**CHAPTER – 1**

**INTRODUCTION**

Training Needs Analysis (TNA) is the process by which training and development needs are identified. The purpose of a TNA is to outline at the start of a project how the organizational objectives will be realized through the delivery of a staff training program that will focus on improved and/or changed skills, knowledge and/or attitudes of those directly involved or affected by the ‘change’.

As well as analyzing training needs at an individual level, the process must consider the links to both functional and organizational objectives.

There are many benefits to an effective and rigorous TNA. It leads to the development of a clear and agreed approach to training and designing of training solutions that match required need.

It facilitates identification of pre-requisites to training and risks, assumptions, constraints and dependencies that affect the training plan. It increases the likelihood of developing a culture of learning, enabling faster and more effective change.

**1.1 Objectives of the study:**

The project is aimed at the process of Training Needs Analysis being followed by **KRISHNA MARUTI LTD.** My study will focus on the following: -

1. To study all the activities related to training is well coordinated and centralized.

2. To study need for providing the training programmes to the employees.

3. To study training methods being used before deciding on what kind of manpower is needed for a particular level or job?

4. To study the credibility of various methods of training tapped by the company & to see the extent of efforts made by the company to select the best among the various alternatives.

5. To study about the company’s training process cater for long-term career plans for the employees.

**1.2 Need of the study:**

Training is the act of increasing the knowledge and skills of an employee for doing a particular job. It utilizes a systematic and organized procedure by which employee learns technical knowledge and skills.

Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization. Training is closely related with education and development but needs to be differentiated from these terms. It is aimed at improving the behavior and performance of a person.

Training is a continuous and life long process. Training provides an atmosphere of sharing synthesizing with the help of the trainers, the information already available on the subject.

**1.3 Scope of the study**

A student can gain this practical knowledge when he comes to same environment. He/she must have knowledge to tackle various types of problems, which arise in business. He/she can be able to do it, when actually faces the problem. This is only possible during training period. A student may have a sufficient attitude for his/her future job, but systematic practical training is essential to bring in his/her confidence for job performance, mental preparation, which enable him/her to take a future job responsibility.

As discussed above importance and objectives of training, besides all this, such training gives confidence in the under-graduate to face the corporate world after completion of his/her graduation. Following are the purpose of doing the training: -

1. In this, ability to perform work efficiently & effectively is being developed.
2. It helps in developing a good attitude during the training with regard to actual job requirement.
3. It helps to know about management, information about company, its product, services & policies.

So, as total above, I had the privilege of receiving my practical training in **Krishna Maruti Ltd.** The management of company offered excellent learning situation & sufficient facilities, to fulfil the objectives of the training.

**1.4 Limitations of the study:**

1. Due to restriction to enter into some of the departments at Vision Plus Private Limited. I could not cover some of the aspects required for my study.
2. Interaction with the company executive was limited due to their busy schedule.
3. The information collected is mainly primary data and the accuracy is subject to the responses received.
4. The employees of the Vision Plus and services found it difficult to answer questions properly due to their busy and heavy workload.
5. Some were reluctant to answer some question thinking that might affect their job negatively.
6. The primary collection of data was time consuming, as the employees were busy.
7. The total time allowed by company to do the project was very less.
8. Being a very lengthy and complex process it is difficult to analyze the details of training and process.

**CHAPTER – 2**

**REVIEW OF LITERATURE**

**TRAINING**

The term **Training** refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of [vocational](http://en.wikipedia.org/wiki/Vocational_education) or practical skills and knowledge that relate to specific useful competencies. It forms the core of [apprenticeships](http://en.wikipedia.org/wiki/Apprenticeship) and provides the backbone of content at [technical-colleges](http://en.wikipedia.org/wiki/Technical_college) and [polytechnics](http://en.wikipedia.org/wiki/Polytechnic). In addition to the basic training required for a [trade](http://en.wikipedia.org/wiki/Trade_(profession)), [occupation](http://en.wikipedia.org/wiki/Occupation) or [profession](http://en.wikipedia.org/wiki/Profession), observers of the labor-marketrecognize [today](http://en.wikipedia.org/wiki/As_of_2008) the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout [working life](http://en.wikipedia.org/wiki/Career). People within many professions and occupations may refer to this sort of training as [professional development](http://en.wikipedia.org/wiki/Professional_development).

**KNOWLEDGE & SKILLS**

* Knowledge is information specific and particular to a subject, enabling a person to understand a subject to an acceptable level.
* Skill is a developed aptitude or ability in a particular intellectual or physical area.
* Attitude is an internal state which affects one’s choice of action towards some objects, persons or events.

**Knowledge, Skills and Attitudes versus Competencies**

Knowing what jobs will be done, now and in the future is the first step. Then comes the more detailed analytical process for each category of employees covered:

* What capabilities will be required to carry out the job? (the person specification)
* What capabilities do existing employees possess? (a formal or informal skills analysis)
* What are the gaps between existing capabilities and the new requirements? (The learning specification).
* What are the general skills required to job?
* What are role of knowledge and experiences of the candidates?
* others

**TYPES OF TRAINING METHODS**

* **On The Job Methods**
  + Job Instruction Training
    - Trainee receive an overview of job
    - Trainer demonstrate the job
    - Employee is Permitted to copy trainer’s way
    - Employee does it without supervision
  + Coaching
* Involves learning by doing
* Daily training and feedback
  + Mentoring
    - Senior Manager takes the responsibility to groom a subordinate
      * Job Rotation
      * Orientation Training
      * Apprenticeship Training
      * Internship Training
      * Assistance ships Training
      * Committee Assignments
        + **Off The Job Methods**

Vestibule Training

Role Playing

Lecture Method

Special Study

Conference/Discussion

Programmed Instruction

Laboratory Training

Simulation

Case Study

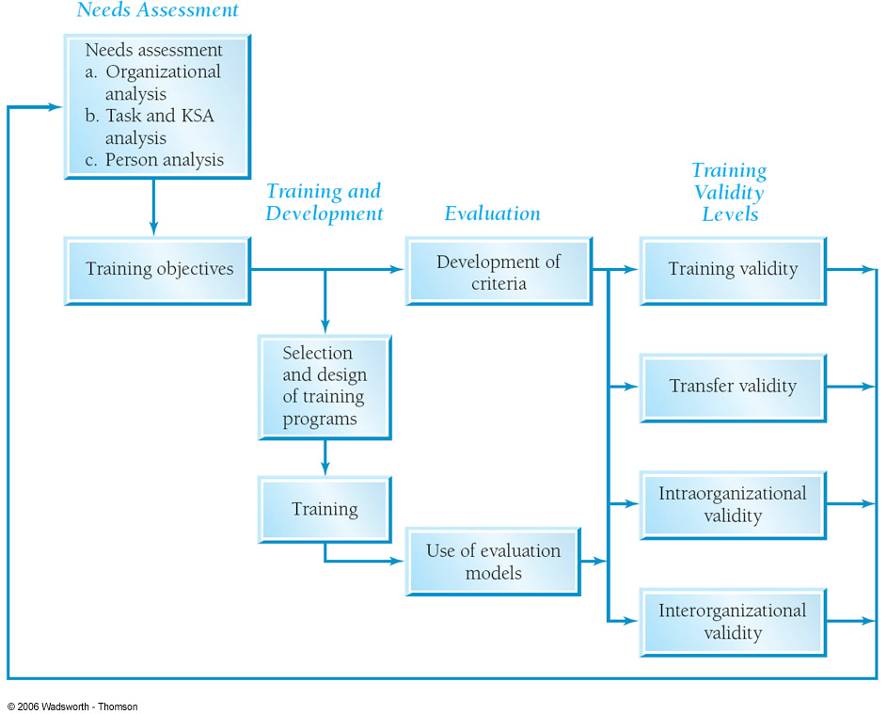
Conference

Discussion

Television

Films

**TRAINING PROCESS**

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**Training Approach:**

TNA (Training Need Analysis)

Developing Training Plan

Training Manual

Developing Training Calendar





Training

MIS



**Needs For Providing The Training Programme To Employees**

* Leads to improved profitability and/or more positive attitudes toward profit orientation.
* Improves the job knowledge and skills at all levels of the organisation.
* Improves the morale of the workforce.
* Helps people identify with organisational goals.
* Helps create a better corporate image.
* Fosters authenticity, openness and trust.
* Improves the relationship between boss and subordinate.
* Aids in organisational development.
* Helps prepare guidelines for work**.**
* Aids in understanding and carrying out organisational policies.
* Provides information for future needs in all areas of the organisation.
* Aids in development for promotion from within.
* Aids in developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display.
* Aids in developing productivity and/or quality of work.
* Helps keep costs down in many areas e.g. production, personnel, administration, etc.
* Improves labour- management relations.
* Reduces outside consulting costs by utilising competent internal consulting.
* Stimulates preventive management as opposed to putting out fires.
* Creates an appropriate climate for growth, communication.
* Helps employees adjust to change.
* Helps employees to handle conflict, and thereby helps them to overcome stress and tension.
* Improves moral

**TRAINING NEED ANALYSIS (TNA)**

TNA is the systematic gathering of data to find out where there are gaps in the existing skills, knowledge and attitudes of employees. It involves the gathering of data about existing employees’ capabilities and organizational demands for skills, and the analysis of the implications of new and changed roles for changes in capability.

It often flows from the business strategy, as the aim of identifying needs is to be able to build a plan to offer appropriate learning opportunities to fill the gaps identified and ensure that there is sufficient capability for the organization to meet its objectives.

**IMPORTANCE OF TNA**

Careful analysis of needs is important because:

* Unless the right quality of human capital is present, organizations may struggle to implement strategies and achieve targets. Analyzing the areas where capability needs to be enhanced allows organizations to create a human capital investment strategy to support business objectives.
* Providing learning opportunities to staff enables them to develop and achieve personal and career goals.
* Well-planned training is an effective retention strategy, particularly for ambitious and externally mobile employees.
* All training provision should be designed to meet previously identified learning needs in order to be cost-effective. If an initial assessment using the correct assumptions is made about who needs to learn what, then it is likely that effective training or learning provision will result.
* Having a clear idea of what needs to be learned and the outcomes expected provides a foundation for training and learning professionals to evaluate the effectiveness of implementation of the learning strategy.
* Having information regarding the appointment and promotional strategies of the employees.

**OBJECTIVES OF TNA**

The TNA process will facilitate the identification of training requirements, the planning of associated training activities, and the development of the training Resource Plan, early in the project cycle. This means that the training programme can be designed to ensure that training is:

* Linked clearly to organizational objectives, project benefits, and expected outcomes.
* Incorporated into the wider Project, Resource, and Implementation Plans;
* Designed to support and promote the messages contained within the Business Change
* Management and Communications Strategies of the NPFIT project;
* Developed to address individual training requirements, in terms of both knowledge and preferred learning style, and according to accepted training principles supported by the organization;
* Delivered with minimal impact on ‘business as usual’ by methods appropriate to the needs of the training audiences, and within acceptable timeframes;
* Cognizant of restrictions and limitations, whether due to organizational, individual and/or political factors, that affects the training approach adopted.

**LEVELS FOR TNA**

**TNA can be undertaken at a number of levels.**

* **For the organization as a whole** - Usually undertaken by the Learning and Development (L&D) team or the HR department. The aim is to understand the amount and types of learning that will be needed to ensure that all employees have the right knowledge, skills and attitudes to perform the jobs they do. Ultimately such a survey is ensuring that the skills will be available for the organization to meet its strategic objectives, and may cover the short-term (within a year) or look to the longer term in order to ensure the supply of the right skills at points in the future. The latter may be very important if human capital needs are going to be changing with business circumstances, if it will take several years to either recruit people with the right skills, or develop existing employees’ skills and knowledge to the level required in the future. Such an analysis may also investigate the alternative routes of deciding whether to buy in talent (if it is available) or grow the capabilities of those currently employed.
* **For a specific department, project or area of work**. These may be one-off projects, where a change or a new way of working, or reorganization necessitates changes in the jobs people do. Research will have to be carried out on what demands the new or changed jobs will make and any gaps identified between employees’ current skills and the skills needed to meet the new demands. Even if no radical changes are planned senior managers expect their business partners to continuously analyze and update the requirements for learning in their areas of responsibility.
* **For the individual** - often this will take place at appraisal with the employee and their line manager. Needs may cover enhancing skills to improve performance on the current job, to deal with forthcoming changes, or developmental needs that will enable the individual to progress their career

**CAPABILITY ANALYSIS**

Training professionals have used a breakdown of capabilities into ‘knowledge, skills, and attitude’ as convenient shorthand for analyzing needs and it is a useful way to ensure that no requirements are missed. For example, in looking at the requirements for competence in a project manager:

* Knowledge elements might cover the nature of the projects managed, techniques of project management, and possibly the system used to manage projects in that part of your organization.
* You would expect high levels of skill in dealing with other people, managing the project team, and perhaps influencing senior managers or important stakeholders.
* You might also look for some attitudinal requirements such as attention to detail, and drive or persistence, to overcome obstacles or to see the project through.

However, the development of competency frameworks has overtaken this in many organizations, and these provide more detailed structures for looking at job requirements – see our fact sheet on competency and competency frameworks for more information.

The task then becomes one of comparing current and new roles with the demands set out in your organization’s framework, or against generic frameworks. Where current employees’ capabilities have also been matched against a framework, then it becomes easier to identify the gaps.

‘Attitudes’ or motivation, or personal interests are very important inputs to the TNA. For example the AMO theory of **Appelbaumetal** states that performance is a function of employees’ Ability, Motivation and Opportunity to participate. Where changes impact adversely on individual motivation, or, for example, involve the breaking up of existing teams, then some of the plans set after the TNA may include organizational development interventions to investigate people’s issues and find ways of realigning their views with the organization’s objectives.

Either the three categories or your organization’s competency framework are needed to ensure that when new jobs are created, existing ones are changed, and new people recruited, a full comparison is made between current capabilities and job demands.

**TNA COMMUNICATION**

Communications before, during and following TNA work should be carefully planned and completed so that your findings do not come as a ‘shock’ to people. Completing TNA can also provide a good opportunity to: raise awareness; begin to manage expectations, and, build commitment to the programme. Therefore completing TNA can in itself provide a valuable communication function and, as with all communications, should be tied in with the wider business change activities which are in place. The following aspects of communication should be consistent with the business change and communication activities:

• Definition of the channels of communication which will be used.

• The audience to analyse – ensuring that all affected parties, not necessarily just those

who will need training, are consulted (e.g. line mangers of those to be trained)

• Subsequently how to socialize the results, in particular the interim review process of the

Initial results (to check they make sense in the practical environment), and, the ‘final’ issue of results should be carefully considered.

**TNA PLANNING**

The collection of information is an instrumental and indispensable part of any TNA. For an organizational or a departmental analysis, the following table gives some types of data may need to be collected.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| |  |  | | --- | --- | | **Type of data** | **What to include** | | Business objectives | What is required in terms of outputs, levels of customer service, interactions with other parts of the organization, etc? How these are measured. What is going to change? | | Technology and organization of work | How jobs are done now, in terms of organization and resources available. What technologies do people use, and how this might change? Changes may also be planned in terms of numbers of people to carry out the targeted performance or in terms of the way they are supervised or managed. | | Employee demographics | Who is currently employed in the area you are analysing. Whether numbers are increasing or decreasing, who is joining and leaving. What categories of employees are included? | | Education / qualifications | Basic education, vocational or academic qualifications which can be linked to assumptions about people's expectations around learning provision, cognitive or thinking abilities, as well as their level of current skills and knowledge. | | Past experience | What previous knowledge, skills, and behaviours have been expected in the past, and are required currently. This may be linked to the organization’s competence framework. Experience of past training interventions. | | Job roles / responsibilities | What individuals are doing at the moment, and what implications any changes will have for their roles? | | Current competence | Current performance levels of individuals and teams, and any areas where competence needs to increase. This can be measured against both current and changed roles. | | Employee status | Are people full or part-time, permanent or temporary, fixed contract or short-term contract? | | Location | Where people are located in terms of geographical dispersion and access to training provision. | | Length of time in job | The length of time people have spent in their current role might have an important bearing when it comes to meeting any identified training needs. | | Employee attitudes and culture | How employees feel about change that is going on and whether they see it as opportunity or threat. How this will affect their willingness to learn and acquire new skills. Whether the organization wants to change attitudes, for example in the way customers are treated, or to focus on particular performance standards. | |

**CHAPTER – 3**

**3.1 INDUSTRY PROFILE**

**INTRODUCTION**

India’s annual production of automobiles in FY22 was 22.93 million vehicles.

The two wheelers segment dominates the market in terms of volume owing to a growing middle class and a huge percentage of India’s population being young. Moreover, the growing interest of companies in exploring the rural markets further aided the growth of the sector.

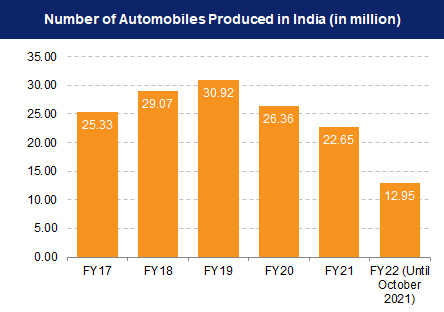
India is also a prominent auto exporter and has strong export growth expectations for the near future. In addition, several initiatives by the Government of India and major automobile players in the Indian market are expected to make India one of the leaders in the two wheeler and four wheeler market in the world by 2022.

**MARKET SIZE**

The India passenger car market was valued at US$ 32.70 billion in 2021, and it is expected to reach a value of US$ 54.84 billion by 2027, while registering a CAGR of over 9% between 2022-27.

The electric vehicle (EV) market is estimated to reach Rs. 50,000 crore (US$ 7.09 billion) in India by 2025.

According to NITI Aayog and the Rocky Mountain Institute (RMI), India's EV finance industry is likely to reach Rs. 3.7 lakh crore (US$ 50 billion) by 2030. A report by the India Energy Storage Alliance estimated that the EV market in India is likely to increase at a CAGR of 36% until 2026. In addition, projection for the EV battery market is expected to expand at a CAGR of 30% during the same period.

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**INVESTMENTS**

To keep up with the growing demand, several auto makers have started investing heavily in various segments of the industry during the last few months. The industry attracted Foreign Direct Investment equity inflow (FDI) worth US$ 32.84 billion between April 2000-March 2022, accounting for 6% of the total equity FDI during the period.

Some of the recent/planned investments and developments in the automobile sector in India are as follows:

* In April 2022, Tata Motors announced plans to invest Rs. 24,000 crore (US$ 3.08 billion) in its passenger vehicle business over the next five years.
* In March 2022, MG Motors, owned by China's SAIC Motor Corp, announced plans to raise US$ 350-500 million in private equity in India to fund its future needs, including EV expansion.
* In February 2022, a memorandum of understanding (MoU) was signed between electric two-wheeler company Ather Energy and Electric Supply Companies (ESCOMs) of Karnataka for setting up 1,000 fast charging stations across the state.
* In February 2022, Tata Power and Apollo Tyres Ltd announced a strategic partnership for the establishment of 150 public charging stations across India.
* Two-wheeler EV maker HOP Electric Mobility, a diversified business venture of Rays Power Infra, is looking at investing Rs. 100 crore (US$ 13.24 million) over the next two years to expand manufacturing capacity for its EVs.
* In December 2021, TVS Motor Company and BMW Motorrad, announced a partnership in the two-wheeler EV space, with plans to release their first electric two-wheeler within the next two years.
* In December 2021, Hyundai announced plans to invest Rs, 4,000 crores (US$ 530.25 million) in R&D in India, with the goal of launching six EVs by 2028.
* In November 2021, Indian Oil Corporation (IOC) and two other public sector oil firms announced that they will install 22,000 EV charging stations in India over the next 3–5 years.
* In November 2021, Skoda Auto announced plans to locally manufacture electric cars in India. However, the firm may bring its first EV, the Enyaq, through the CBU route, before committing to local manufacturing.
* In November 2021, Hero Motor (HMC), the parent company of Hero Cycles, entered a joint venture partnership with Yamaha, a Japanese two-wheeler major, to make electric motors for e-bicycles for the global market.
* In October 2021, Tata Motors announced that private equity group TPG along with ADQ of Abu Dhabi has agreed to invest Rs. 7,500 crore (US$ 1 billion) in its EV division.
* A cumulative investment of Rs. 12.5 trillion (US$ 180 billion) in vehicle production and charging infrastructure would be required until 2030 to meet India’s EV ambitions.

**GOVERNMENT INITIATIVES**

The Government of India encourages foreign investment in the automobile sector and has allowed 100% FDI under the automatic route.

Some of the recent initiatives taken by the Government of India are:

* In February 2022, Mr. Nitin Gadkari, Minister of Road Transport and Highways, revealed plans to roll out Bharat NCAP, India’s own vehicle safety assessment program.
* In February 2022, 20 carmakers, including Tata Motors Ltd, Suzuki Motor Gujarat, Mahindra and Mahindra, Hyundai and Kia India Pvt. Ltd, were chosen to receive production-linked incentives (PLI) as part of the government's plan to increase local vehicle manufacturing and attract new investment. The 20 automobile companies have proposed a total investment of around Rs. 45,000 crore (US$ 5.95 billion).
* In the Union Budget 2022-23, the government laid out the following initiatives:
  + The government introduced a battery-swapping policy, which will allow drained batteries to be swapped with charged ones at designated charging stations, thus making EV’s more viable for potential customers.
  + India’s National Highways would be expanded by 25,000 km in 2022-23 under the Prime Minister’s Gati Shakti Plan.
* In November 2021, the Union Government added >100 advanced technologies, including alternate fuel systems such as compressed natural gas (CNG), Bharat Stage VI compliant flex fuel engines, electronic control units (ECU) for safety, advanced driver assist systems and e-quadricycles, under the PLI scheme for automobiles.
* In September 2021, Minister of Road Transport and Highways, Mr. Nitin Gadkari, announced that government is planning to make it mandatory for car manufacturers to produce flex-fuel engines after getting the required permissions from the Supreme Court of India.
* In September 2021, the Indian government issued notification regarding a PLI scheme for automobile and auto components worth Rs. 25,938 crore (US$ 3.49 billion). This scheme is expected to bring investments of over Rs. 42,500 (US$ 5.74 billion) by 2026, and create 7.5 lakh jobs in India.
* In August 2021, Prime Minister Mr. Narendra Modi launched the Vehicle Scrappage Policy, which aims to phase out old polluting vehicles in an environmentally-safe manner.
* The Indian government has planned US$ 3.5 billion in incentives over a five-year period until 2026 under a revamped scheme to encourage production and export of clean technology vehicles.
* As of June 2021, Rs. 871 crore (US$ 117 million) has been spent under the FAME-II scheme, 87,659 electric vehicles have been supported through incentives, and 6,265 electric buses have been sanctioned for various state/city transportation undertakings.
* In May 2021, the Central Government approved a PLI scheme for manufacturing Advanced Chemistry Cells (ACC) with a budget of Rs. 18,100 crores (US$ 2.33 billion). In March 2022, four firms, namely Reliance New Energy Solar Limited, Ola Electric Mobility Private Limited, Hyundai Global Motors Company Limited and Rajesh Exports Limited, were elected to receive the incentives.

**ACHIEVEMENTS**

Following are the achievements of the Indian automotive sector:

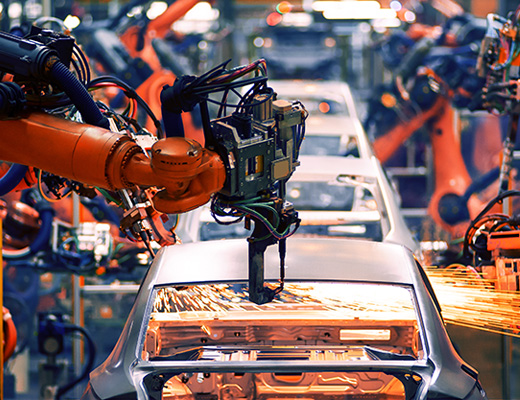
* India enjoys a strong position in the global heavy vehicles market as it is the largest tractor producer, second-largest bus manufacturer, and third-largest heavy trucks manufacturer in the world.
* In September 2021, the Power Grid Corporation of India Limited (POWERGRID) laid the foundation stone of the first EV charging station in Meghalaya at its office complex at Lapalang, Shillong.
* In July 2021, India inaugurated the NATRAX, which is Asia’s longest high-speed track and the fifth-largest in the world.
* Investment flow into EV start-ups in 2021 touched an all-time high, increasing nearly 255% to reach Rs. 3,307 crore (US$ 444 million).
* EV startups that attracted the maximum funding in 2021 were Ola Electric (US$ 253 million), Blusmart (US$ 25 million), Simple Energy (US$ 21 million), Revolt (US$ 20 million) and Detel (US$ 20 million).
* Under NATRiP, following testing and research centres have been established in the country since 2015.
  + International Centre for Automotive Technology (ICAT), Manesar
  + National Institute for Automotive Inspection, Maintenance & Training (NIAIMT), Silchar
  + National Automotive Testing Tracks (NATRAX), Indore
  + Automotive Research Association of India (ARAI), Pune
  + Global Automotive Research Centre (GARC), Chennai
* SAMARTH Udyog - Industry 4.0 centres: ‘Demo cum experience’ centres are being set up in the country for promoting smart and advanced manufacturing to help SMEs to implement Industry 4.0 (automation and data exchange in manufacturing technology).

**ROAD AHEAD**

The automobile industry is dependent on various factors such as availability of skilled labour at low cost, robust R&D centres, and low-cost steel production. The industry also provides great opportunities for investment, and direct and indirect employment to skilled and unskilled labour.

Indian automotive industry (including component manufacturing) is expected to reach Rs. 16.16-18.18 trillion (US$ 251.4-282.8 billion) by 2026.

The Indian auto industry is expected to record strong growth in 2022-23, post recovering from effects of COVID-19 pandemic. Electric vehicles, especially two-wheelers, are likely to witness positive sales in 2022-23.

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**3.2 COMPANY PROFILE**

Tata Motors Limited is an Indian [multinational](https://en.wikipedia.org/wiki/Multinational_corporation) [automotive](https://en.wikipedia.org/wiki/Automotive_industry) manufacturing company, headquartered in the city of [Mumbai](https://en.wikipedia.org/wiki/Mumbai), India which is part of [Tata Group](https://en.wikipedia.org/wiki/Tata_Group). The company produces [passenger cars](https://en.wikipedia.org/wiki/Passenger_cars), [trucks](https://en.wikipedia.org/wiki/Trucks), [vans](https://en.wikipedia.org/wiki/Van), [coaches](https://en.wikipedia.org/wiki/Coach_(bus)), [buses](https://en.wikipedia.org/wiki/Buses), [luxury cars](https://en.wikipedia.org/wiki/Luxury_cars), [sports cars](https://en.wikipedia.org/wiki/Sports_cars), [construction equipment](https://en.wikipedia.org/wiki/Construction_equipment).

Formerly known as Tata Engineering and Locomotive Company (TELCO), the company was founded in 1945 as a manufacturer of [locomotives](https://en.wikipedia.org/wiki/Locomotives). The company manufactured its first commercial vehicle in 1954 in a collaboration with [Daimler-Benz](https://en.wikipedia.org/wiki/Daimler-Benz) AG, which ended in 1969. Tata Motors entered the passenger vehicle market in 1988 with the launch of the [TataMobile](https://en.wikipedia.org/wiki/Tata_Telcoline) followed by the [Tata Sierra](https://en.wikipedia.org/wiki/Tata_Sierra) in 1991, becoming the first Indian manufacturer to achieve the capability of developing a competitive indigenous automobile. In 1998, Tata launched the first fully indigenous Indian passenger car, the [Indica](https://en.wikipedia.org/wiki/Tata_Indica), and in 2008 launched the [Tata Nano](https://en.wikipedia.org/wiki/Tata_Nano), the world's most affordable car. Tata Motors acquired the South Korean truck manufacturer [Daewoo Commercial Vehicles Company](https://en.wikipedia.org/wiki/Daewoo_Commercial_Vehicles_Company) in 2004. Tata Motors has been the parent company of [Jaguar Land Rover](https://en.wikipedia.org/wiki/Jaguar_Land_Rover) since the company established it for the acquisition of [Jaguar Cars](https://en.wikipedia.org/wiki/Jaguar_Cars) and [Land Rover](https://en.wikipedia.org/wiki/Land_Rover) from [Ford](https://en.wikipedia.org/wiki/Ford_Motor_Company) in 2008.

Tata Motors' principal subsidiaries include British premium car maker [Jaguar Land Rover](https://en.wikipedia.org/wiki/Jaguar_Land_Rover) (the maker of Jaguar and Land Rover cars) and the South Korean commercial vehicle manufacturer [Tata Daewoo](https://en.wikipedia.org/wiki/Tata_Daewoo). Tata Motors has a construction-equipment manufacturing joint venture with [Hitachi](https://en.wikipedia.org/wiki/Hitachi) ([Tata Hitachi Construction Machinery](https://en.wikipedia.org/wiki/Tata_Hitachi_Construction_Machinery)), and a joint venture with [Stellantis](https://en.wikipedia.org/wiki/Stellantis) which manufactures automotive components and Fiat Chrysler and Tata branded vehicles. On Oct 12, 2021 private equity firm TPG invested $1 billion in Tata Motors' electric vehicle subsidiary.

Tata Motors has auto manufacturing and vehicle plants in [Jamshedpur](https://en.wikipedia.org/wiki/Jamshedpur), [Pantnagar](https://en.wikipedia.org/wiki/Pantnagar), [Lucknow](https://en.wikipedia.org/wiki/Lucknow), [Sanand](https://en.wikipedia.org/wiki/Sanand_Plant_(Tata_Motors)), [Dharwad](https://en.wikipedia.org/wiki/Dharwad), and [Pune](https://en.wikipedia.org/wiki/Pune) in India, as well as in Argentina, South Africa, the United Kingdom, and Thailand. It has research and development centres in Pune, Jamshedpur, Lucknow, and Dharwad, India and South Korea, the United Kingdom, and Spain. Tata Motors is listed on the [BSE](https://en.wikipedia.org/wiki/Bombay_Stock_Exchange) (Bombay Stock Exchange), where it is a constituent of the [BSE SENSEX](https://en.wikipedia.org/wiki/BSE_SENSEX) index, the [National Stock Exchange of India](https://en.wikipedia.org/wiki/National_Stock_Exchange_of_India), and the [New York Stock Exchange](https://en.wikipedia.org/wiki/New_York_Stock_Exchange). The company is ranked 265th on the [*Fortune Global 500*](https://en.wikipedia.org/wiki/Fortune_Global_500) list of the world's biggest corporations as of 2019.

[](https://en.wikipedia.org/wiki/File:Tata_sier.jpg)

[Tata Sierra](https://en.wikipedia.org/wiki/Tata_Sierra) (1991-2000)

[](https://en.wikipedia.org/wiki/File:Tata_Sumo_EX_2.0_TDi_4x4_2001_(15260028476).jpg)

[Tata Sumo](https://en.wikipedia.org/wiki/Tata_Sumo) (1994–2019)

Tata Motors was founded in 1945, as a [locomotive](https://en.wikipedia.org/wiki/Locomotive) manufacturer. [Tata Group](https://en.wikipedia.org/wiki/Tata_Group) entered the commercial vehicle sector in 1954 after forming a [joint venture](https://en.wikipedia.org/wiki/Joint_venture) with [Daimler-Benz](https://en.wikipedia.org/wiki/Daimler-Benz) of Germany. After years of dominating the [commercial vehicle](https://en.wikipedia.org/wiki/Commercial_vehicle) market in India, Tata Motors entered the passenger vehicle market in 1991 by launching the [Tata Sierra](https://en.wikipedia.org/wiki/Tata_Sierra), a sport utility vehicle based on the [Tata Mobile](https://en.wikipedia.org/wiki/Tata_Telcoline) platform. Tata subsequently launched the [Tata Estate](https://en.wikipedia.org/wiki/Tata_Estate) (1992; a [station wagon](https://en.wikipedia.org/wiki/Station_wagon) design based on the earlier Tata Mobile), the [Tata Sumo](https://en.wikipedia.org/wiki/Tata_Sumo) (1994, a 5-door SUV) and the [Tata Safari](https://en.wikipedia.org/wiki/Tata_Safari) (1998).

[](https://en.wikipedia.org/wiki/File:Tata_Indica_DLX_front.jpg)

[Tata Indica](https://en.wikipedia.org/wiki/Tata_Indica) (first generation)

Tata launched the Indica in 1998, a fully indigenous Indian passenger car tailor-made to suit Indian consumer needs though styled by I.D.E.A, Italy. Although initially criticised by auto analysts, its excellent fuel economy, powerful engine, and an aggressive marketing strategy made it one of the best-selling cars in the history of the Indian automobile industries. A newer version of the car, named Indica V2, was a major improvement over the previous version and quickly became a mass favourite. Tata Motors also successfully exported large numbers of the car to South Africa. The success of the Indica played a key role in the growth of Tata Motors.

In 2004, Tata Motors acquired [Daewoo](https://en.wikipedia.org/wiki/Daewoo)'s South Korea-based truck manufacturing unit, Daewoo Commercial Vehicles Company, later renamed Tata Daewoo.

On 27 September 2004, [Ratan Tata](https://en.wikipedia.org/wiki/Ratan_Tata), the Chairman of Tata Motors, rang the opening bell at the [New York Stock Exchange](https://en.wikipedia.org/wiki/New_York_Stock_Exchange) to mark the listing of Tata Motors.

In 2005, Tata Motors acquired a 21% controlling stake in the Spanish bus and coach manufacturer [Hispano Carrocera](https://en.wikipedia.org/wiki/Hispano_Carrocera). Tata Motors continued its market area expansion through the introduction of new products such as buses (Starbus and Globus, jointly developed with subsidiary Hispano Carrocera) and trucks (Novus, jointly developed with subsidiary Tata Daewoo).

In 2006, Tata formed a joint venture with the Brazil-based Marcopolo, [Tata Marcopolo Bus](https://en.wikipedia.org/wiki/Tata_Marcopolo_Bus), to manufacture fully built buses and coaches.

[](https://en.wikipedia.org/wiki/File:2014-03-04_Geneva_Motor_Show_1414.JPG)

[Tata Bolt](https://en.wikipedia.org/wiki/Tata_Bolt)

In 2008, Tata Motors acquired the English car maker Jaguar Land Rover, manufacturer of the Jaguar and Land Rover from Ford Motor Company.

In May 2009, Tata unveiled the Tata World Truck range jointly developed with Tata Daewoo; the range went on sale in South Korea, South Africa, the [SAARC](https://en.wikipedia.org/wiki/South_Asian_Association_for_Regional_Cooperation) countries, and the Middle East at the end of 2009.

Tata acquired full ownership of Hispano Carrocera in 2009.

In 2009, its Lucknow plant was awarded the "Best of All" [Rajiv Gandhi National Quality Award](https://en.wikipedia.org/wiki/Rajiv_Gandhi_National_Quality_Award).

In 2010, Tata Motors acquired an 80% stake in the Italian design and engineering company Trilix for €1.85 million. The acquisition formed part of the company's plan to enhance its styling and design capabilities.

In 2012, Tata Motors announced it would invest around ₹6 billion in the development of Futuristic Infantry Combat Vehicles in collaboration with [DRDO](https://en.wikipedia.org/wiki/Defence_Research_and_Development_Organisation).

In 2013, Tata Motors announced it will sell in India, the first vehicle in the world to run on compressed air (engines designed by the French company [MDI](https://en.wikipedia.org/wiki/Motor_Development_International)) and dubbed "Mini CAT".

In 2014, Tata Motors introduced first Truck Racing championship in India "T1 Prima Truck Racing Championship".

On 26 January 2014, the Managing Director [Karl Slym](https://en.wikipedia.org/wiki/Karl_Slym) was found dead. He fell from the 22nd floor to the fourth floor of the Shangri-La Hotel in Bangkok, where he was to attend a meeting of Tata Motors Thailand.

On 2 November 2015, Tata Motors announced [Lionel Messi](https://en.wikipedia.org/wiki/Lionel_Messi) as global brand ambassador at [New Delhi](https://en.wikipedia.org/wiki/New_Delhi), to promote and endorse passenger vehicles globally.

On 27 December 2016, Tata Motors announced the [Bollywood](https://en.wikipedia.org/wiki/Bollywood) actor [Akshay Kumar](https://en.wikipedia.org/wiki/Akshay_Kumar) as [brand ambassador](https://en.wikipedia.org/wiki/Brand_ambassador) for its commercial vehicles range.

On 8 March 2017, Tata Motors announced that it has signed a memorandum of understanding with [Volkswagen](https://en.wikipedia.org/wiki/Volkswagen) to develop vehicles for India's domestic market.

On 3 May 2018, Tata Motors announced that it sold its [aerospace](https://en.wikipedia.org/wiki/Aerospace) and defence business to another Tata Group Entity, [Tata Advanced Systems](https://en.wikipedia.org/wiki/Tata_Advanced_Systems), to unlock their full potential.

On 29 April 2019, Tata Motors announced a partnership with [Nirma University](https://en.wikipedia.org/wiki/Nirma_University) in [Ahmedabad](https://en.wikipedia.org/wiki/Ahmedabad) to provide a [B.Tech.](https://en.wikipedia.org/wiki/B.Tech.) degree programme for employees of its Sanand plant.

On 24 March 2020, Tata Motors Ltd announced that it would spin off its passenger vehicles arm as a separate unit within the company.

On 5 March 2021, Tata Motors' shareholders approved hiving off its passenger vehicles business into a separate entity.

In August 2021, as a complimentary reward for Indian olympians who finished closed fourth in [Tokyo Olympics](https://en.wikipedia.org/wiki/Tokyo_Olympics_2020) 2021 and missed the place for Bronze, the company planned to recognise the efforts by gifting Altroz hatchback.

On 23 August 2021 Tata Motors announced it will launch its mini SUV Punch in the ongoing festive season.

On 30 May 2022 Tata Motors announced that it has signed an agreement to acquire a [Ford India](https://en.wikipedia.org/wiki/Ford_India) manufacturing plant in [Sanand](https://en.wikipedia.org/wiki/Sanand), [Gujarat](https://en.wikipedia.org/wiki/Gujarat). Tata Motors agreed to pay 7.26bn rupees ($91.5m) for the manufacturing plant.

**Operations**

Tata Motors has vehicle assembly operations in India, the United Kingdom, South Korea, Thailand, Spain, and South Africa. It plans to establish plants in Turkey, Indonesia, and Eastern Europe.

**Tata Motors Cars**

[Tata Motors Cars](https://en.wikipedia.org/wiki/Tata_Motors_Cars) is a division of Tata Motors which produces passenger cars under the Tata Motors marque. Tata Motors is among the top four passenger vehicle brands in India with products in the compact, midsize car, and utility vehicle segments. The company's manufacturing base in India is spread across [Jamshedpur](https://en.wikipedia.org/wiki/Jamshedpur) ([Jharkhand](https://en.wikipedia.org/wiki/Jharkhand)), Pune (Maharashtra), Lucknow (Uttar Pradesh), Pantnagar (Uttarakhand), Dharwad (Karnataka) and Sanand (Gujarat). Tata's dealership, sales, service, and spare parts network comprises over 3,500 touch points. Tata Motors has more than 250 dealerships in more than 195 cities across 27 [states](https://en.wikipedia.org/wiki/States_of_India) and four [Union Territories](https://en.wikipedia.org/wiki/Union_Territory) of India. It has the third-largest sales and service network after [Maruti Suzuki](https://en.wikipedia.org/wiki/Maruti_Suzuki) and [Hyundai](https://en.wikipedia.org/wiki/Hyundai_Motor_India_Limited).

**Tata LPT Trucks made at overseas plants**

Tata also has franchisee/joint venture assembly operations in Kenya, Bangladesh, Ukraine, Russia, and Senegal. Tata has dealerships in 26 countries across 4 continents. Tata is present in many countries, it has managed to create a large consumer base in the [Indian subcontinent](https://en.wikipedia.org/wiki/Indian_subcontinent), namely India, Bangladesh, Bhutan, [Sri Lanka](http://www.tatamotors.lk/) and Nepal. Tata is also present in Italy, Spain, Poland, Romania, Turkey, [Chile](https://en.wikipedia.org/wiki/Chile), South Africa, Oman, Kuwait, Qatar, Saudi Arabia, United Arab Emirates, Bahrain, Iraq, Syria and Australia.

**Our focus** on connecting aspirations and our pipeline of tech-enabled products keeps us at the forefront of the market. We have identified six key mobility drivers that will lead us into the future – modular architecture, complexity reduction in manufacturing, connected & autonomous vehicles, clean drivelines, shared mobility, and low total cost of ownership. Our sub-brand TAMO is an incubating centre of innovation that will spark new mobility solutions through new technologies, business models and partnerships.

**Our mission** - across our globally dispersed organisation – is to be passionate in anticipating and providing the best vehicles and experiences that excite our global customers.

**CHAPTER – 4**

**RESEARCH METHODOLOGY**

**What is Research?**

The advanced learner’s dictionary of current English as “a careful investigation or inquiry especially through search for new facts in any branch of knowledge”

**Research Methodology:**

The process used to collect information and data for the purpose of making decisions is called as Research Methodology.

**Types of Research Design:**

Research design have been classified by various authors in different types of research design have emerged on account of different perspective from which a research study can be viewed .In this project Descriptive Research design is used.

**Descriptive Research:**

Descriptive research provides data about population or universe being studied. But it can be only describe the “who, what, when, why, where, when and how” of a situation, not what caused. Therefore, descriptive research is used when the objective is to provide a systematic description that is as factual and accurate as possible.

**Sources of data collection:**

**1. Primary data-**

A survey method is used to collect the data through Questionnaire.

* Questionnaire:

A questionnaire is a schedule consisting of a number of coherent and formulated series of question related to the various aspects of the under study. In this method of question arranged in sequence is used to elicit response from the important.

**2. Secondary data-**

Through official website of Company, Books of Marketing Research, Some Research Papers and some other Websites.

**Tools used for data analysis:**

Graphical Method is used for the data analysis

**CHAPTER – 5**

**DATA ANALYSIS AND INTERPRETATION**

**Q. 1 Was the training content related to your work ?**

Ans.

According to the pie chart 15% of the employees say that neither they agree nor they disagree. 10% of them disagree. 17% of them agree whereas 55% of them strongly agree that the training content was related to their work.

Now the conclusion that we draw that more than 60% of the employees says that training content was related to their work.

**Q. 2 Was the training content better than your expectation?**

Ans.

In this 2% of the employees not really found it better than their expectation whereas 6% of them have a mediocre point of view 25% says it was definitely better than their expectation & 65% of them say it was somewhat above their expectation.

**Q. 3 Was the training content practical?**

Ans.

5% of the employees say that training content was not really practical, 26% says neither whereas 28% of them say that it was practical on the other hand 41% have an opinion that it was somewhat practical.

**Q. 4 Was the training duration too long or too short?**

Ans.

According to 6% duration should have been a little more lengthy, according to 7% the duration should have been a little less , 9% says that it was a little too short. 31%says it was a little too long & 41% says neither it was too long neither it was too short.

**Q. 5 Did the training included new knowledge and skills?**

**Ans.**

According to 100% employees, the training includes new knowledge and skills.

**Q. 6 You developed a sense of responsibility with regard to your work?**

**Ans.**

Only 4% feels that they have developed a greater sense of responsibility where as 35% feels that only a slight change has taken place, 61% says a considerable change has taken place.

**Q. 7 You became able to set targets effectively?**

**Ans.**

Only 1% says that they have not been able to set targets effectively, 2% says that they have observed a complete change, 35% says a slight change has been observed & 62% says a greater improvement has taken place.

**Q.8 Your ability to solve problems improved?**

**Ans.**

2% says that it has not changed much, 4% says it has changed completely, according to 31% a slight change has occurred & 63% says that it has changed considerably.

**Q. 9 You began to take more active leadership role?**

**Ans.**

5% says that not much improvement has been seen whereas 8% says that they are observing a complete change, 26% says a slight change has occurred & 61% says that considerable change has been observed

**Q. 10 Your loyalty to company has increased?**

**Ans.**

Only the 5% says their loyalty has not changed much, 15% have observed a slight change, 50% says their loyalty has changed considerably, whereas 30% says their loyalty has improved completely.

**Q. 11 Your morale at work has increased?**

**Ans.**

11% says that their morale has changed completely & 24% have observed a slight change & 65% have observed a considerable change.

**Q. 12 Your management ability has improved?**

**Ans.**

3% says that management ability has not changed much for 12% of the employees it has changed completely for 20% slight change has taken place & for 65% a considerably change has taken place.

**Q. 13 You become more safety- conscious?**

**Ans.**

3% of them have not observed much change whereas on the contrary 9% have seen a complete change, 25% of them have seen a slight change & 63% have seen a considerable change.

**Q. 14 You become able to express your own opinion?**

**Ans.**

26% have observed a complete change whereas 4% have not observed much change, 20% have observed a slight change & 50% have observed considerable change

**CHAPTER – 6**

**6.1 Findings:**

* According to the pie chart 15% of the employees say that neither they agree nor they disagree. 10% of them disagree. 17% of them agree whereas 55% of them strongly agree that the training content was related to their work.

Now the conclusion that we draw that more than 60% of the employees says that training content was related to their work.

* In this 2% of the employees not really found it better than their expectation whereas 6% of them have a mediocre point of view 25% says it was definitely better than their expectation & 65% of them say it was somewhat above their expectation.
* 5% of the employees say that training content was not really practical, 26% says neither whereas 28% of them say that it was practical on the other hand 41% have an opinion that it was somewhat practical.
* According to 6% duration should have been a little more lengthy, according to 7% the duration should have been a little less , 9% says that it was a little too short. 31%says it was a little too long & 41% says neither it was too long neither it was too short.
* According to 100% employees, the training includes new knowledge and skills.
* Only 4% feels that they have developed a greater sense of responsibility where as 35% feels that only a slight change has taken place, 61% says a considerable change has taken place.
* Only 1% says that they have not been able to set targets effectively, 2% says that they have observed a complete change, 35% says a slight change has been observed & 62% says a greater improvement has taken place.
* 2% says that it has not changed much, 4% says it has changed completely, according to 31% a slight change has occurred & 63% says that it has changed considerably.
* 5% says that not much improvement has been seen whereas 8% says that they are observing a complete change, 26% says a slight change has occurred & 61% says that considerable change has been observed
* Only the 5% says their loyalty has not changed much, 15% have observed a slight change, 50% says their loyalty has changed considerably, whereas 30% says their loyalty has improved completely.
* 11% says that their morale has changed completely & 24% have observed a slight change & 65% have observed a considerable change.
* 3% says that management ability has not changed much for 12% of the employees it has changed completely for 20% slight change has taken place & for 65% a considerably change has taken place.
* 3% of them have not observed much change whereas on the contrary 9% have seen a complete change, 25% of them have seen a slight change & 63% have seen a considerable change.
* 26% have observed a complete change whereas 4% have not observed much change, 20% have observed a slight change & 50% have observed considerable change

**6.2 Suggestions:**

* More and more training opportunities are provided to the employees so that they are able to improve upon their knowledge and skills.
* Training should be drafted in a manner that it increases the income level of employees.
* Enough facilities should be made available so that the acquired knowledge and skills could be imparted to their fellow colleagues.
* Training period should not be too long.
* All the necessary information regarding the training should be given to the employees before they leave.
* Management should make sure that acquired knowledge and skills is communicated to more number of people.

**6.3 Conclusion:**

Many large, ambitious projects require that people work together, so teamwork has become an important concept in organizations. Effective teams are an intermediary goal towards getting good, sustainable results. Company has seen increasing efforts through training to help people to work together more effectively and to accomplish shared goals, whether colleagues are present or absent “The old structures are being reformed. As organizations seek to become more flexible in the face of rapid environmental change and more responsive to the needs of customers.

It can be easily inferred from the analysis of the questionnairethat an effective training program is a must to be followed as well as timely and effective training sessions are must for old as well as new employees.

The analysis of the questionnaire revels that AOTS training is very essential for an employee to increase his knowledge, skills and thus his competence overall with this training the employees have been able to perform well on the areas where he was lagging behind.

After this training the employees have improved upon their creativity, sense of responsibility , communication skills, their confidence level have gone up, awareness of have also increased, they are now able to make good proposals , management ability have also improved they have become more safety conscious. With the impartment of this training there income level has also gone up. The trained employees share their experiences with their fellow colleagues and helped them enhancing their knowledge and skills.

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