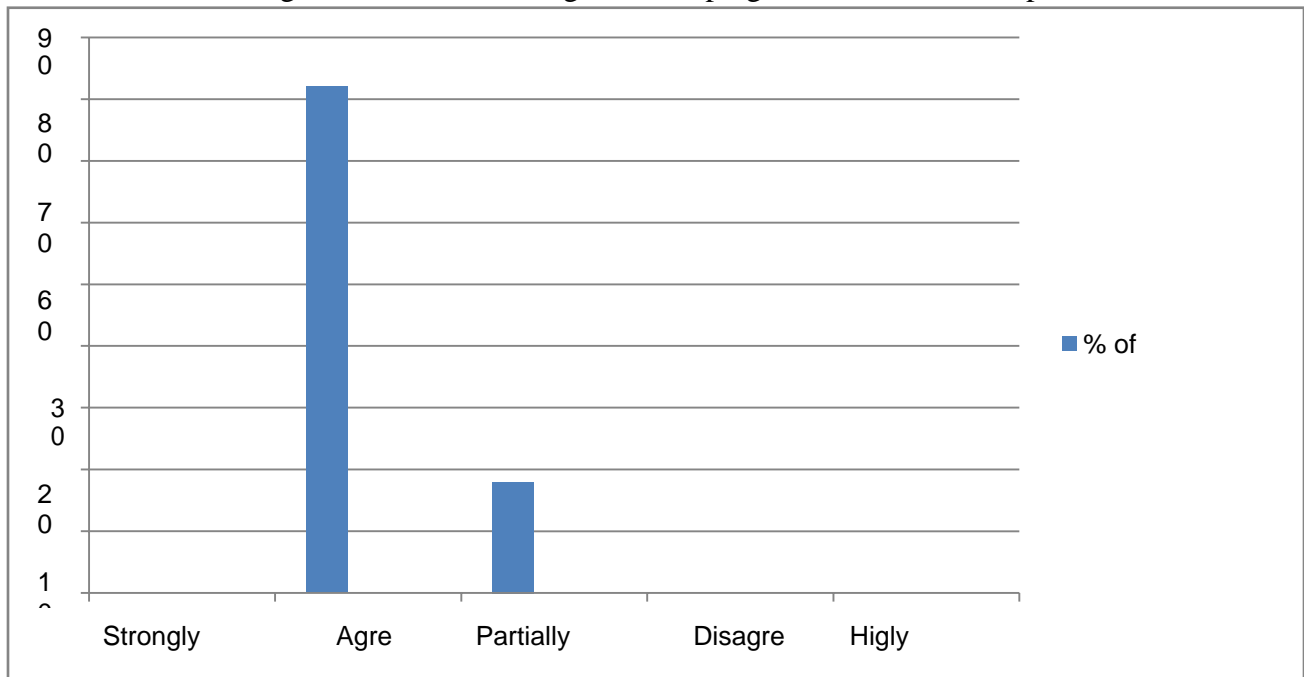
Table 5.15

Table showing usefulness of training in developing human relation competencies

Particulars	No of Respondents	Percentage of Respondents
Strongly Agree	0	0
Agree	41	82
Partially Agree	9	18
Disagree	0	0
Highly disagree	0	0
Total	50	100

Source: Primary Data

Chart 5.15

Chart showing usefulness of training in developing human relation competencies

Inference: 82% of respondents agree that the training given in the organization is helpful in developing human relationship competencies. 18% of respondents partially agree that the training given in the organization is helpful in developing human relation competencies.

5.16 IMPROVEMENT IN SKILL, ABILITY AND TALENT

Respondents were requested to react to the statement that "the training given in M/s.VEEKESY POLYMERS PVT LTD has improved the skill, ability and talents of the employees". A five point likert scale from „strongly agree‟ to „highly disagree‟ was used to measure their response. The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data.
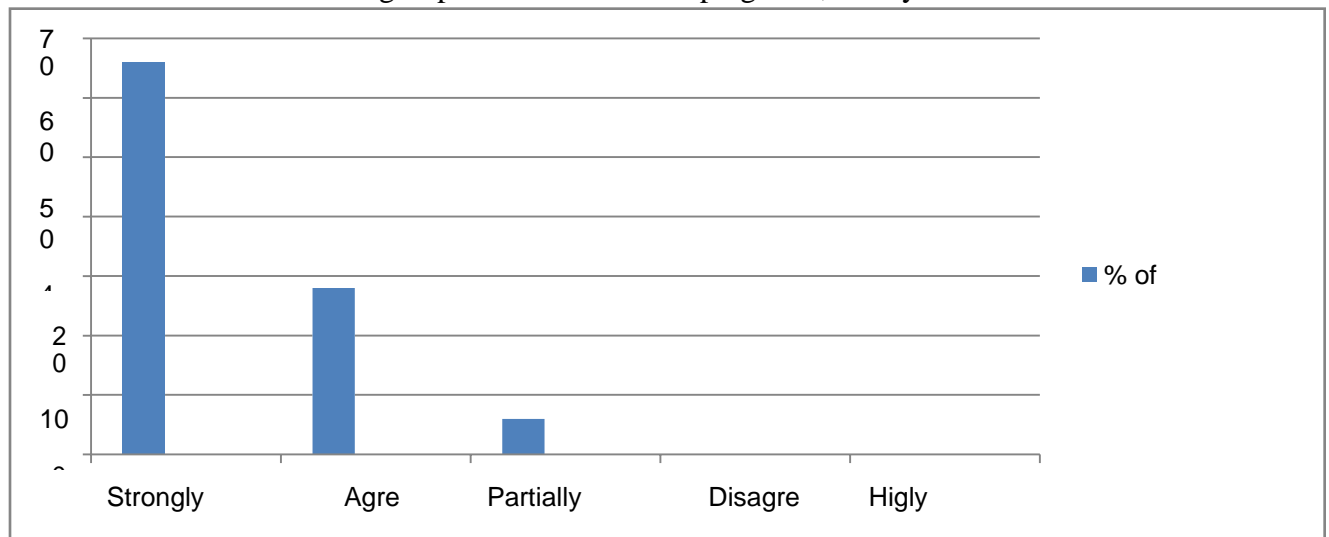
Table 5.16

Table showing improvement in developing skill, ability and talent

Particulars	No of Respondents	Percentage of Respondents
Strongly Agree	33	66
Agree	14	28
Partially Agree	3	6
Disagree	0	0
Highly disagree	0	0
Total	**50**	**100**

Source: Primary Data

Chart 5.16

Chart showing improvement in developing skill, ability and talent

Inference: 66% of respondents strongly agree that the training given in the organization is helpful in developing skills, ability and talent. 28% of respondents agree that the training given

in the organization is helpful in developing skills, ability and talent. 6% of respondents partially agree that the training given in the organization is helpful in developing skills, ability and talent.

5.17 IMPROVEMENT IN COMMITMENT TOWARDS WORK

Respondents were requested to react to the statement that "the training given in M/s.VEEKESY POLYMERS PVT LTD has improved the commitment towards work". A five point likert scale from „strongly agree‟ to „highly disagree‟ was used to measure their response. The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data.
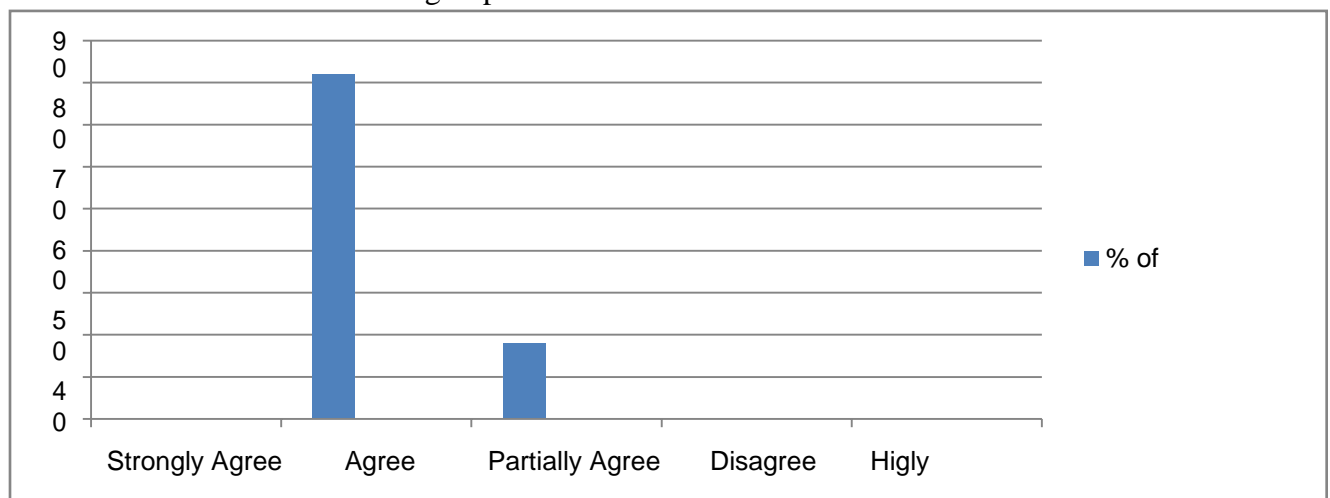
Table 5.17

Table showing improvement in commitment towards work

Particulars	No of Respondents	Percentage of Respondents
Strongly Agree	0	0
Agree	41	82
Partially Agree	9	18
Disagree	0	0
Highly disagree	0	0
Total	**50**	**100**

Source: Primary Data

Chart 5.17

Chart showing improvement in commitment towards work

Inference: 82% of respondents agree that the training given in the organization is helpful in improving commitment towards work. 18% of respondents partially agree that the training given in the organization is helpful improving commitment towards work.

5.18 USEFULNESS OF TRAINING IN DEVELOPING POSITIVE ATTITUDE AND TEAMWORK

Respondents were requested to react to the statement that "the training given in M/s.VEEKESY POLYMERS PVT LTD is useful in developing positive attitude and team work". A five point likert scale from „strongly agree" to „highly disagree" was used to measure their response. The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data.

Table 5.18

Table showing usefulness of training in developing positive attitude and teamwork

Particulars	No of Respondents	Percentage of Respondents
Strongly Agree	0	0
Agree	41	82
Partially Agree	6	12
Disagree	3	6
Highly disagree	0	0
Total	**50**	**100**

Source: Primary Data

Chart 5.18

Chart showing usefulness of training in developing positive attitude and teamwork
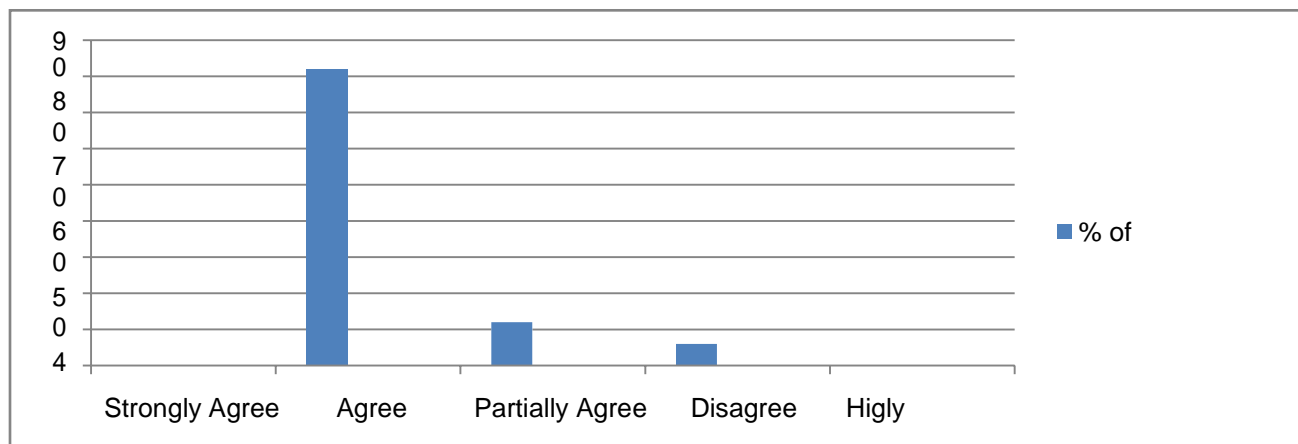
Inference: 82% of respondents agree that the training given in the organization is helpful in developing positive attitude and teamwork. 12% of respondents partially agree that the training given in the organization is helpful in positive attitude and teamwork. 6% of respondents are disagreeing that the training given in the organization is helpful in developing positive attitude and teamwork.

## 5.18 NUMBER OF EMPLOYEES WHO TAKE TRAINING PROGRAMMES SERIOUSLY

Respondents were requested to react to the statement that "those who are deputed for training take training seriously". A five point likert scale from „strongly agree" to „highly disagree" was used to measure their response. The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data.

Table 5.19: Table showing the number of employees who take the training programme seriously

Particulars	No of Respondents	Percentage of Respondents
Strongly Agree	15	30
Agree	26	52
Partially Agree	3	6
Disagree	6	12
Highly disagree	0	0
Total	**50**	**100**

Source: Primary Data

Chart 5.19: Number of employees who take the training programme seriously

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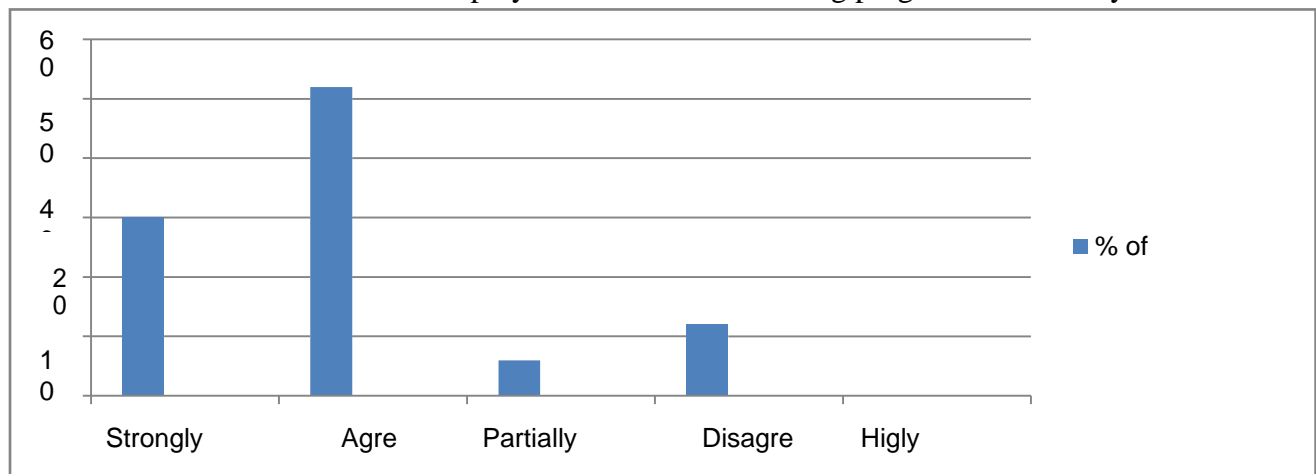
Inference: 30% of employees strongly agree that they take training programme seriously. 52% of respondents agree that they take training programme seriously. 6% of respondents partially agree that the training they take training programme seriously. 12% of respondents are disagreeing that they takes training programme seriously.

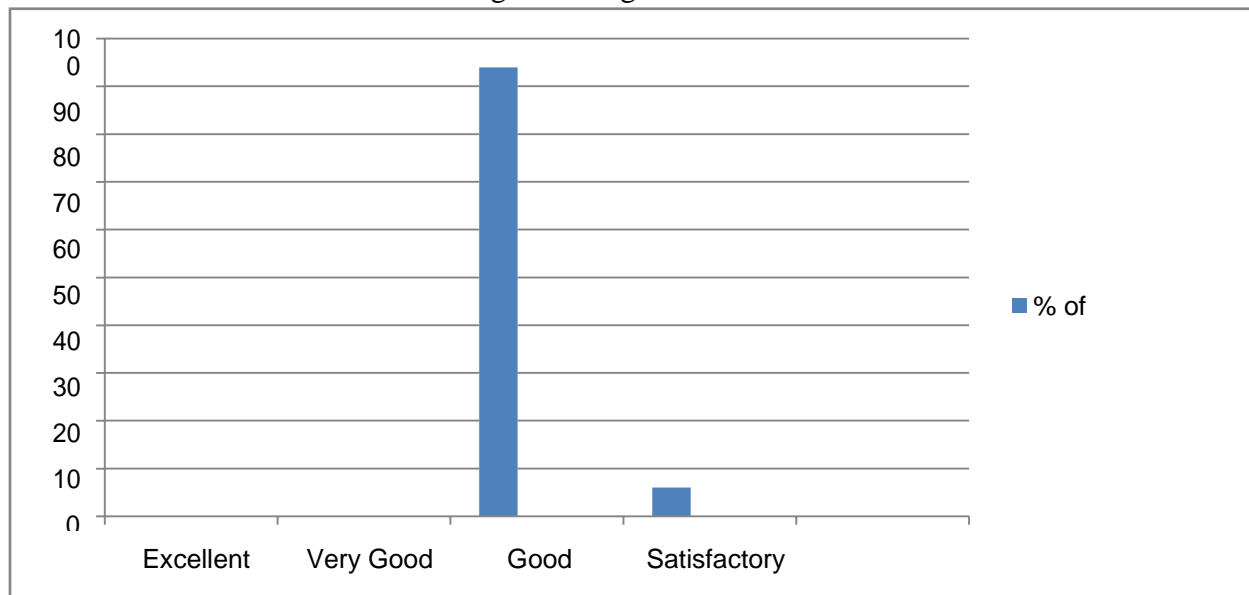## 5.19 RATING OF THE STANDARDS OF IN-HOUSE TRAINERS

Respondents were requested to react to rate the standards of in-house trainers. A five point likert scale from „Excellent" to „Poor" was used to measure their response. The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data.

Table 5.20: Table showing the rating of the standard of in-house trainers

Particulars	No of Respondents	Percentage of Respondents
Excellent	0	0
Very good	0	0
Good	47	94
Satisfactory	3	6
Poor	0	0
Total	**50**	**100**

Source: Primary Data

Chart 5.20: Chart showing the rating of the standard of in-house trainers

Inference: 82% of employees say that the standards of in-house trainers are good. 6% of respondents say that the standards of in-house trainers are satisfactory.

# 5.20 SATIFACTION WITH DURATION OF THE TRAINING PROGRAMME

Respondents were requested to react to the statement that "enough time was provided to learn about the subject covered in the training". A five point likert scale from „strongly agree" to „highly disagree" was used to measure their response. The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data.

Table 5.21: Table showing satisfaction with duration of the training

Particulars	No of Respondents	Percentage of Respondents
Strongly Agree	0	0
Agree	41	82
Partially Agree	6	12
Disagree	3	6
Highly disagree	0	0
Total	**50**	**100**

Source: Primary Data

Chart 5.21: Chart showing satisfaction with duration of the training
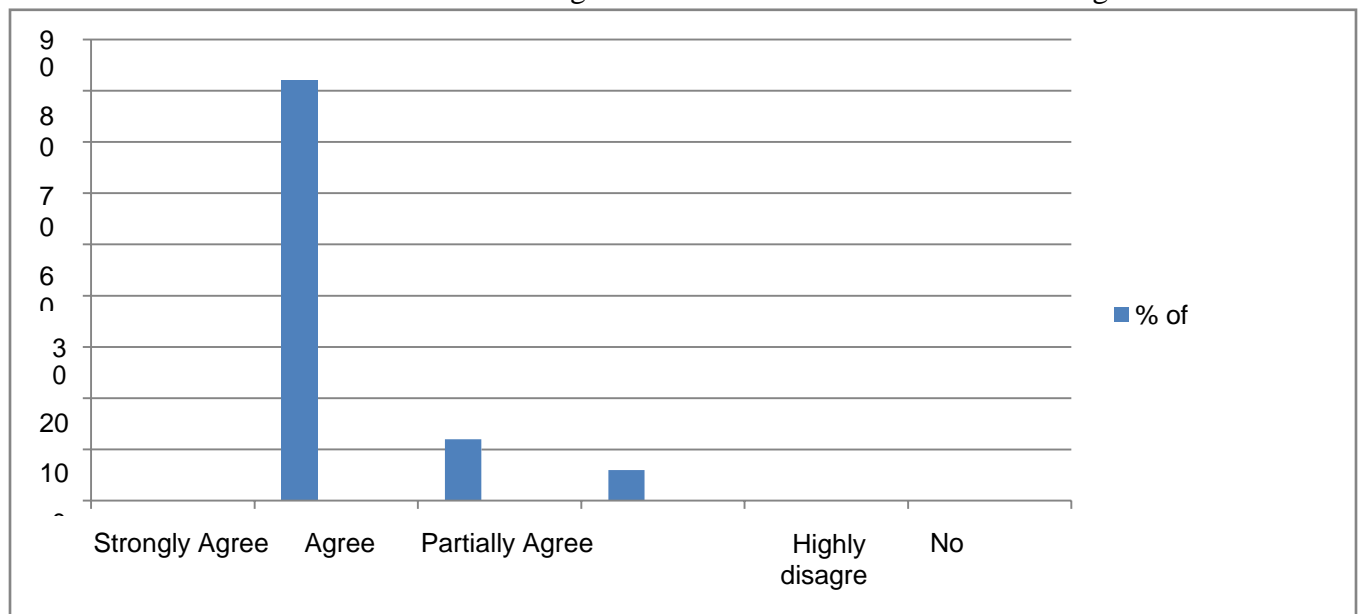
Inference: 82% of respondents agree that they take training programme is of sufficient duration. 12% of respondents partially agree that they take training programme seriously. 6% of respondents feel that the sufficient time is not provided to learn subject provided in the training programme.

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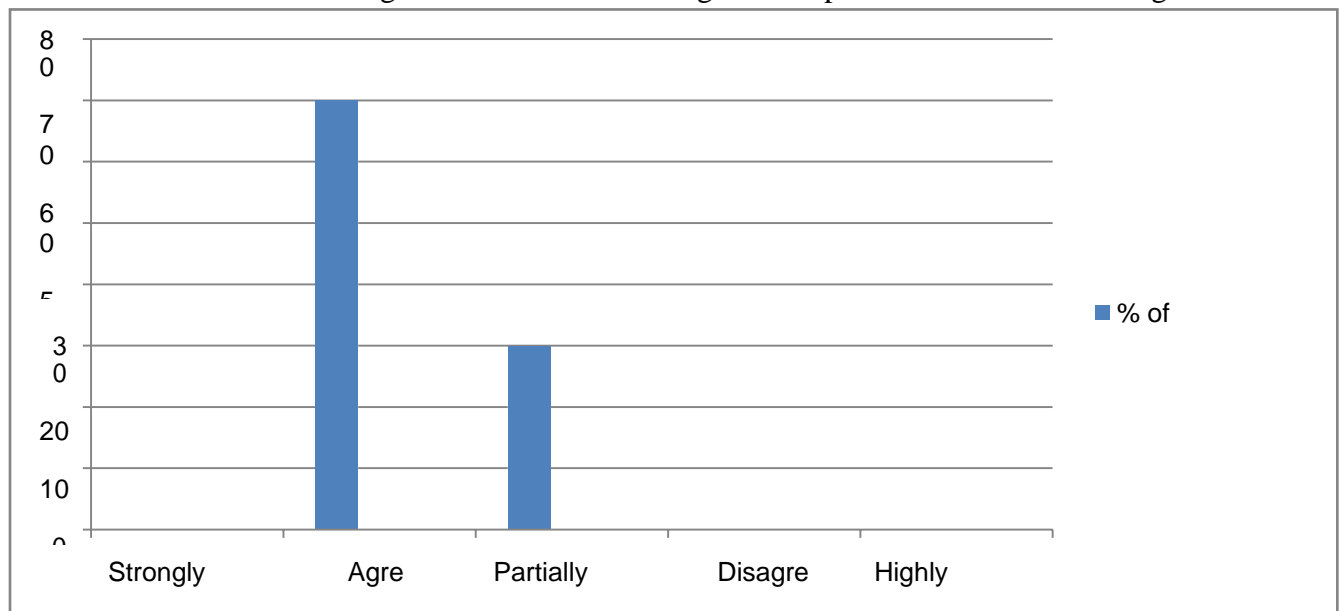# 5.21 TRAINERS PROVIDING TRAINING TO MEET PRESENT NEEDS AND CHALLENGES

Respondents were requested to react to the statement that "trainers provide training to meet present needs and challenges". A five point likert scale from „strongly agree" to „highly disagree" was used to measure their response. The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data.

Table 5.22: Table showing effectiveness of training to meet present needs and challenges

Particulars	No of Respondents	Percentage of Respondents
Strongly Agree	0	0
Agree	35	70
Partially Agree	15	30
Disagree	0	0
Highly disagree	0	0
Total	**50**	**100**

Source: Primary Data

Chart 5.22:Chart showing effectiveness of training to meet present needs and challenges

Inference: 70% of respondents agree that the training provided is capable of meeting present needs and challenges. 30% of respondents partially agree that the training provided is capable of meeting present needs and challenges.

5.22 IMPROVEMENT IN PERFORMANCE AFTER TRAINING

Respondents were requested to react to the statement that "the performance has improved after training". A five point likert scale from „strongly agree" to „highly disagree" was used to measure their response. The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data.

Table 5.23

Table showing improvement in performance after training

Particulars	No of Respondents	Percentage of Respondents
Strongly Agree	15	30
Agree	32	64
Partially Agree	3	6
Disagree	0	0
Highly disagree	0	0
Total	**50**	**100**

Source: Primary Data

Chart 5.23

Chart showing improvement in performance after training

81
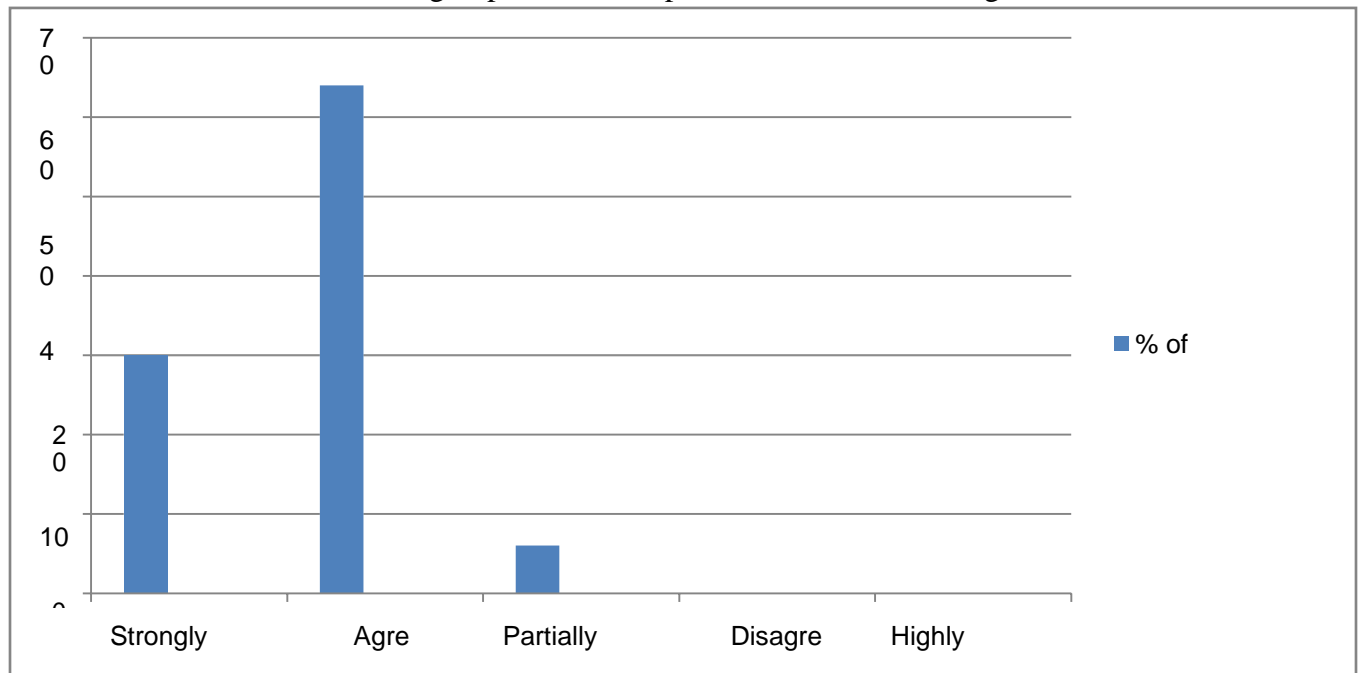
Inference: 30 % employees strongly agree that their performance has been improved after training. 64% of employees agree that their performance has been improved after training. 6% of employees partially agree that their performance has been improved after training.

5.23 FEEDBACK ON PERFORMANCE AFETR ATTENDING TRAINING

Respondents were requested to react to the statement that "the feed back on performance is given after attending training". A five point likert scale from „strongly agree‟ to „highly disagree‟ was used to measure their response. The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data.
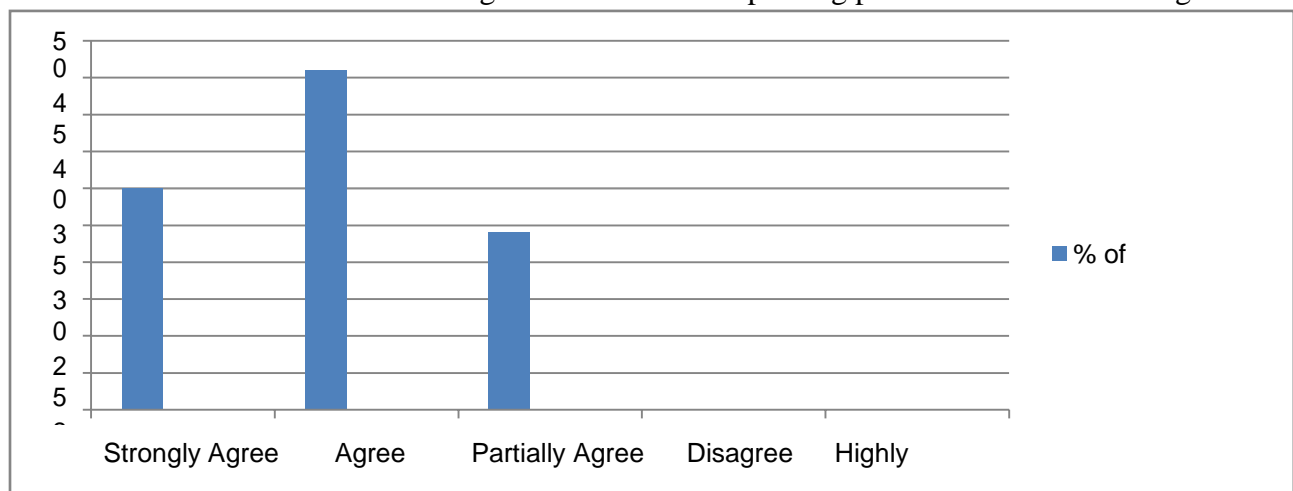
Table 5.24: Table showing the feedback on improving performance after training

Particulars	No of Respondents	Percentage of Respondents
Strongly Agree	15	30
Agree	23	46
Partially Agree	12	24
Disagree	0	0
Highly disagree	0	0
Total	**50**	**100**

Source: Primary Data

Chart 5.24:Chart showing the feedback on improving performance after training

Inference: 30 % employees strongly agree that the feedback on their performance is given after attending training. 46% of employees agree that the feedback on their performance is given after

attending training. 24% of employees partially agree that the feedback on their performance is given after attending training.

5.24 SATISFACTION IN THE QUALITY EXISTING TRAINING PROGRAMMES

Respondents were requested to react to the statement that "Are you satisfied with the quality of the existing training programmes". A five point likert scale from „strongly agree" to „highly disagree" was used to measure their response. The responses are recorded in both tabular form and graphical form. Inferences are arrived from the data.
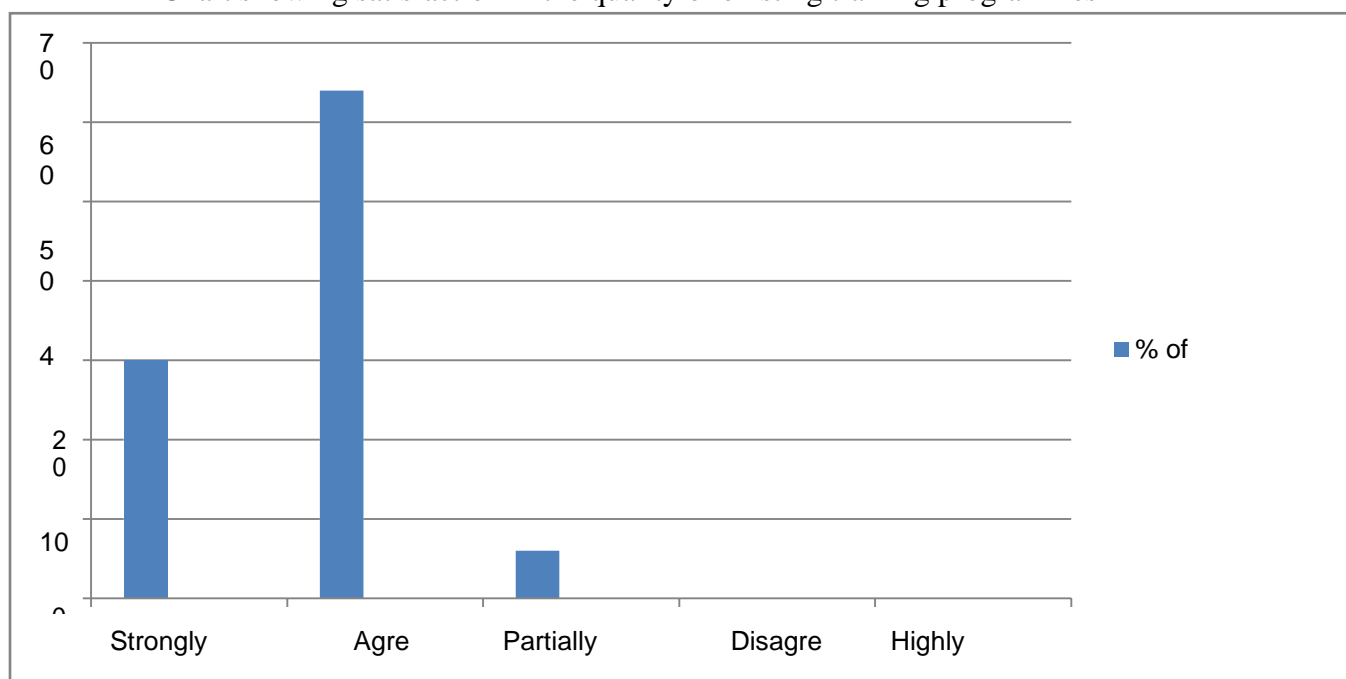
Table 5.25

Table showing satisfaction in the quality of existing training programmes

Particulars	No of Respondents	Percentage of Respondents
Strongly Agree	15	30
Agree	32	64
Partially Agree	3	6
Disagree	0	0
Highly disagree	0	0
Total	**50**	**100**

Source: Primary Data

Chart 5.25

Chart showing satisfaction in the quality of existing training programmes

Inference: 30 % employees strongly satisfied with the quality of training programme. 64% of employees are satisfied with the quality of existing training programme. 6% of employees partially satisfied with the quality of existing training programme.

5.25 AREA IN WHICH FURTHER TRAINING IS REQUIRED

Respondents were requested to write down the areas in which they wish to have further training.
The result is displayed both in tabular and graphical format.

Table 5.26 : Table showing area in which employees need further training

Particulars	No of Respondents	Percentage
Technology	6	12
Not specified	44	88
Total	**50**	**100**

Source: Primary Data

Chart 5.26: Table showing areas in which employees need further training
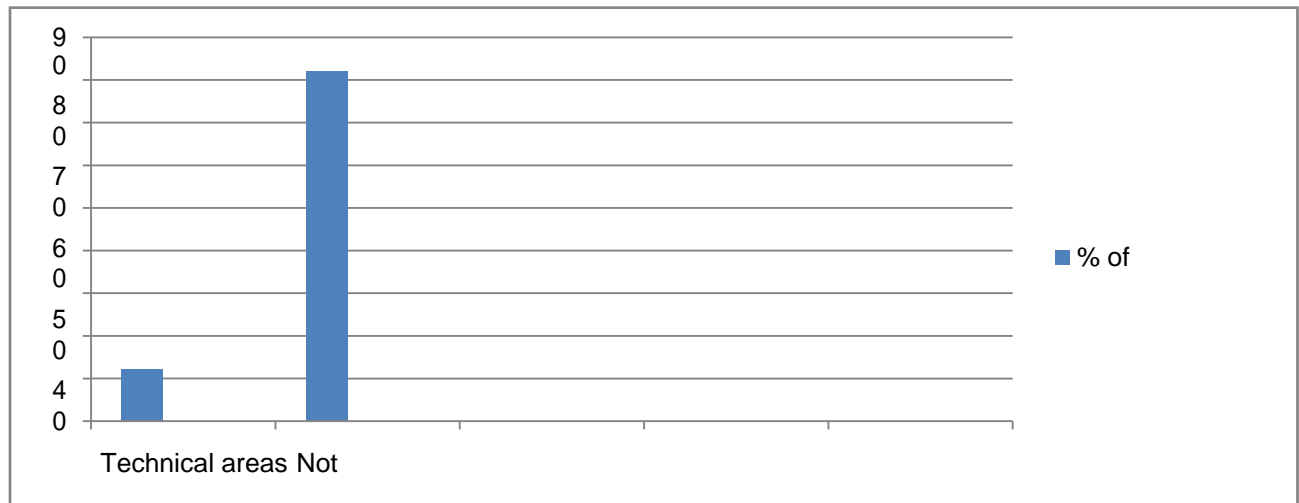
Inference: 12% employees wish to have training in technology and new technical area. Unfortunately 82% of employees were reluctant to specify the area of interest.

Likert mean scores

4.1.1.5 Likert Scale adopted

A (Strongly Agree) =5, B (Agree) =4, C (Partially agree) =3, D (Disagree) = 2 ,
E (Strongly Disagree) =1

Table 5.27
Likert mean scores

Particulars	A	B	C	D	E	Mean score
Does management of your organization identifies the training needs for the employees?	12	29	9	0	0	**4.1**
Do you agree that Training and Development is given adequate importance in M/s.VEEKESY POLYMERS PVT LTD?	15	20	15	0	0	**4.0**
Do you agree that Senior Managers are eager to help their juniors develop through training?	0	38	12	0	0	**3.8**
Is induction training given to newcomers given adequate importance in your organization?	0	50	0	0	0	**4.0**
Do you agree that training given is realistic, useful and based on the business strategy of the organization?	18	26	6	0	0	**4.2**
Do you agree that the training in M/s.VEEKESY POLYMERS PVT LTD helps to acquire technical knowledge and Skills?	15	26	9	0	0	**4.1**
Do you agree that there is emphasis on developing managerial capabilities of managerial staff through training?	15	26	6	3	0	**4.1**
Do you agree that Human relations competencies are adequately developed in your organization through training?	0	41	9	0	0	**3.8**
Do you agree that the training and development program have increased the skill, ability talents towards the assigned job and help in increasing in quality and productivity of your work?	33	14	3	0	0	**4.6**
Did training programme help to increase the commitment towards work ?	29	15	3	0	0	**4.3**
Did the training programme helps in development of positive attitude and team work ?	0	39	6	3	0	**3.6**
Those deputed for training programmes take the training seriously?	15	26	3	6	0	**4.0**
How do you rate the standards of in-house trainers in M/s.VEEKESY POLYMERS PVT LTD?	0	0	47	3	0	**2.9**
Do you agree that enough time was provided to learn about the subject covered in the training program?	0	41	6	3	0	**3.8**
Do you agree that the trainer provides training to meet present needs?	0	35	15	0	0	**3.7**
Your performance has improved after training?	15	32	3	0	0	**4.2**
Any feedback is given on your performance after attending the training programmes?	15	23	12	0	0	**3.8**
Are you satisfied with the quality of existing training programmes	15	23	12	0	0	**4.1**

5 CHAPTER 6

CONCLUSION

CHAPTER 6

CONCLUSION

6.1 SUMMARY

In the *first* chapter, the research problem was described and sample size and data collection and analysis methods were defined. The problem identified was "A study on the effectiveness of training and development with special reference to M/s.VEEKESY POLYMERS PVT LTD, CALICUT". The research was proposed to be conducted by descriptive statistics method. A questionnaire was developed using likert scale and used for data collection.

In the *second* chapter, the footwear the history of footwear, Indian footwear market, growth of exports of Indian footwears and demand supply analysis of footwears was carried out. The footwear industry was analyzed with porter''s five forces model.

In the *third* chapter, the company profile of M/s.VEEKESY POLYMERS PVT LTD was studied in detail including the details of VKC group. Working of various departments such as Production, Marketing, Finance and Human Resource Management departments was studied in detail. The success factors of the firm were analyzed in detail.

In the *fourth* chapter, the theoretical concepts of HRM, training and Development, Needs and methods of training and development was discussed. The systematic approach to training and development and the method of measuring the effectiveness of training and development was discussed.

In the *fifth* chapter, the data collected through questionnaire was analyzed using percentage method, tabulated and displayed in by graphical form by using tables and charts. The data was interpreted. Likert scale mean was found which indicates the overall performance of the firm.

In this chapter the findings of the study, suggestions for improving the study further are included. The chapter ends with a conclusion to the study.

6.2 FINDINGS

After studying and analyzing various training programmes with in questionnaire survey of the employees of M/s.VEEKESY POLYMERS PVT LTD. a brief summary is illustrated below.

M/s.VEEKESY POLYMERS PVT LTD has a good team of employees who has under gone training and development in on-the-job method. All the respondents are graduates with most of them also holding their post graduation and technically skilled.

M/s.VEEKESY POLYMERS PVT LTD is equipped with very good HRD team.

The impact of the training on the employees of M/s. VEEKESY POLYMERS PVT LTD is reasonably good and the reason that employee have positive attitude and they take training seriously.

On-the job training techniques is employed to train the employees. Induction training to new employees is given adequate importance. Management is giving adequate importance to develop employees through training.

Majority of the employees felt that the quality of training programmes are good, were fully useful to them and training programme has helped in improving their performance and quality of the work.

Majority of the employees who have under gone the T & D programmes felt that the training programme has helped in improving their technical skills, Managerial skill and human relation competencies.

The standard of in house trainers is found to be satisfactory. Management gives feed back regularly on the improvement of performance of employees after attending training programmes.

6.3 SUGGESTION

Many employees felt need for training in the areas of latest technical developments.

The organization has to concentrate more on employees who are not satisfied with the present training methods; they have to be counseled to know their reasons for not being satisfied. So that effectiveness can be achieved.

The identification of the training needs should be done in view of fast changing technology, management practices and infrastructure.

A standard measures before and after each training program on level of knowledge, skills, attitudes and behavior will help to measure its effectiveness more accurately.

The company has to ask its employees to suggest types of trainings which they think is more helpful in achieving the organizational goals.

Train the employees in all areas like personality development, technical training, and standard operating procedures with that they can handle multi tasks and balance their pressures.

Employee"s performance level should be considered for selecting employees for training programs.

Evaluation of training programs should be done regularly to keep a check on the limitations and drawbacks. And ensure the success of training programs.

6.4 CONCLUSION

The training and development program adopted in M/s.VEEKESY POLYMERS PVT LTD. mainly concentrated on areas like quality aspects, job oriented trainings, technical skills and knowledge.

Most of the respondents rated as good and excellent towards the overall quality and effectiveness of the training and development programs and satisfied with the present training methods.

The company also has to concentrate on small percentage of respondents who are not satisfied with training programs and whom it has not helped to overcome from their short comings or work related problems.

Finally the training and development programs provided by M/s.VEEKESY POLYMERS PVT LTD are found to be effective, credible and commendable, which can be improved further.

5.1.1 ANNEXURE-1

5.1.1.1 QUESTIONNAIRE TO STUDY THE EFFECTIVENESS OF TRAINING IN M/s.VEEKESY POLYMERS PVT LTD, CALICUT

Name :

Sex :

Age :　　Below 25 yrs　☐

　　　　　25-35yrs　　☐

　　　　　35-45 yrs　　☐

　　　　　45-55 yrs　　☐

　　　　　Above 55 yrs　☐

5.1.1.2 Educational

Qualification: Below SSLC　☐

　　　　　SSLC　　　☐

　　　　　PDC　　　☐

　　　　　Graduate　☐

　　　　　Post Graduate☐

Department:

Designation:

Experience: Less than 5 yrs　☐

　　　　　5-10 yrs　☐

　　　　　10-15 yrs　☐

　　　　　15-20 yrs　☐

　　　　　Above 20 yrs　☐

1. Which are the training methods undergone by you in M/s.VEEKESY POLYMERS PVT LTD?

☐ On-the- job training
☐ Class room coaching
☐ Mentoring
　Others please specify _____

2. Do you agree that management of your organization identifies the training needs for the employees?

A. Strongly agree ☐
B. Agree ☐
C. Partially agree ☐
D. Disagree ☐
E. Highly disagree ☐

3. Do you agree that Training and Development is given adequate importance in M/s.VEEKESY POLYMERS PVT LTD?

A. Strongly agree ☐
B. Agree ☐
C. Partially agree ☐
D. Disagree ☐
E. Highly disagree ☐

4. Do you agree that Senior Managers in M/s.VEEKESY POLYMERS PVT LTD are eager to help their juniors develop through training?

A. Strongly agree ☐
B. Agree ☐
C. Partially agree ☐
D. Disagree ☐
E. Highly disagree ☐

5. Is induction training given to newcomers given adequate importance in your organization?

A. Strongly agree ☐
B. Agree ☐
C. Partially agree ☐
D. Disagree ☐
E. Highly disagree ☐

6. Do you agree that training given in M/s.VEEKESY POLYMERS PVT LTD is realistic, useful and based on the business strategy of the organization?
   A. Strongly agree ☐
   B. Agree ☐
   C. Partially agree ☐
   D. Disagree ☐
   E. Highly disagree ☐

7. Do you agree that the training in M/s.VEEKESY POLYMERS PVT LTD helps to acquire technical knowledge and Skills?
   A. Strongly agree ☐
   B. Agree ☐
   C. Partially agree ☐
   D. Disagree ☐
   E. Highly disagree ☐

8. Do you agree that there is emphasis on developing managerial capabilities of managerial staff through training?
   A. Strongly agree ☐
   B. Agree ☐
   C. Partially agree ☐
   D. Disagree ☐
   E. Highly disagree ☐

9. Do you agree that Human relations competencies are adequately developed in your organization through training?
   A. Strongly agree ☐
   B. Agree ☐
   C. Partially agree ☐
   D. Disagree ☐
   E. Highly disagree ☐

10. Do you agree that the training and development program in M/s.VEEKESY POLYMERS PVT LTD have increased the skill, ability talents towards the assigned job and help in increasing in quality and productivity of your work?
    A. Strongly agree ☐
    B. Agree ☐
    C. Partially agree ☐
    D. Disagree ☐

E. Highly disagree ☐

11. Do you agree that training program increase your commitment to work?
   A. Strongly agree ☐
   B. Agree ☐
   C. Partially agree ☐
   D. Disagree ☐
   E. Highly disagree ☐

12. Does your training program help you in developing positive attitude and teamwork?
   A. Strongly agree ☐
   B. Agree ☐
   C. Partially agree ☐
   D. Disagree ☐
   E. Highly disagree ☐

13. Those who are deputed for training programmes take the training seriously?
   A. Strongly agree ☐
   B. Agree ☐
   C. Partially agree ☐
   D. Disagree ☐
   E. Highly disagree ☐

14. How do you rate the standards of in-house trainers in M/s.VEEKESY POLYMERS PVT LTD?
   A. Excellent ☐
   B. Very Good ☐
   C. Good ☐
   D. Satisfactory ☐
   E. Poor ☐

15. Do you agree that enough time was provided to learn about the subject covered in the
   training program?
   A. Strongly agree ☐
   B. Agree ☐
   C. Partially agree ☐
   D. Disagree ☐
   E. Highly disagree ☐

16. Do you agree that the trainer provides training to meet present needs?

A. Strongly agree ☐
B. Agree ☐
C. Partially agree ☐
D. Disagree ☐
E. Highly disagree ☐

17. Your performance has improved after training?
    A. Strongly agree ☐
    B. Agree ☐
    C. Partially agree ☐
    D. Disagree ☐
    E. Highly disagree ☐

18. Any feedback is given on your performance after attending the training programmes?
    A. Continuously ☐
    B. Frequently ☐
    C. Sometimes ☐
    D. Rarely ☐
    E. Never ☐

19. Are you fully satisfied with the quality and duration of existing training programmes?
    A. Fully Satisfied ☐
    B. Satisfied ☐
    C. No opinion ☐
    D. Partially Satisfied ☐
    E. Dissatisfied ☐

20. In which area you need training to face the future challenges and fulfill your job better?
    (In the order of preference)

    _____

    _____

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