ABSTRACT

Training is one of the important functions of Human Resource Management to develop the abilities of the employees to satisfy current and future needs of the organization. It is not a cost but an investment for creation of assets for the organization. Training helps to achieve effective performance in a job role as well as improve the production / profit of the organization. Training is also beneficial for sound management. The present case is pertaining to the Study of training programme: Case Study of Force Motors Ltd., Pune. In the case study, attempt is been made to study various types of training programmes conducted for the employees at managerial, supervisory and worker level. The Training Need Identification process was studied and depending upon the TNI how the training programmes were imparted accordingly. The different types of Training programmes like Behavioral, Technical, Functional and Statutory were studied.

Key words: Training, Training programme, Training Need Identification

Introduction:

Training is the process of increasing the knowledge and skill for doing a particular job. It is an organized procedure by which people learn knowledge and skill for a definite purpose. The purpose of training is basically to bridge the gap between job requirement and present competency of an employee. The major difference between training and development therefore is that while training focuses often on the current employee needs or competency gaps, development concerns itself with preparing people for future assignments and responsibilities. It is said that without theory, practice is blind and without practice theory is meaningless. Hence, practical training has been made an integral part of the education in India. The project training programmers are designed to give a manager the future of the corporate happenings and work culture. Force Motors is an Indian manufacturer of three-wheelers, multi-utility and cross country vehicles, light commercial vehicles, tractors, buses, car and now heavy commercial vehicles.

The research study mainly focuses as under the following:

i) Training process
ii) Training Need Identification
iii) Types of Training programmes

Importance of training:

1. Training is a process of learning a sequence of programmed behavior.
2. It improves the employee's performance on the current job and prepares them for an intended job.
3. Employees are able to balance their work life and personal life in a better manner which leads to reduction of stress.
4. Training programs help in improving physical and psychological health of the employees, thereby bringing down the absenteeism rate.
5. Develop the employee morale, increase the productivity, job satisfaction and commitment of the employees towards the organizational goals.
6. Improve the communication between all levels of management which helps in minimizing conflicts between different levels of employees.
7. Lead to effective negotiation and enable the designing of the contracts which satisfy all sorts of employees.
8. Enhance efficiency of management and strengthen employee organization.
9. Improve the leadership, problem solving, interpersonal and conflict resolution skills of the employees.
10. Sharpening and utilization of the employees’ creative and innovative skills.

**Objective of the study:**

a) To study the Training process at Force Motors Limited, Training Need Identification process.
b) To study types of Training programmes conducted at Force Motors Limited

**Research Methodology:**

The research was conducted through personal interview of HR - Training Manager and observation method. Other theoretical data was collected with the help of training manual of the company, books and online resources.

**Literature Review:**

According to the Michel Armstrong (Source: A Handbook of Human Resource Management Practice, Kogan Page, 8thEd.,2001) , “Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job”.


The term ‘training’ indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. ‘Successful candidates placed on the jobs need training to perform their duties effectively’.

Cary Cherniss et. al. In the year (2010) has done their research in the topic “PROCESS – DESIGNED TRAINING: A NEW APPROACH FOR HELPING LEADERS DEVELOP EMOTIONAL AND SOCIAL COMPETENCE” and they have evaluated the effectiveness of a leadership development program based on International Organization for Standardization (ISO) principles. The program utilized process-designed training groups to help participants develop emotional and social competence. The study involved 162 managers from nine different companies in a random assignment control group design. There were nine different groups with nine managers in each group. Each group was required to follow the identical process. His results indicated that after two years the intervention group had improved more than the controls on all Emotional Competence Inventory variables. The paper offers recommendations for future research on the mechanisms underlying the process-designed group strategy and contextual factors that optimize results. This paper describes a leadership development strategy that appears to be more economical and consistent in its delivery than traditional approaches such as workshops or executive coaching. Although ISO principles are utilized widely in the business world; this is the first study that has used this approach in the design and delivery of management development.

**Case Study:**

**Introduction of the company:**

Late Shri N.K.Firodia, a dedicated Gandhian and Visionary Industrialist, was the Founder-Managing Director of Force Motors. Having participated in the freedom struggle for India in 1932 and 1942 he was determined to achieve Industrial modernization for India. He established, starting in 1950, in Collaboration with Vidal & Sohn, Hamburg, Germany the import and later progressive manufacture in India of the Tempo 3-Wheeler. To further modernize its LCV product range, the Company took up the production of the TRAVELLER, under licence from Daimler-Benz. A new
Human Resource Management

Plant was set up in 1987, on a greenfield site in Central India at Pithampur in Madhya Pradesh. This modern facility was developed in close co-operation with Daimler-Benz. The plant is equipped with a modern conveyorised body welding and Electrophoretic dip painting shop. The Plant has been expanded to house a new Press Shop in 1997.

Training Philosophy
“To believe in promote & maintain learning culture
To consider Training not as cost but as an investment”

Training Policy:
To continuously upgrade the skill, knowledge, & efficiency of our employee’s dealers & vendor’s continuous training & contracting interaction.

THE TRAINING CYCLE - Force Motors Limited

EVALUATE THE TRAINING

IDENTIFY THE TRAINING NEEDS

DELIVER TRAINING

Methods of Training:-

On Job Training

- Coaching
- Job Rotation
- Under Study
- Multiple Management

Off Job Training

- Case Study
- Management game
- Role Play
- Conference
- Lecture

Process of Training of Force Motors Ltd., Akurdi, Pune:-

Study of Training process was done where the first step the HR-Training & Development has to conduct is TNI process for every financial year where Training requirement needs are submitted by each department for each employee and updated in the system. If there is any new need then accordingly the Training programme is been designed, Identification of faculty is done may be internal faculty or external faculty. After that the information is filled in the Training system of the company. Employee counts for each training programme is been taken, Training programme to be conducted whole year is calculated by 20 employees for each training programme accordingly the budget is prepared for the financial year. Nominations for participants / employees are sending randomly with the help of training system. Evaluation of training programme is done after the feedback of Training programme. Upgradation of Training Programme is done accordingly.
Process of Training of Force Motors Ltd., Akurdi, Pune:-

Training process

Identify Training need

Design the Program

Identification of the faculty

Annual budget

Making yearly plan

Make monthly schedule

Nomination of participants

Program condition

Program evaluation

Feedback & follow-up
Training Need Identification process for FORCE MOTORS LTD:

Training need identification is a tool utilized to identify what educational courses or activities should be provided to employees to improve their work productivity. Here the focus should be placed on needs as opposed to desires of the employees for a constructive outcome. In order to emphasize the importance of training need identification we can focus on the following areas:
1. To pinpoint if training will make a difference in productivity and the bottom line.
2. To decide what specific training each employee needs and what will improve his or her job performance.
3. To differentiate between the need for training and organizational issues and bring about a match between individual aspirations and organizational goals.
4. Identification of training needs (ITN), if done properly, provides the basis on which all other training activities can be considered. Also requiring careful thought and analysis, it is a process that needs to be carried out with sensitivity as people's learning is important to them, and the reputation of the organization is also at stake.
5. Identification of training needs is important from both the organizational point of view as well as from an individual's point of view.
6. From an organization’s point of view it is important because an organization has objectives that it wants to achieve for the benefit of all stakeholders or members, including owners, employees, customers, suppliers, and neighbours. These objectives can be achieved only through harnessing the abilities of its people, releasing potential and maximizing opportunities for development. Therefore people must know what they need to learn in order to achieve organizational goals. Similarly if seen from an individual's point of view, people have aspirations, they want to develop and in order to learn and use new abilities, and people need appropriate opportunities, resources, and conditions. Therefore, to meet people's aspirations, the organization must provide effective and attractive learning resources and conditions.

TYPES OF TRAINING PROGRAMS WHICH ARE CONDUCTED FOR THE EMPLOYEES:
Classification of training programmes in force motors ltd are as follows:
A. FUNCTIONAL
B. TECHNICAL
C. BEHAVIORAL
D. STATUTORY

TECHNICAL & FUNCTIONAL TRAINING CONDUCTED FOR EMPLOYEES IN THE ORGANIZATION ARE AS FollowS:

A. Functional Training / Production Training:
Such types of Training programmes are imparted to Trainees, Workers, Supervisors and Managerial Levels. Production Training is important aspect for all employees giving function wise training who are working for production departments whether they are working on shop floors or whether they are maintaining records for production department. It is helpful for minimizing the errors in production. The Technical information that is added in their knowledge. Specialized faculties are selected. Basically, Internal Faculties i.e. the employee who is working in the company and who has rich experience in this field of Training and have specialized External Training from outside. And regarding internal faculties are always available for the employees.

B. Technical Training: It is important aspect for all employees who are working for production departments whether they are working on shop floors or whether they are maintaining records for
production department. It is helpful for minimizing the errors in production. The technical information that is added in their knowledge.

Specialized faculties are selected. Basically, Internal Faculties i.e. the employee who is working in the company and who has rich experience in this field of Training and have specialized External Training from outside. And regarding internal faculties are always available for the employees.

1. CNC Training
2. Core Tools of Problem Solving
3. Electrical Safety
4. Kaizen
5. MSA
6. TPM
7. Seven Tools of problem solving
8. Electrical for Non electrical
9. Lean Manufacturing
10. Quality Circle
11. 5s Principal
12. Cutting Tool Advance
13. Engine & Gear Technology
14. 1s of 5s Principal
15. Shop Floor Management
16. Jigs & fixture
17. Metallurgy & Heat Treatment

**Maintenance Training:**
1 Advanced plc Programming
2 Electrical & Electronic Automation
3 Hydraulics & pneumatic Tools

**QUALITY Training:**
1 MSA
2 TS-Awareness
3 SPC
4 PFMEA
5 PPAP
6 APQP

**MATERIAL Training**
1 Product & Process Cost mgmt.
2 Managing with cost reduction
3 Supply Chain Management
4 Inventory Management
5 SAP

**BEHAVIOURAL TRAINING CONDUCTED FOR EMPLOYEES IN THE ORGANIZATION ARE AS FOLLOWS:**

- BEHAVIOURAL TRAINING:
Trainees, Workers, Supervisors and Managerial Levels
  1. Applied 7 Habits
2. Assertiveness & interpersonal Relationship
3. Building Interpersonal Relationship
4. Communication & Presentation Skill
5. Conflict Resolutions
6. Corporate Grooming
7. Fun & Joy at work
8. Health & stress management
9. Honing Communication Skill
10. Self esteem key to Success
11. Super Habits of Dasbodh
12. Supervisory developments
13. Team Building & Leadership
14. Work Life Balance
15. Written communication skills

TRAINING PROGRAMME WHICH ARE STATUTORY IN THE ORGANIZATION FOR EACH AND EVERY EMPLOYEE:

D. STATUTORY TRAINING
Compulsary Training programmes to be undergone by each employee and worker of the company conducted by the Safety and Health Department of the company.
1. First Aid & Health
2. Safety & Fire Fighting

Observations:
1. Members of organization should be trained regularly to keep pace with rapid changes in knowledge, skills, & technology
2. Various types of training has been given to the different categories of the employees
3. Targeted mandays for each employee is 8 mandays where one manday consist of 8 hrs. that means minimum 64 hrs training imparted to each employee.
4. Training time can be extended according to the work conditions.
5. The training Need Identification processes take place for each financial year.
6. Approximate budget for training programme consist of Rs. 30 Lakhs which includes external as well as internal training for per annum.
7. Government also provides financial support in the form of training subsidy to the organization.
8. The training Need Identification has been done, by giving the TNI form to the head of department or the managers. They identify the training requirements for the employees
9. Given training is evaluated by the Feedback form. Employees give remark through Feedback form after the training program. accordingly training is evaluated
10. Training need identification is a tool utilized to identify what educational courses or activities should be provided to employees to improve their work productivity

CONCLUSION:
Training and development programs play a vital role in every organization. These programs improve Employee Performance at workplace, it updates Employee Knowledge and enhances their personal Skills and it helps in avoiding Managerial Obsolescence. With the use of these programs, it is easier for the management to evaluate the job performance and accordingly take decisions like employee Promotion, rewards, compensations, welfare facilities, etc. These training programs also help the managers in succession planning, employee retention and motivation. It creates Efficient and
Effective employees in the Organization. Participants were particularly positive about the training & motivation technique. The training program satisfies the employees.

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