CERTIFICATE OF THE PRINCIPAL

This is to certify that the project entitled "Training and Development at NALCO, Bhubaneshwar" is a bonafide record of interim report carried out by Miss Monali Dangua, a student of Rourkela Institute of Management Studies, Rourkela, bearing University Roll Number 03113BBA015 (Session 2012-2015), has successfully completed her Summer Internship Project for the partial fulfillment of the requirements of the award of the degree of Bachelor of Business Administration of Sambalpur University, Odisha. To the best of my knowledge and belief, this project is the original effort and contribution which she has worked sincerely under the guidance of faculty members. The summer internship project report has not been submitted earlier to this University or to any other University/Institutions. I wish her good luck for a successful career and all future endeavors.

Date: **Dr. K. K. Patra**

RIMS, Rourkela

Rourkela Institute of Management Studies, Rourkela

GUIDANCE CERTIFICATE

This is to certify that Miss Monali Dangua, a student of BBA final year of Rourkela Institute of Management Studies has made the project report entitled "Trainng and Development at NALCO" under my guidance for her partial fulfillment of the degree of bachelor of business administration (BBA) under Sambalpur University.

I wish all success in her future endeavor.

Date: **Prof. Gayatri Kurup**

                                                                          Faculty in management

ACKNOWLEDGMENT

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I take this opportunity to express my deep scenes of gratitude to **Prof. Gayatri Kurup** for their continuous encouragement, time and bound guidance and help for completing the research work they been a source of inspiration to me and i am indebted to them for initiating me to complete this project. I take this opportunity to articulate my deep sense of gratitude to the staffs and especially our company guide for their timely help and encouragement. We wish to express a special thanks to all teaching and non teaching staff members of collage of engineering bhubaneswar for their support. Their encouragement and valuable guidance are the source of inspiration for me. Last but not least i am thankful to the family NACLO and friends for providing me moral support to do this project successfully.

DECLARATION

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I, Monali Dangua a student of Rourkela Institution of Management Studies, Rourkela, do here by declare that the summer project report entitled "Training and Development at NALCO" is a bonafide work done by me at NALCO Bhubaneswar in partial fulfilment for the award of degree in Bachelor of Business Administration. No part of this report has been copied or submitted at anywhere else for the award of any other degree.

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MONALI DANGUA
Regd. No.- 03113BBA015
RIMS, ROURKELA

</div>

CHAPTER – 1
INTRODUCTION

Now a days every organization, industry or company want to achieve the best position than other companies. They take many programs for achieving this, such as team building, performance appraisal, job satisfaction, inter personal skill development, quality circle etc. but when the needs of the program are fulfilled than the goal of the organization can be fulfilled. But these programs are not fulfilled without taking any training and development programs. So training play a very important role for develop of the company. Training can known about the need of the employee of an organization. They are

- Strength and weakness of an employee
- Modify the behavior of the employees at the work place
- Get the knowledge & skill about the new technology which is recently introduced in the organization
- After training an employee can know about their role to achieve its organization goal.
- How to implement their skill for better performance. Training is an ongoing process it could not be end while the world can be exit.

CONDUCTING A TRAINING PROGRAM

Now a days, training program are gaining importance because they help to solve various problem, which are out of the introducing of new lines of production, severe competition, change in design and technique of production, change in volume of business etc. Training programs enhance overall organizational efficiency and effectiveness. Training has become a very significant management toll for bringing about desired change in order to solve organizational problems and also to achieve organizational goals.

Therefore to be very effective, the training function is required to be organized properly and systematically.

CHAPTER – 2

TRAINING OBJECTIVE

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Now NALCO is bright example of India's industrial capability. He considered to be a turning point in the industry of Indian aluminum industry NALCO consistent track record in capacity utilization, technology absorption quality assurance export performance & profitability so in this way NALCO enjoys the status of a Navaratna company. So NALCO always try to improve the performance of their employees because its most helpful for company's profit.

NALCO provide different type of conferences in different topic like which are most important of an employee. Team building, business communication, performance appraisal, quality circle, industrial relation, labour law & many type of training. These are the topic which help the employee to the employee to know about them & try to remove their weakness then they can perform better for companies profit. So NALCO is the world's best company for their different type of facilities for better performance so it is the best organization to do my project work in the topic training and development.

OBJECTIVE OF THE PROJECT

- To study the effectiveness of the training imparted by NALCO and its resultant in the performance of the empl0oyees.
- To know the perception of the employees regarding training method in NALCO
- To identify how training assists the employees to acquire skills, knowledge and attitude and also enhance the same.
- To enhance whether training helps to motivate employees and helps in avoiding mistakes.

For our project we required information like knowledge about the employees, understanding skills generated and the mastery gained during the training. Hence, we have taken an insight at the performance of the employees and also through evaluation of performance of the employees and through questionnaires and data received by the management.

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TRAINING PROGRAMS CONSIST OF FIVE STEPS:

The first step or need analysis step is identifies the specific job performance skills needed, assesses the protective training skills, and develops specific, measurable knowledge and performance objective based on any deficiencies.

In the second step, instructional design and you decide on complete and produce of the training program content.

There is a third validation step in which bugs are worked out of the training program by presenting into a small representative audience.

The fourth step is to implement the program by actual training of the targeted employee group.

Fifth step an evaluation step, in which management assesses the programs for successes or failures.

EVALUATION OF THE TRAINING PROGRAMS

- To identify the program's strength and weakness.

- To assesses whether the content, organization and administration of the program contribute to learning and the use of training content on the job.

- To identify which trainees benefited most or least from the program.

- Together marketing data by asking participants whether they program and recommend the program to others, why they attended to program and their level of satisfaction with the program.

- To compare the costs and benefits of training to non-training investment.

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- To compare the costs and benefits of different training program to choose the best program.

STEPS OF THE TRAINING

1. Identification of training.

The training needs are identified by concern validation studies (CVS) and the gaps are filled by providing training. Training needs can be identified by the immediate superior or by the employees performance appraisal.

The training needs are identified:
- At the time of interview.
- Annual appraisal
- Training identification format.
- Specific recommendation by function head.

2. Deciding the objective of training.

The gathered information is forwarded to human resources official for consultation and then the training objective are established. The training objective is prepared after finding the requirement of training whether the gaps are about knowledge, skill or attitude. Then the objective of training established and efforts to accomplish started.

3. Training plan:

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Based on the collected data and discussions with the HR manager training plan is prepared. The calendar is prepared monthly with the name of the trainees and the trainer.

4. Training methods and tools:

Considering the types of training, a suitable training method and required tools and equipment's are finalized. The venue is finalized and all logistics are prepared. The methods and tools are also finalized once the type of training is decided whether it is knowledge, or attitude.

5. Training implementation:

List of employees are first of all collected with their name, designations and department and then a proper schedule with date, day and time and venue is finalized and all the employees are made aware of . the training given mainly resolves around knowledge of the product and process for vertical and level.

CHAPTER – 3

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Global society faces a great challenge to shift human economics activity and lifestyle to a sustainable path in the 21ˢᵗ century, including meeting threats from climate change. The story of the aluminum industry over the decades ahead must be one of how it is part of the solution for a sustainable future. The metal aluminum has a vital role to play in successfully addressing this sustainability challenge.

Aluminum is the third most abundant element in the earth's crust and constitutes 7.3% by mass. The existence was first established in 1808 but there were a few historical mentions of aluminum use. The aluminum metal was extracted from the ore after many years of research. It was possible only in the year 1854 to develop a viable commercial production process of aluminum.

- Primary aluminum is the hot molten metal that is produced in the smelter.
- Secondary aluminum is a finished goods made from primary aluminum.

Aluminum is a young material and in the little more than a century since its first commercial production, it has become the world's second most used metal after steel. The demand for aluminum products is increasing year by year, so why is aluminum a metal in such demand and what is its role in the lives of future generation ?

Why Aluminum?

Modern life is a full of advantages brought about by the use of aluminum. Some of the major benefits of this unique metal are:

Strength –

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Aluminum sprayed on a polymer forms a thin insulting sheet.

Flexibility –

Its combination of properties ensure aluminum and its alloys can be easily shaped by any of the main industrial metalworking processes – rolling extrusion, forging and casting.

Impermeability –

Aluminum has excellent barrier function which makes it ideal for food and drink packaging and containers. It keeps out of air light and microorganisms while preserving the contents inside.

Lightweight –

Aluminum used in transport reducing the weight of the vehicles, hence in providing fuel efficiency, reducing energy consumption and greenhouse gas emissions.

Corrosion - resistant –

The metal's natural coating of aluminum oxide provides a highly effective barrier to the ravages of air, temperature, moisture and chemical attack, making aluminum a useful construction material.

Recyclable –

Once made, aluminum can be recycled again and again, using only a very small fraction of the energy required to make "new' metal. Recycling saves about 95% of the energy required for primary production.

Other –

Aluminum is a superb conductor of electricity which has been replaced copper in many electrical applications. It is also non-magnetic and non-combustible , properties invaluable in advanced industries such as electronics or in offshore structures.

GLOBAL PRODUCTION –

Global production of primary aluminum rose from 32 million tons (MT) in 2005, 34 MT in 2006 and jumped at the rate of 6% in 2007, it further increased to 38 MT, an increase of at the rate 12%. Chain alone accounted for 29% of global primary aluminum production. Primary aluminum production is concentrated in relatively few countries. China, Russia, Canada, the united states and Australia – accounted for 59% of the world output that year. Production is found where energy is cheap because making aluminum uses large quantities of construction in Dubai, will have its own 2600-megawatt power plant.

NAME – NATIONAL ALUMINUM COMPAY (NALCO)

LOCATION : ORISSA

REGISTERED OFFICE: BHUBANESWAR

REGIONAL OFFICE : BANGLORE, CHENNAI, MUMBAI, BISAKHAPATNAM, KOLKATA, NEW DELHI,

OWNERSHIP PATTERN : CENTRAL SECTOR, A WHOLLY OWNED GOVT. OF INDIA COMPANY

MAIN PROMOTOR : MINISTERY OF MINES GOVT OF INDIA

TOP MGMT : MR C.R. PRADHAN, IN-CHARGE, CMD

FORIGN COLABARATION : M/S ALLUMINUM PECHINEY, FRANCE

PRODUCTION CENTER : DAMNJODI, ANUGUL (ORISSA)

PORT FACILITIES : PARADIP, CHENNAI, VISAKPATTNAM

ISO-9002 : ALLUMINUM REFINARY NOVERMBER 94, SMELTER PLAT FEB 95, BAUXITE MINES JAN 96

ISO-14001: BAUXITE MINES JAN 96, ALUMINUM REFINARY FEB 97, SMELTER PLANT MAY 98

SA-8000:2008: CORPORATE AFFIARS AND SERVICES MAR 2009-07-22

NATURE OF BUSINESS: MINING & MANUFACTURING OF A CITY IN THE ALUMINUM SECTOR

OTHER AREA OF BUSINESS: CAPTIVE POWER PLANT & RAIL TRANSPORT SYSTEM, PORT FACILITIES.

These are the location of aluminum plant in India.

CHAPTER – 4

LITERATURE REVIEW

NALCO OVERVIEW

Incorporated in 1981, as a public sector enterprise of the Government of India. National Aluminum Company Limited (NALCO) is Asia's largest integrated aluminum complex, encompassing bauxite mining, alumina refining, aluminum smelting and casting, power generation, rail and port operations.

Commissioned during 1985-87, under extremely difficult logistics of project management, that too without time of cost over-runs. NALCO has emerged to be a star performer in production and export of alumina and aluminum and more significantly, in propelling self-sustained growth.

Leveraging the technical collaboration with Aluminum Pechiney of France, ISO 9000:2001 certification of quality management, LME registration of production, environment care conforming to ISO 14001, low cost operations international customer base, NALCO has continued to add value and is posed to grow further.

Transparent and successful operations of NALCO, as well as its contributions have brought about remarkable socio-economic progress in the two underdeveloped districts of Orissa, where the company's plant and factories are located.

COUNTRY	CONSUMPTION IN Kg
Switzerland	32.5
Japan	30.9
Germany	30.1
USA	26.9
Sweden	25.3
Italy	20.9
Australia	17.9
France	17.7
UK	11.1

Venezuela	8.2
Malaysia	2.4
Thailand	0.9
India	0.7

Table : Per capita consumption of aluminum in different countries

1. Technical Features :

Bauxite mines,

Panchapatmali, Orissa.

48,00,000 TPA

- Fully mechanized open cast mines with computerized mine planning.

- 370 million deposits estimated.

- 14.6 kames-long single-flight multi curve.

- 1800 tap capacity computerized conveyor system for transportation of ore.

2. Alumina Plant :

Damanjodi, Orissa

15,75,000 taps

- Atmospheric pressure digestion process.

- Energy efficient fluidized bed claimers.

- Co-generation of 3 x 18.5 MW power by back pressure turbines from process steam.

- Integrated facilities for manufacture specialty alumina, Hydrates and Zealot.

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3. **Aluminum Plant :**

Anugul, Orissa

3,45,000 taps

- Advanced 180 KA cell technology.

- Micro-Processor based Post-Regulation system.

- Fume raiment with dry-scrubbing system.

- Integrated anode making aluminum casting and rolling facilities

4. **Power Plant :**

Anugul, Orissa

960 MW

- Micro-processor based burner management.

- Automatic turbine runs up system

- Specially designed high pressure boilers.

- Advanced electrostatic preceptors.

5. **Port Facilities**

Visage, Andhra Pradhesh

- For export of Alumina and import of caustic soda Lye.

- Mechanized storage facility of 3 x 25,000 T capacity.

- Mechanized Mobile Ship loader of 2200 tph capacity.

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- Capacity to handle ships up to 35000 DWT.

PRODUCTION UNIT	ORIGINAL CAPACITY	EXPANDED CAPACITY	UNDER EXPANSION
Bauxite Mines	24,00,000 TPY	48,00,000 TPY	63,00,000 TPY
Alumina Refinery	8,00,000 TPY	15,75,000 TPY	21,00,000 TPY
Aluminum Plant	2,30,000 TPY	3,45,000 TPY	4,60,000 TPY
Captive Power Plant	720 MW	960 MW	1200 MW
Port Facility	3,75,000 TPY Alumina Export And 1,46,000 TPY Caustic Soda Import	9,12,000 TPY Alumina Export And 1,46,000 TPY Caustic Soda Import	

Our Achievements
- First Mines Safety Award-1988 by DGMS
- Indira Priyadarshini Vrikshamitra (IPVM) Award-1994 from MOEF, Govt. of India, for afforestation and wasteland development
- Best Eco-friendly Factory Award 1994-95 to the Mines and Refinery Complex by Orissa State Factory Inspectrate
- State Award-1995 to Captive Power Plant from state Factory inspectorate for Environment Management

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- FICCI Environment Award for Environment Conservation and Pollution Control-1996-97

- WEC-IIEE-IAEWP Environment award -1997 for contributing towards environment protection

- Gem Granite Environment Award for -1997-98 by FIMI, New Delhi for Mines

- Shri Sita Ram Rungta Memorial Social Awareness Award-1997-98 by FIMI, New Delhi

- Pollution Control Excellence Award - 1998 by Orissa State Pollution Control Board for Mines

- Special Commendation under Golden Peacock Environment Management Award 1998 Scheme by World Environment Foundation

- State Award for Best Occupational Health Centre to S&P Complex`-1998

- Best Safety Performance Award to CPP by CII (ER)- 1999-2000

- 2nd Best Practice in Environment, Safety & Health in industries of Orissa award by CII-ER to CPP -2006-07.

- Best Environment Management Award to CPP for 2006-07.

- Best Performance in Accident Prevention, Safety management & communication System to CPP for 2006-07.

- Pollution Control Excellent Award 2008 to Panchpatmali Bauxite Mines from State Pollution Control Board, Bhubaneswar.

- 2nd Best Practice in Environment Management instituted by Confederation of Indian Industry (CII) to Alumina Refinery for 2008-09.

- Pollution Control Excellence Award 2009 by OSPCB to Alumina Refinery.

TRAINING AND DEVELOPMENT

MEANING;

Training is a process of learning a sequence of programme behavior. it is an application of

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knowledge .It gives people an awareness of rules and procedures to guide personal behavior. Development is a relational and rational process. It covers not only those activities, which improve its performance, but also those, which about the growth of the productivity, helps individual in the progress towards maturity and actualization of this potential capabilities.

Reasons behind Training

- Increase the use of technology
- Arising labours turnover
- Promotion within the organization
- Needs of additional hands with increased production of product and services
- New employees need of training because of inexperience.
- Old employees need of training for refreshing
- Reduce working time ,Supervison,spoil Wastage, Produce and improve production and reduce learning time
- Reduce grieveness, accident rates and raising morale.

Training and Development Methods

1. Classroom Lecture Method:Training and Development Methods

This is the most commonly used, simple, cost effective and conventional method. It is timesaving because it covers maximum number of people in a short period of time. It involves a speech by the instructor with very limited discussions. Clear and direct methods of presentation. Weaknesses of the method are that, lecture time is more than the normal human attention span of fifteen minutes and the contents of the lecture could be easily forgotten. Since the method does not provide for active participation on the part of the trainees, the extent of take-home learning is not to be known clearly. Moreover, lecture might be useful only if the presentation is made skillfully. While lecture is a useful method in so far as

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information dissemination is the objective, it has not been highly successful in modifying human behavior or in building commitments in the audience's minds. An improvisation of this method is the lecture-cum-demonstration method in which the lecturer reemphasizes a skill or information by displaying the same in action.

2. Group Discussion Method:

It is a method used to knowledge and attitudinal development of trainees. In this method, Imagesets of people examine several empirical studies to find out commonalities to derive the underlying general principles. They then combine their ideas and focus their attention on a given problem at a time, speaking from multiple points of view within a group. An instructor is optional, while a leader is necessary in this method. The various advantages of the method are that more ideas can be generated from each session. Moreover each member gets an opportunity to present one's own ideas and get feedback from members of the same group. Peer pressure and commitments made to groups serve to ensure adherence to decisions jointly taken in the group. As a precaution, care must be taken to secure the participation of all members and make sure that a few members do not pre-determine the course of discussions or dominate the whole proceedings.

3. Simulation Exercises Method:

Simulators are a group of training devices of varying degrees of complexity that model the real world. They range from simple paper mock-ups of mechanical devices to computerized creations of total environments. In fact, some argue that case-study, roleplay and a host of other methods can be brought under the category of simulation. The advantage of simulation methods is that they improve the possibility of learning without damaging the equipments or human life or facing the numerous risks involved in actual performance. For example, most of traffic rules, signals and procedures of driving could be taught in a park that resembles main road or through a video game featuring car or twowheeler driving. Piloting planes are

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taught using more complex simulations. The methods are indirect but could also be expensive. The method calls for a certain level of grasp and information processing capability and transfer of learning on the part of the trainees.

4. Role Playing Method:

Role is a set of expectations around a given position and is determined by the role partners. Roles are always reciprocal and described in pairs such as trainer-trainee, buyerseller, interviewer-interviewee and so on. Playing roles would entail practical problems like inter-role conflicts, intra-role dilemmas, role overloads and role under loads. As a result of these hurdles, role confusion ensues. In order to be trained to perform roles, trainees must attain role clarity. This may involve negotiation among the role senders and role receivers with regard to their expectations with counter expectations upon one another. Participants in role-play method are required to respond to specific problems and expectations of people that they might actually encounter in their jobs. Role-playing is often used to teach such skills as interviewing, negotiating, grievance handling, performance appraisal, and buying and selling and effective communication. It promotes healthy human relations skills among people.

5. Case Study Method:

It is a written down, narrative description of a real situation or incident relating to an organization and its business, depicting any problem that participants could face in their employment. Participant trainees are required to propose any number of viable solutions or decisions that match the variables represented in the case. Case study can be interest creating and thought stimulating for the participants. It helps to develop analytical, reasoning and problem-solving skills of the participants. As it shows and reduces gaps in understanding, a holistic understanding of reality is made possible through case study method. It also helps to reemphasize messages provided during lectures, group discussions and other methods. The disadvantage of the method might be the difficulty in drawing adequate number of

stimulating cases that actually represent the real life situations of the trainees.

6. Sensitivity Training or T Group Training or Laboratory training Method:

It is a set of experiences in unstructured agenda-less groups designed to make people aware of themselves (self-insight), their immediate situation and their own impact on others. Unlike many other programs, T-groups are concerned with the real problems existing within the group itself. People are helped to become more responsive to others' sensitivities and work more harmoniously and responsibly together by encouraging them to interact freely and actively. The members are enabled to recognize group dynamics and diagnose human relationship problems. The participants are encouraged to communicate thoughts and feelings with each other in an open, unstructured, warm and honest manner than is typically done in the usual work or social situation. A beneficial outcome of the method is that participants find better means of behavior for effective interpersonal relationships without the aid of power or authority over others. The method has to be used carefully as people may resent negative feedback and show anger in response. People have to be first prepared well to accept criticism in a constructive manner so that conflicts could be managed properly.

OBJECTIVES OF TRAINING

Ø TO INCREASE PRODUCTIVITY

An instructor can help employees increase their level of performance on their assignment. Increase in human performance leads to increase in the operational productivity and also the increase in the profit of the company.

Ø TO IMPROVE QUALITY

Better-trained workers are less likely to make operational mistakes. It can be in relationship

to the company or in reference to the intangible organizational employment atmosphere.

Ø TO HELP A COMPANY FULFILL ITS FUTURE PERSONNEL NEEDS

The organizations having good internal training and development programs will have to make less changes and adjustments. When the need arises, vacancies can be easily staffed.

Ø TO IMPROVE ORGANIZATIONAL CLIMATE

An endless chain of positive reactions result from a well planned training program.

Ø TO IMPROVE HEALTH AND SAFETY

Proper training can prevent industrial accidents. A safer atmosphere leads to more stable attitudes on part of the employees.

Ø PERSONAL GROWTH

Employees on a personal basis gain individually from their exposure to educational expressions. Training programs give them wider awareness and skills.

TYPES OF TRAINING AND DEVELOPMENT

1. **On-the-job Training and Lectures**

The two most frequently used kinds of training are on-the-job training and lectures, although little research exists as to the effectiveness of either. It is usually impossible to teach someone everything she needs to know at a location away from the workplace. Thus on-the-job training often supplements other kinds of training, e.g., classroom or off-site training; but on-the-job training is frequently the only form of training. It is usually informal, which means, unfortunately, that the trainer does not concentrate on the training as much as she should, and the trainer may not have a well-articulated picture of what the novice needs to learn.

On-the-job training is not successful when used to avoid developing a training program, though it can be an effective part of a well-coordinated training program.

Lectures are used because of their low cost and their capacity to reach many people. Lectures, which use one-way communication as opposed to interactive learning techniques, are much criticized as a training device.

2. Programmed Instruction (PI)

These devices systematically present information to the learner and elicit a response; they use reinforcement principles to promote appropriate responses. When PI was originally developed in the 1950s, it was thought to be useful only for basic subjects. Today the method is used for skills as diverse as air traffic control, blueprint reading, and the analysis of tax returns.

3. Computer-Assisted Instruction (CAI)

With CAI, students can learn at their own pace, as with PI. Because the student interacts with the computer, it is believed by many to be a more dynamic learning device. Educational alternatives can be quickly selected to suit the student's capabilities, and performance can be monitored continuously. As instruction proceeds, data are gathered for monitoring and improving performance.

4. Audiovisual Techniques

Both television and film extend the range of skills that can be taught and the way information may be presented. Many systems have electronic blackboards and slide projection equipment. The use of techniques that combine audiovisual systems such as closed circuit television and telephones has spawned a new term for this type of training, teletraining. The feature on " Sesame Street " illustrates the design and evaluation of one of television's favorite children's program as a training device.

5. Simulations

Training simulations replicate the essential characteristics of the real world that are necessary to produce both learning and the transfer of new knowledge and skills to application settings. Both machine and other forms of simulators exist. Machine simulators often have substantial degrees of. physical fidelity; that is, they represent the real world's operational equipment. The main purpose of simulation, however, is to produce psychological fidelity, that is, to reproduce in the training those processes that will be required on the job. We simulate for a number of reasons, including to control the training environment, for safety, to introduce feedback and other learning principles, and to reduce cost.

LIMITATION ON TRAINING AND DEVELOPMENT

(1) Training is a costly affair and expensive process.

(2) Training may result dislocation of work and loss of output because regular office work is likely to be interrupted or delayed because of the time spent in training.

(3) Sometimes, it is difficult to obtain good training instructors and leaders.

(4) Self-reliance and capacity for new ideas might be stiffed.

QUESTIONNAIRE

In this method ,a list of question related to the subject is prepared and given to the participant .the questionnaire contains of questions and space is provided for the answers to be written. A request is made to participants to fill up the questionnaire and sent it back within a specified time period .

ADVANTAGES

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- Can reach many people in a short time.
- Is relatively inexpensive.
- Gives opportunity of expansion without fear of embarrassment .
- Yield data easily summarised and reported.

LIMITATIONS
- Little provision for expression of unanticipated responses.
- May be difficult to construct.
- It has limited effectiveness in getting at the causes of problems and possible solutions.

TOPIC: To map process of capturing Training effectiveness in the organisation .

1. Numbers of employees in your organisation.
2. How many training days per employee provided in a year
3. Training provided in your organisation is :
   a. Planned and systematically administrated.
   b. Provided only when problem occurs.
   c. Spontaneously as a reaction to what compositors doing.
4. What are methods to identify the training needs in your organisation?(write "yes"

   whatever applicable)
   Self –report questionnaire observation individual interviews check list / job

   description Performance Appraisals technical expert conference opinion surveys

   critical incident
   For any other, please give details:
5. What mode of training method is normally used in your organisation?

(Rate each from scale of 1 to 10, where 10 mean you extensively use that mode and 1

means you do not use that mode of training)

Class room training from senior staff job rotation to External consultants training

institutes role based training case studies are Business Games Online training ,E-

learning senior management share their knowledge and experiences to find out what is

needed and what is not needed

For Any Other, please give details:

6. What is the percentage nature of Trainers in your esteemed organisation?

   %Internal

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%External
%Training institute
%Consultants

7. For how long have been working for this company?

    a. Less than 1 year   c. 5-10 years
    b. 1-5 year   d. 11-15 year

8. Why do you need to undergo training?
    a. To get promotions in the same department
    b. To laterally move in the office
    c. To effectively learning new technologies and implement them

9. Which one would you prefer?
    a. Working part time at the office and undergoing training at the same time
    b. Getting trained at a time full time basis

10. How would you rate the training process on a scale of 1-10?
    (1=very poor, 10=excellent)

11. Why do you feel the need for a training and development?
    a. For better prospects
    b. To evaluate other streams in which you can test your skill
    c. For more challenging office duties
    d. For a rounded and holistic approach toward work
    e. All of the above

12. Do you think that an online program is best suited to your needs? In which way
    a. Easy accessibility
    b. Comprehensive design
    c. Tailored to your needs
    d. Latest and updated
    e. Any other reason

13. After undergoing this training, are you being able to perform your duty in the

    organisation?

    a. Yes very much
    b. Almost ineffective
    c. Somewhat
    d. Not at all, its highly

14. was the training program well planned?
    a. Most certainly
    b. The planning was not really up to the mark
    c. The training program was rather disorganised

15. After the training , has your contributions towards achieving the goal of the

    organisation increased?
    a. Yes, absolutely

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b. I have made significant contribution
c. My contribution have remained at the same
d. The training did not teach me anything I did not know already

Opportunities in Training

One key factor in employee motivation and retention is the opportunity employees want to continue to grow and develop job and career enhancing skills. In fact, this opportunity for employees to continue to grow and develop through training is one of the most important factors in employee motivation.

There are a couple of secrets about what employees want from training opportunities, however. Plus, training opportunities are not just found in external training classes and seminars. These ideas emphasize what employees want in training and development opportunities.

They also articulate your opportunity to create devoted, growing employees who will benefit both your business and themselves by your provided training opportunities.

Employee Training Options: Job Content and Responsibilities

You can impact training and development significantly through the responsibilities in an employee's current job.

- Expand the job to include new, higher level responsibilities.

- Reassign responsibilities that the employee does not like or that are routine.

- Provide more authority for the employee to self-manage and make decisions.

- Invite the employee to contribute to more important, department or company-wide decisions and planning.

- Provide more access to important and desirable meetings.

- Provide more information by including the employee on specific mailing lists, in

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company briefings, and in your confidence.

Employee Training Options: Internal Training and Development

Employees appreciate the opportunity to develop their knowledge and skills without ever leaving work or the workplace. Internal training and development brings a special plus. Examples, terminology, and opportunities reflect the culture, environment, and needs of your workplace.

- Enable the employee to attend an internally offered training session. This session can be offered by a coworker in an area of their expertise or by an outside presenter or trainer.

- Ask the employee to train other employees with the information learned at a seminar or training session. Offer the time at a department meeting or lunch to discuss the information or present the information learned to others. (Make this an expectation when employees attend external training and conferences.)

- Perform all of the activities listed before, during, and after a training session to ensure that the learning is transferred to the employee's job.

- Purchase business books for the employee. Sponsor an employee book club during which employees discuss a current book and apply its concepts to your company.

- Offer commonly-needed training and information on an Intranet, an internal company website.

- Provide training by either knowledgeable employees or an outside expert in a brown bag lunch format. Employees eat lunch and gain knowledge about a valuable topic. (Some ideas include: investing in a 401(k), how to vary and balance investments, tips for public speaking, how to get along with the boss, and updates on new products that make work easier. These opportunities are unlimited; survey employees to pinpoint interests.)

- The developers and other interested employees at a client company recently put on a day long conference with lunch and all of the trappings of an external conference at a local conference center. Attended by interested employees, the conference sessions were almost all taught by internal staff on topics of interest to their internal audience. Picture a "real"

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day long conference and you'll see the opportunity. Employees were pumped up beyond belief; they learned and enjoyed the day and gained new respect for the knowledge and skills of their coworkers.

Employee Training Options: External Training and Development

Especially to develop new skills and ideas, employee attendance at external training is a must. Attaining degrees and university attendance enhance the knowledge and capabilities of your staff while broadening their experience with diverse people and ideas.

- Enable the employee to attend an external seminar, conference, speaker, or training event.

- Perform all of the activities listed before, during, and after a training session to ensure that the learning is transferred to the employee's job.

- Pay for the employee to take online classes and identify low or no cost online (and offline) training.

- Pay for memberships in external professional associations with the understanding that employees will attend meetings, read the journals, and so forth and regularly update coworkers.

- Provide a flexible schedule so the employee can take time to attend university, college, or other formal educational sessions.
- Provide tuition assistance to encourage the employee's pursuit of additional education.

<u>Typical Reasons for Employee Training and Development</u>

Training and development can be initiated for a variety of reasons for an employee or group of employees, e.g.,:

- When a performance appraisal indicates performance improvement is needed

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- To "benchmark" the status of improvement so far in a performance improvement effort
- As part of an overall professional development program
- As part of succession planning to help an employee be eligible for a planned change in role in the organization
- To "pilot", or test, the operation of a new performance management system
- To train about a specific topic (see below)

Typical Topics of Employee Training

1. **Communications:** The increasing diversity of today's workforce brings a wide variety of languages and customs.

2. **Computer skills:** Computer skills are becoming a necessity for conducting administrative and office tasks.

3. **Customer service:** Increased competition in today's global marketplace makes it critical that employees understand and meet the needs of customers.

4. **Diversity:** Diversity training usually includes explanation about how people have different perspectives and views, and includes techniques to value diversity

5. **Ethics:** Today's society has increasing expectations about corporate social responsibility. Also, today's diverse workforce brings a wide variety of values and morals to the workplace.

6. **Human relations:** The increased stresses of today's workplace can include misunderstandings and conflict. Training can people to get along in the workplace.

7. **Quality initiatives:** Initiatives such as Total Quality Management, Quality Circles, benchmarking, etc., require basic training about quality concepts, guidelines and standards for quality, etc.

8. **Safety:** Safety training is critical where working with heavy equipment, hazardous chemicals, repetitive activities, etc., but can also be useful with practical advice for avoiding assaults, etc.

9. **Sexual harassment:** Sexual harassment training usually includes careful description

of the organization's policies about sexual harassment, especially about what are inappropriate behaviors.

General Benefits from Employee Training and Development

There are numerous sources of online information about training and development. Several of these sites (they're listed later on in this library) suggest reasons for supervisors to conduct training among employees. These reasons include:

- Increased job satisfaction and morale among employees
- Increased employee motivation
- Increased efficiencies in processes, resulting in financial gain
- Increased capacity to adopt new technologies and methods
- Increased innovation in strategies and products
- Reduced employee turnover
- Enhanced company image, e.g., conducting ethics training (not a good reason for ethics training!)
- Risk management, e.g., training about sexual harassment, diversity training

SWOT ANALYSIS

Discover New Opportunities, Manage and Eliminate Threats

SWOT Analysis is a useful technique for understanding your Strengths and Weaknesses, and for identifying both the Opportunities open to you and the Threats you face.

Used in a business context, it helps you carve a sustainable niche in your market. Used in a **personal context** , it helps you develop your career in a way that takes best advantage of your talents, abilities and opportunities.

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This article looks at how to use SWOT in a business context.

Business SWOT Analysis

What makes SWOT particularly powerful is that, with a little thought, it can help you uncover opportunities that you are well-placed to exploit. And by understanding the weaknesses of your business, you can manage and eliminate threats that would otherwise catch you unawares.

More than this, by looking at yourself and your competitors using the SWOT framework, you can start to craft a strategy that helps you distinguish yourself from your competitors, so that you can compete successfully in your market.

How to Use the Tool

Originated by Albert S Humphrey in the 1960s, the tool is as useful now as it was then. You can use it in two ways – as a simple icebreaker helping people get together to "kick off" strategy formulation, or in a more sophisticated way as a serious strategy tool.

To help you to carry out your analysis, download and print off our free **worksheet**, and write down answers to the following questions.

Strengths

- What advantages does your organization have?

- What do you do better than anyone else?

- What unique or lowest-cost resources can you draw upon that others can't?

- What do people in your market see as your strengths?

- What factors mean that you "get the sale"?

- What is your organization's **Unique Selling Proposition** (USP)?

Consider your strengths from both an internal perspective, and from the point of view of your customers and people in your market.

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Also, if you're having any difficulty identifying strengths, try writing down a list of your organization's characteristics. Some of these will hopefully be strengths!

When looking at your strengths, think about them in relation to your competitors. For example, if all of your competitors provide high quality products, then a high quality production process is not a strength in your organization's market, it's a necessity.

Weaknesses

- What could you improve?

- What should you avoid?

- What are people in your market likely to see as weaknesses?

- What factors lose you sales?

Again, consider this from an internal and external basis: Do other people seem to perceive weaknesses that you don't see? Are your competitors doing any better than you?

It's best to be realistic now, and face any unpleasant truths as soon as possible.

Opportunities

- What good opportunities can you spot?

- What interesting trends are you aware of?

Useful opportunities can come from such things as:

- Changes in technology and markets on both a broad and narrow scale.

- Changes in government policy related to your field.

- Changes in social patterns, population profiles, lifestyle changes, and so on.

- Local events.

Threats

- What obstacles do you face?

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- What are your competitors doing?

- Are quality standards or specifications for your job, products or services changing?

- Is changing technology threatening your position?

- Do you have bad debt or cash-flow problems?

- Could any of your weaknesses seriously threaten your business?

CHAPTER – 6

RESEARCH METHODOLOGY

Research Methodology is systematic way of investigation directed to the discovery of some facts ny careful study of a subject, a course of critical and scientific inquiry.

CHAPTER – 7

DATE ANALYSIS AND INTERPRETATION

Training program in business organization are taking new shapes and dimensions, which one has to consider while dealing with the activities of training and development in the field of human resource. Training is so crucial that they are is no need to mention its significance to the organization and as well as the individual employees. Training begins right from the

recruitment of an employee and following through the life span of job of each employee of that organization. Training has bundles of numbers of action to be performed in daily routine work and hence lot of quality. Efficiency depends upon the performance level of the employee.

Organization are very keen as far as training of employees are concern and are always ready to spend what it takes to train and develop. The employees in best concern with the favor of organization.

Here we come to know the willingness of the organization regarding the employees and the cost they are bearing for that purpose. A good management always try to cut down the necessary and unwanted expenditure of money. Hence if this area of management is taken here of and a very well planned and a highly systematic initiative can result in heavy saving in other word earning a healthy profit.

SWOT ANALYSIS OF NALCO

STRENGTH	WEAKNESS
• Well planned and organized	• Limited number of skilled manpower which consists of the following:
• advanced technology	
• Huge power production	➢ Unskilled- 847
• Availability of raw material	➢ Executive - 1817
• Coordination among various departments	• No diversification of products
• Presently the market leader	• Inert to new development in the areas of specialization
• Low cost operation	

OPPORTUNITY	THREATS
• Abundance of ore providing mines	• Stiff competition from -
• Availability of suitable labour	➢ HINDALCO
• Uninterrupted power supply	➢ Madras Aluminium Company Ltd
• Better transportation (port) facility	➢ AMCO India Ltd
• Supportive Govt. Policy	• Environmental threat like super cyclone
• Growth of potential domestic market	• High tax rate imposed on metal
• product aluminium	• Scope of privatization
➢ Exported - 30 - 35 %,Domestic use- 60 - 65 %	

CHAPTER – 10

CONCLUSION

To describe the term impact of training & development on work culture is very much large. Proper training and well development is the next meaning of customer satisfaction. Training and development is a very much essential and vital part for an organization and to maintain itself in present scenario. To bridge up the gap between the present and future, training and development is a systematic tool, but very often we find that , sometimes people in the organization are hesitate to involve himself in the process of change or we can say they are not interested to charge the work culture culture because of various fear i.e loss of job, fear of replacement etc.. In this situation is essential to success the total system. A proper training and development system and not only help organization to make right path, but also prepare organization to face the future change. So adopt the process of change of proper training and development is very much needed there fore, here we conclude that training and development is an important weapon to modify the work culture and has great to develop the society. So a proper and valuable planning is essential for its success and development.

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CHAPTER – 11
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