A PROJECT REPORT

ON

"Training and Development at HCL Infosystem"
SUBMITTED TO
UNIVERSITY OF PUNE

BY

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M.P.M. – III Semester

(2006-08)

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CERTIFICATE

This is to certify that *Mudassar Sheikh* Student of **SINHGAD INSTITUTE OF BUSINESS ADMINISTRATION & RESEARCH; Pune** has completed his field work report at **HCL Infosystems** on the topic of "*TRAINING AND DEVELOPMENT PROGRAMME*" and has submitted the field work report in partial fulfillment of MASTER IN PERSONNEL MANAGEMT of the UNIVERSITY OF PUNE for the academic year 2006-08.

He has worked under our guidance and direction. The said report is based on bonafide information.

Mrs. Shagufta Sayyed   **Prof. R. Ganesan**

Project Guide   **Director**

Date:-

Place:-

SINHGAD INSTITUTE OF BUSINESS ADMINISTRATION AND RESEARCH, KONDHWA (BK)

DECLARATION

I hereby declare that the project titled "CRITICAL ANALYSIS ON DESIGNING OF TRAINING AND DEVELOPMENT PROGRAMME" is an original piece of research work carried out by me under the guidance and supervision of Mrs. Shagufta Sayyed. The information has been collected from genuine & authentic sources. The work has been submitted in partial fulfillment of the requirement of MASTER IN PERSONNEL MANAGEMENT to Pune University

Place:

Date: **Mudassar Sheikh**

ACKNOWLEDGEMENT

EXECUTIVE SUMMARY

The game of economic competition has new rules. Firms should be fast and responsive. This requires responding to customer's needs for quality, variety, customization, convenience and timeliness. Meeting these new standards requires a workforce that is technically trained in all respects. To survive and flourish in the present day corporate jungle, companies should invest time and money in upgrading the knowledge and skills of their employees constantly. Here arises the necessity of Training and Development since any company that stops injecting itself with intelligence is going to die.

This article is intended to give an insight to one of the primary Human Resource function i.e. Training and Development being followed in HCL infosystem. The document begins with a brief overview, objectives of the study and goes on to elaborate on the need and significance of the study. It proceeds further with the methodologies being followed and how the data is collected, analyzed and interpreted. This is mainly is dealt with and the Company profile is elaborated followed by the Human Resource analysis, Statistical analysis and is concluded with Recommendations and suggestions.

In this project, I have learned many things about training and development programmes carried out at **HCL Infosystem.**

INDEX

INTRODUCTION

The project is all about Training and Development of employees. Human resource management is the management of employee's skill, knowledge abilities, talent, aptitude, creativity, ability etc. different terms are used for denoting Human Resource Management. They are labour management, labour administration, labour management relationship, employee –employer relationship, industrial relationship, human capital management, human asset management etc. Though these terms can be used differently widely, the basic nature of distinction lies in the scope or coverage and evolutionary stage.

HCL Infosystems Ltd is one of the pioneers in the Indian IT market, with its origins in 1976. For over quarter of a century, they have developed and implemented solutions for multiple market segments, across a range of technologies in India.

HCL has its own learning organization. The objective is to create a learning organization. For this, they have a dedicated HCL Education Center in Hyderabad. The trainings are identified based on the individual, organization and customer needs, with employees going in for Technical, Soft-Skills Training, Management Development Programs, Technology Leadership Programs and Leadership Development Programs.

   In simple terms, training is understood as the process of learning sequence of programmed behavior. Mainly post employment and off job training is given in training and development.

TRAINING METHODS

   ➢ Lectures
   ➢ Conference and seminars
   ➢ Literature

For training the employees three types of conference are organized:-

- Direct discussion
- Training conference
- Seminar conference
- In HCL Infosystem meetings are organized at various branch levels, sector levels, region levels, zone levels, and also at Command office for Training and Development of employee

<u>OBJECTIVE OF STUDY</u>

To critically analyze the Training and development programme in HCL Infosystem with regard:-

Primary Objective:-

1. To apply theoretical knowledge of Training & Development into Practical aspect.

Secondary Objective:-

1. To critically analyze prevailing training and development programme in HCL Infosystem

2. To understand the effectiveness of various training and development programmes on employees.

3. To critically analyze training environment & personal relationship between trainer and trainee while training.

RESEARCH

METHODOLOGY

RESEARCH METHODOLOGY

In everyday life, every human being has to face many problems viz. social, economical, financial problems. These problems in life call for acceptable and effective solutions and for this purpose, research is required and a methodology applied for the solutions can be found out.

Research was carried out at Asian Paints to found out the "Design of Training and Development Programme"

Research objective

- ➢ To find out the satisfaction of the employees with the training programme.
- ➢ To identify areas of improvement in design of training and development programme.

Data collection methods:

- Primary Data

Tool for collecting primary data are as follows:-
- ➢ Structured Questionnaire
- ➢ Survey and Observation

Sample plan

- ➢ The sample plan is a distinct phase of the research process.

> It refers to the technique or the procedure a research would adopt in selecting items for sample.

Sample population

> Population consists of the total respondent.
> The research population consists of all the employees at Asian paints Pune.

Sampling technique

> In the research random-cum-convenient sampling technique are being used Sample size

To find out the Designing of Training and Development Programme Asian Paints. Certain step has been taken which are as follows:-

A. Initial research

- Sample size of 30 employees was selected.
- Parameters for Training and Development programme were listed.

B. Preparing a structured questionnaire

- Based on the initial research findings, structured questionnaire was prepared.
- Data was collected from employees with the help of Questionnaire.

C. Final Analysis

- Accumulate and generalize the data
- various factors
- ending of relationship

Company Profile

HISTORY

HCL Infosystems Ltd is one of the pioneers in the Indian IT market, with its origins in 1976. For over quarter of a century, they have developed and implemented solutions for multiple market segments, across a range of technologies in India. They have been in the forefront in introducing new technologies and solutions. The highlights of the HCL saga are summarized below:

YEAR	HIGHLIGHTS
1976	- Foundation of the Company laid - Introduces microcomputer-based programmable calculators with wide acceptance in the scientific / education community
1977	- Launch of the first microcomputer-based commercial computer with a ROM -based Basic interpreter - Unavailability of programming skills with customers results in HCL developing bespoke applications for their customers
1998	- Chennai and Coimbatore development facilities get ISO 9001 certification
2001	-Launched Pentium IV PCs at below Rs 40,000 -IDC rated HCL Infosystems as No. 1 Desktop PC Company of 2001
2004	- 1st to announce PC price cut in India, post duty reduction, offers Ezeebee at Rs. 17990 - IDC India-DQ Customer Satisfaction Audit rates HCL as No.1 Brand in Desktop PCs - Maintains No.1 position in the Desktop PC segment for year 2003 - Enters into partnership with Port Wise to support & distribute security & VPN solutions in India - Partners with Microsoft & Intel to launch Beanstalk Neo PC

	- Becomes the 1st company to cross 1 lac unit milestone in the Indian Desktop PC market - Partners with Union Bank to make PCs more affordable, introduces lowest ever EMI for PC in India - Launched RP2 systems to overcome power problem for PC users - Registers a market share of 13.7% to become No.1 Desktop PC company for year 2004 - Crosses the landmark of $ 1 billion in revenue in just nine months

2005	- Launch of HCL PC for India, a fully functional PC priced at Rs.9,990/-
	
	- Rated as the No.1 Desktop PC company by IDC India -Dataquest
	
	- 'Best Employer 2005' with five star ratings by IDC India -Dataquest.
	
	- 'The Most Customer Responsive Company 2005'
	
	-IT Hardware Category by The Economic Times -Avaya Global Connect.
	
	-Top 50 fastest growing Technology Companies in India' & 'Top 500 fastest Growing Technology Companies in Asia Pacific' by 'Deloitte & Touche'. by 'Deloitte & Touche'
	
	-'7th IETE -Corporate Award 2005' for performance excellence in the field of Computers & Telecommunication Systems by IETE.
	
	-'Best Bhoomi Brand 2005' by 360 magazine
	   -in the PC category
	   -in the LCD Monitor category.
	
	-India's 'No.1 vendor' for sales of A3 size Toshiba Multi Functional Devices for the year '04 -'05 by IDC.
	
	-Toshiba'Super Award 2005 towards business excellence in distribution of Toshiba Multifunctional products,
	
	-Strategic Partners in Excellence' Award by Infocus Corporation for projectors.
	
	-'Most valued Business Partner' Award for projectors by Infocus Corporation in 2005

2006 **(till June)**	- 75, 000+ machines produced in a single month - HCL Infosystems in partnership with Toshiba expands its retail presence in India by unveiling 'shopToshiba' - HCL the leader in Desktops PCs unveils India's first segment specific range of notebooks brand - 'HCL Leaptops' - IDBI selects HCL as SI partner for 100 branches ICT infrastructure rollout - HCL Support wins the DQ Channels-2006 GOLD Award for Best After Sales Service on a nationwide customer satisfaction survey conducted by IDC - HCL Infosystems First in India to Launch the New Generation of High Performance Server Platforms Powered by Intel Dual - Core Xeon 5000 Processor - HCL Forms a Strategic Partnership with APPLE to provide Sales & Service Support for iPods in India

GUIDING PRINCIPLES

VISION AND MISSION

VISION STATEMENT
"Together we create the enterprises of tomorrow"

MISSION STATEMENT
"To provide world-class information technology solutions and services to enable our customers to serve their customers better"

QUALITY POLICY
"We shall deliver defect-free products, services and solutions to meet the requirements of our external and internal customers, the first time, every time"

THEIR OBJECTIVES

THEIR MANAGEMENT OBJECTIVES
To fuel initiative and foster activity by allowing individuals freedom of action and innovation in attaining defined objectives.

THEIR PEOPLE OBJECTIVES
To help people in HCL Infosystems Ltd. share in the company's successes, which they make possible; to provide job security based on their performance; to recognize their individual achievements; and help them gain a sense of satisfaction and accomplishment

from their work.

CORE VALUES

- They shall uphold the dignity of the individual
- They shall honour all commitments
- They shall be committed to Quality, Innovation and Growth in every endeavour

They shall be responsible corporate citizens

Alliances & Partnerships

To provide world-class solutions and services to all their customers, they have formed Alliances and Partnerships with leading IT companies worldwide.

HCL Infosystems has alliances with global technology leaders like
- Intel
- AMD
- Microsoft
- Bull
- Toshiba
- Nokia
- Sun Microsystems
- Ericsson
- NVIDIA
- SAP
- Scansoft
- SCO
- EMC
- Veritas
- Citrix
- CISCO
- Oracle
- Computer Associates

- RedHat
- Infocus
- Duplo
- Samsung
- Novell.

These alliances on one hand give us access to best technology & products as well enhancing our understanding of the latest in technology. On the other hand they enhance our product portfolio, and enable us to be one stop shop for our customers.

HCL Advantage

HCL Infosystems (HCLI) draws it's strength from 30 years of experience in handling the ever changing IT scenario , strong customer relationships , ability to provide the cutting edge technology at best-value-for-money and on top of it , an excellent service & support infrastructure.

Today HCL is country's premier information enabling company. It offers one-stop-shop convenience to its diverse customers having an equally diverse set of requirements. Be it a large multi-location enterprise, or a small/medium enterprise, or a small office or a home, HCLI has a product range, sales & support capability to service the needs of the customer.

Last 30 years apart from knowledge & experience have also given us continuity in relationship with the

Customers, thereby increasing the customer confidence in us.

Their strengths can be summarized as:

- Ability to understand customer's business and offer right technology

- Long standing relationship with customers

- Pan India support & service infrastructure

- Best-vale-for-money offerings

Technology Leadership

HCL Infosystems is known to be the harbinger of technology in the country. Right from our inception they have attempted to pioneer the technology introductions in the country either through our R&D or through partnerships with the world technology leaders.

Using their own R&D we have

- Created their own UNIX & RDBMS capability (in 80s)

- developed firewalls for enterprise & personal system security

- launched their own range of enterprise storage products

- launched their own range of networking products

They strive to understand the technology from the view of supporting it post installation as well. This is one of the key ingredients that go into they strategic advantage.

HCL Infosystems has to its claim several technology pioneering initiatives. Some of them are:

- Country's first DeskTop PC - BusyBee in 1985

- Country's first branded home PC - Beanstalk in 1995

- Country's first Pentium 4 based PC at sub 40k price point

- Country's first Media Center PC

Quality

Philosophy of Quality

"We shall deliver defect-free products, services and solutions to meet the requirements of our external and internal customers, the first time, every time."

To exist as a market leader in a globally competitive marketplace, organizations need to adopt and implement a continuous improvement-based quality policy.

One of the key elements to HCL's success is its never-ending pursuit of superior quality in all its endeavors.

HCL INFOSYSTEMS believes in the Total Quality Management philosophy as a means for continuous improvement, total employee participation in quality improvement and customer satisfaction. Its concept of quality addresses people, processes and products.

Over the last 30 years, we have adapted to newer and better Quality standards that helped them effectively tie Quality with Business Goals, leading to customer and employee

satisfaction.

QUALITY AT HCL INFOSYSTEMS LTD

The history of structured quality implementation in HCL Infosystems began in the late 1980s with the focus on improving quality of its products by using basis QC tools and Failure Reporting and Corrective Active Systems (FRACAS). They also employed concurrent engineering practices including design reviews, and rigorous reliability tests to uncover latent design defects.

In the early 90s, the focus was not merely on the quality of products but also the process quality systems. Our manufacturing unit at NOIDA was certified initially to ISO 9002:1994 by Bureau

Veritas Certification in 1994 and later on to ISO 9001:1994 in 1997. As of now, all their manufacturing units are certified by Bureau Veritas Certification as per ISO 9001:2000 and ISO 14001: 2004

In early 1995, a major quality initiative was launched across the company based on Philip B. Crosby's methodology of QIPM (Quality Improvement Process Management). This model was selected to because it considered the need and commitment by an organization

to improve but more importantly, the individual's need towards better quality in his personal life.

Under their Quality Education System program, they train their employees on the basic concepts and tools of quality. A number of improvement projects have been undertaken by their employees, whereby process deficiencies and bottlenecks are identified, and Corrective Action Projects (CAPs) are undertaken. This reduces defect rates and improves cycle times in various processes, including personal quality.

They have received MAIT's 'Level II recognition for Business Excellence' for our initiatives in the Information Technology Industry, adding another commendation to our fold. MAIT's Level II recognition is based on the 'European Foundation for Quality

Management' (EFQM), for gaining quality leadership and business competitiveness.

Their certifications / awards in 2003 include <u>ISO 9001-2000 by Bureau Veritas Certification for our InfoStructure Services</u> and <u>award of First Prize by ELCINA</u> (Electronic Component Industries Association) for Quality, 2002-03. The ELCINA award criteria considers two aspects. (1) Enablers (Leadership & Management commitment, Resource Management, Product Realisation, Measurement Analysis & Improvement) and Results (Product Quality, Customer / Stake holder satisfaction , Business results).

The tryst for continuous quality improvement is never-ending in HCL Infosystems. We always strive to maintain high quality standards, which help them to fulfill their mission

to provide world-class information technology solutions and services, to enable their customers to serve their customers bet

<u>PRODUCTS & SOLUTIONS</u>

HCL recommends Windows Vista® Business

HCL Infosystems' portfolio of products covers the entire spectrum of the information technology needs of its customers.

By virtue of the immense diversity of markets and customers that it addresses, HCL Infosystems' products offerings include everything from high end enterprise level servers for mission critical applications to multimedia home computers.

Their may be a large multi-location company exploring solutions to e-enable their organization or they may be a new born rising star looking for someone for IT planning or setting up your IT Infrastructure, HCL Infosystems has a solution tailor-made for them.

DESKTOPS & NOTEBOOKS

- Business PCs
- Home PCs

Infiniti Powerlite Notebooks

WORKSTATIONS

☐ Infiniti Challenger Workstations

☐ SUN Workstations

SERVERS

Overview of Servers

Intel Servers

- Back-end Datacenter Servers
- Blade Servers
- Rack Optimized Server Solutions
- Pedestal Server Solutions
- Entry Level Servers

Infiniti Xcel Line Servers

- Infiniti Xcel Line 1200 PR with nVIDIA geforce 6150 chipset
- Infiniti Xcel Line 2200 YA with nVIDIA MCP 55 Pro chipset
- Infiniti Xcel Line 2200AT with AMD 8131/8111 chipset
- Infiniti Xcel Line 2200SY with Nvidia nForce Proffesional 2200 chipset
- Infiniti Xcel Line 4200TL with AMD 8131/8111 chipset

SUN Servers

HP Risc Servers & Workstations

THIN CLIENTS

- Winbee Thin Clients
- SUN Thin Clients

NETWORKING PRODUCTS

Overview

WinSmart Switch

SNMP Managed Switch

SECURITY PRODUCTS

- ☐ HCL InfoWall
- ☐ HCL InfoSecuAccess
- ☐ HCL InfoVPNe
- ☐ HCL InfoSecuMon
- ☐ HCL InfoSurveillance
- ☐ HCL InfoSecuDesk - Biometric Logon
- ☐ HCL InfoSecuDesk - SmartCard Logon
- ☐ HCL InfoLoadBalancer
- ☐ HCL InfoAttendance
- ☐ HCL InfoVMS
- ☐ HCL Smart Library Management System
- ☐ HCL Asset Management
- ☐ HCL EAS System (Electronic Article Surveillance)
- ☐ HCL Stand Alone Door Access Solution - (NDL 600)
- ☐ HCL Stand Alone Door Access Solution - (NDL 100)
- ☐ HCL Hand Geometry Recognition
- ☐ HCL Hand Geometry with Smart Card
- ☐ HCL Smart Card Reader
- ☐ HCL Dual Interface Smart Card Combi Readers

People

HCL Infosystems believes in **"Leadership based on Trust"**. HCL Infosytem is the progenitor of the HCL Group and is known as the **"Entrepreneurial Incubator"** in the Indian IT industry. Their institutionalized, consistent model to **"Catch them young &**

set their minds on fire", has made them extremely successful in all their ventures, thereby creating entrepreneurs from and for HCL. They believe that ideas stem out of expertise - and expertise is the coming together of talent and experimentation which has led to tremendous growth for all.

They take pride in creating IT skills in India, further strengthening our HR philosophy

- **RECRUIT THE BEST**
- **RETAIN THE BEST**
- **REWARD THE BEST**

HCL believe that Impossible is actually "I am Possible". With this passion and commitment of our people, **HCL stands for Leadership**, driven by innovative practices adopted by and for our customers.

- **Working @hcl**
- **Recruitment @hcl**
- **Training & Development @hcl**
- **Performance Management @hcl**
- **Reward and Recognition @hcl**
- **Culture @hcl**
- **Opportunities @hcl**

Working @hcl

What does it mean to work in HCL Infosystems? - Collaborate with the sharpest minds….the freedom to create….to articulate new ideas….a place where there is minimal hierarchy. A blend of passion and processes which brings out the best in us. With offices

across India, 182 locations, what we offer you is a Career sans Frontiers - a career with diverse, rewarding & challenging assignments

Recruitment @hcl

They are a **"Campus Organization"**, making sure that they also recruit from B/C class cities, thus giving tremendous opportunity to young and talented engineers in every part of the country. Their objective is to acquire quality people and groom them to become **Leaders of Tomorrow**….thus they pride themselves in being the [Student Center](#)

Training & Development @hcl

The objective is to create a learning organization. For this, they have a dedicated HCL Education Center in Hyderabad. The trainings are identified based on the individual, organization and customer needs, with employees going in for Technical, Soft-Skills Training, Management Development Programs, Technology Leadership Programs and Leadership Development Programs.

HCL believes in holistic development, focusing on building entrepreneurs, having an open and flexible work environment and providing various [Developmental Forums](#)

Performance Management @hcl

HCL philosophy is, "what gets measured, gets reviewed and what gets reviewed, gets improved"

They have a **Performance Tracking System**, a daily to weekly to monthly to quarterly review system. This is done through tracking enablers and results. This leads to customer satisfaction (both internal and external), people satisfaction and business growth.

HCL's belief for holistic quality improvement is realized through the adoption of **360 Degree Feedback** for our leaders. It shares a reciprocal relationship with various

processes facilitating continuous improvements in areas such as selection, career planning, goal setting, reward schemes and culture.

Assessments in HCL are not just for improvement and development, but are also well recognized and rewarded.

Reward and Recognition @hcl

HCL recognizes the need for appreciation for the hard work done by their people. To keep up the morale of the employees and drive them towards excellent performance, they give various incentives ranging from a recognition letter or a thank you card to profit sharing schemes to long performance awards.

They have **Leaders of Tomorrow**, a program that identifies and nurtures leaders for future leadership roles. They were the pioneers of **Employee Stock Option Program** in the IT industry, adopted in 1988 to recognize the forerunners across the company.

To further recognize the commitment of our people, HCL contributed and encouraged the employees to build their own houses - **HCL Towers** - a proof of the people strength of this organization.

Culture @hcl

HCL believes in "Leadership built on Trust". We, at HCL Insys, have an open and entrepreneurial environment. An HCLite is synonymous with passion for performance, high need for achievement and commitment to job. Their core value of high integrity with a Never-Say-Die approach is ingrained and visible in all their people, practices and processes.

Their philosophy of Celebrating Competition and a Caring Management is apparent in their efforts to maintain the quality of work life and a balance of personal / professional life through fun @ work.

Opportunities @hcl

HCL Infosystems - An ocean of possibilities!
Want to explore the possibilities? Check out the following profiles:

HCL's Educational Services

In HCL's tryst to enable quality training to their *'young'* country, they have started customized training and education services to produce employable manpower. Customized to the industry requirements their educational services are focused towards technologies related to IT Infrastructure and IT Sales.

The two offerings of HCL Education are as follows:

HCL's Job Oriented Training Program in IT Infrastructure Technologies

The Program focuses on providing hi-tech Training as per the curriculum to the selected candidates in the stream of Computer Networks, Network Operating Systems, Security and other IT Infrastructure Services. The intention is to produce candidates who will have capabilities to be productive in such areas of IT services where such training is successfully completed…

HCL's Sales & Marketing Training Program

The program focuses on preparing a new breed of technocrats who would be smart business developers also having a right blend of technical know-how. The year long training would be mentored by the vastly experience HCL employees. Candidates could also be nominated for a Executive Management Program from an Management Institute of good repute……

IT is our world. HCL is a pioneer in the IT space with business offerings in Computer Systems, Imaging, Voice and Data Integration including handset distribution. We have a direct presence in 300 locations in the country with a channel base of over 44000 channel partners. Over the years we gained expertise in enabling IT for a wide customer base. They have customers from various sectors like Government, BFSI, Telecom, Manufacturing, Education, Pharma, IT and more. They have over the years identified

opportunity, nurtured talent and created entrepreneurs for our nation. HCL has given more than 100 CEOs to the Indian corporate world.

To cook a new CEO in you, we have started a unique Program for fresh graduates who have a passion to achieve. We aim to take a set of young people, and set their minds on fire! They are offering a comprehensive Sales and Marketing training on IT products, Service and Solutions. It is proposed to be a yearlong training with 3-4 weeks of residential Instructor Led Training (ILT), during which the candidate undergoes Sales orientation classes alongside Technical grooming on IT, Technology, IT Products, Services and Solutions. The remaining period would be live sales experience under the vastly experienced HCL staff. Trainee will be eligible for a monthly stipend after completing the ILT, he could also earn high incentives on performance basis. After the completion of the program candidate is considered for a suitable opening in HCL and also for a Executive Management Program conditional to good performance during service.

WHAT IS UNIQUE ABOUT THE PROGRAM?

- **What is the Program all about ?**
- **Who is Eligible ?**
- **What is the duration of the program ?**
- **What do I gain ?**
- **How is the Training Facility ?**
- **What is covered ?**
- **Is this a Residential Program?**
- **Are there Job Opportunities after the Program?**
- **What is the fee involved?**

What is the Program all about?

The program is all about providing opportunity to the young talent to take up a challenging career in Sales and Marketing after their graduation. It is bundle of great IT Sales exposure under able guidance and also fulfils the Management Diploma aspirations of the candidate as the company sponsors the same for all eligible candidates.
Who is eligible?

Bachelors in Engineering and Science Graduates, Candidates meeting the company's selection criterion.
What is the Duration of the Program?

It is a **year long** program with 3-4 weeks of exhaustive **instructor led training** conducted by experienced professionals, followed by 11 months of **Sales Experience (With Stipend as applicable)** at any of HCL offices located across India under the guidance of HCL staff.

What do I gain?

On successful completion of the program the candidate would get a certificate from **HCL Training**

What is in it for me?

1. Sales Experience with HCL!!
2. Knowledge of IT Products, Services and Solutions.

4. Career with HCL Infosystems, subject to high meeting performance standard.
5. Sponsored Executive Management Program after completing a year in HCL as an employee.
6. **P**ride! **P**assion! **P**erformance!

He / She would be equipped with **contemporary knowledge and real time experience**.

On completion of the program the candidate may be offered a **placement** as per the policy of the company, though it would not be binding on him/her to join.

How is the Training Facility?

HCL Insys has its own training facility in Hyderabad. The Facility is equipped with all the latest equipments needed to bring out the best in oneself. The Facility is managed by **HCL's Professionals**. All training sessions are taken up by these individuals having ample industry and training experience.

The trainees are also provided **lodging and boarding** (during ILT) as per the training program.

What is covered?

Communication/Selling/Presentation Skills, Account Management, Channel Management, Services Management, Effective Proposal Writing, Time Management and IT, Technology, Convergence, IT Products, Services and Solutions.

Is this a Residential Program?

HCL would take care of the candidates Boarding and Lodging expenses (excluding traveling cost) for initial period of training not exceeding 30 days during ILT, as per the Training Program.

Are there Job Opportunities after the Program?

Yes*, all successful candidates may be given an option as per the policy of the company to join any one of the HCL group companies.

What is the fee involved?

The minimum fee for the training program is INR 1,00,000/-(Rupees one Lakh only). The fee covers candidates training and accommodation cost to the company as per the Program. The candidate would get **stipend** as applicable under the Program during their On Job Training

Literature

Survey

Meaning of HUMAN RESORCE MANAGEMENT

Human Resource plays a crucial role in the development process of the modern economics. **ARTHUR LEWIS observed**

"There are great differences in development between countries which seem to have roughly equal resources, so it is necessary to enquire into the difference in human behaviors"

Human resource management is the management of employee's skill, knowledge abilities, talent, aptitude, creativity, ability etc. different terms are used for denoting Human Resource Management. They are labour management, labour administration, labour management relationship, employee –employer relationship, industrial relationship, human capital management, human assent management etc. Though these terms can be used differently widely, the basic nature of distinction lies in the scope or coverage and evolutionary stage. In simple sence, human resource management means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and organizational requirements.

Functions of HUMAN RESOURCE Management

Administration:

Strategic planning, organizational evaluation, County Board relations, policy recommendations, supervision of department staff

Benefits:

Health insurance, dental insurance, life insurance, disability insurance, retirement benefits, vacation, sick leave, paid holidays, section 125 plan, donor program, educational incentive, uniform allowance, and others.

Compensation:

Salary and benefit surveys, job evaluation, job descriptions evaluation, job descriptions

:

Employee relations:

Disciplinary processes, incident investigations, complaint/grievance procedures, labor-management relations.

Employee services:

Enrollment in benefits, employee discounts for recreational spots, resolution of enrollment or claim problems, employee newsletter. Educational assistance, employee service awards

Fiscal:

Staffing budgets, departmental budget, accounts payable, insurance receivables, insurance fund management, total package costing. Insurance receivables, insurance fund management, total package
costing.

Health and safety:

Employee assistance, workers compensation claims, drug testing, safety compliance and training.

Leaves of absence:

State and/or Federal Family and Medical Leave rights, County approved leaves of absence, rights upon return to work, light duty assignments for temporary periods.

Payroll administration:

Computer-based or manual evaluation systems, supervisory training, compliance with timeliness standards

Performance appraisal:

Employee files, litigation files, payroll records, safety records and other administrative files

Record-keeping:

Job posting, advertising, testing administration, employment interviews, background investigations, post-offer employment testing.

Recruitment:

Recruitment is defined as a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures fir meet the requirement of the staffing schedule and to employ to employ effective measures for attracting the manpower in adequate numbers to facilitate effective selection of an effective workforce.

Selection:

After identifying the sources of human resources, searching for prospective employees and stimulation helps too apply for jobs in an organization, the management has to perform the function of selecting the right man at right job and at the right time.

Separations and terminations:

Rights upon termination of employment, severance benefits, unemployment compensation, exit interviews.

Training and development:

County-wide needs assessment, development of supervisory and management skills, employee training and workshops. Benefits orientation for new and transferring employees, Supervisory newsletter.

Salary and benefits:

Salary/wage plans, employee benefits

Importance of Human Resource Management

1: Attract highly qualified and competent people

2: Ensure that's the selected candidate stays longer with the company.

3: Make sue that there is match between cost and benefit.

4: Helps the organization to create more culturally diverse workforce

Whereas, the poor quality of selection means extra cost on training and supervision. Furtherionmore, when recruitment fails to meet organizational needs for talent, a typically response is to raise entry level pay scales. This can distort traditional wages and salary relationship in organization, resulting in unavoidable consequences. Thus the effectiveness of the recruitment process can play a major role in determining the resources that must be expended on other HR activates and their ultimate success.

Human resource development

This department looks after the needs and Requirement the present employees. This Department includes number of function which are as
 Follows:
1. Training and Development –it includes technical, soft skills and process related Training.

2. Process and policies –it contains all the rule and regulations that need to be followed by the employees.

3: Appraisal and increment- it is in the formal feedback to the employees about their performance and the conduct of work.

4: Induction-involves the information to the new employees about the company, job, Departments etc.

5: Motivational activities and entertainment- involves motivating the employees to Improve their productivity.

6: Roles and responsibilities-that every individual employee needs to fulfil.

7: Key Result Area (KRA) –it is the measurement quantifiable of output for the roles of
 Responsibilities

8: Employee separation-includes resignation and dismissal.

9: Joining formalities- take place when a new employee joins the company.

10: Computerization

12: Helpdesk

13: Employee verification-take place at the time of joining of the new employee.

14: Surveys

15: Project trainees

16: Counselling and grievance handling-both are different as counselling is basically
Helping out in personal problems whereas, grievances handling involves the handling of
The complains that the employees has towards the management

All the above head are included in the human resource development and involves the
Over all development of individual employees

Training and Development

Every organization needs to have well trained and experienced people to perform the
activities that have to be done. If the current or potential job occupant can meet this
requirement training is not important but when that is not the case if it is necessary to
raise the skills levels and increase the versatility and adaptability of employees. As the
job becomes more complex, the important of employees development are not only an
activity that's desirable but also an activity that's an organization must commit resources
to if it is maintain a viable and knowledge work force.

You can have the grains, the greatest business model in the world and the best system,
but id your people cant handle the growth, you will not find that they have got a good
training program and it is a part of their culture.

Historically, training and development in many organizations have had relatively short
term aim of enhancing current on the job performance with the important exception of
succession planning arrangement for the potential senior managers of the future. More
recently, however, changes in the product market environment, the introduction of new
technology and changes in the organization characteristics have all had the effect of
raising the profile of training and development in both the HRM literature and practice.

Training is always a means to an end and not an end to itself. Unless it leads to the
effective performance of work it inevitably incurs a waste of valuable resources, these
valuable resources are in terms of fundamental importance.

In other words training improves, changes, moulds the employees knowledge skills behavior aptitude and attitude towards the requirement of the job and organization. Training refers to the teaching and learning activities carried on for the primary purpose of helping member of an organization, to acquire and apply the knowledge, skills, abilities and attitude needed by a particular job and organization.

Organization and individuals should develop and progress simultaneously for there survival and attainment of mutual goals. So every modern management has to develop the organization through human resource development. Employee training is the important sub- system of human resource development. Employee training is a specialized function and is one of the functional operative functions for human resource management.

MEANING

After an employee is selected, placed and introduced he or she must be provided with training facilities. Training is the act of increasing the knowledge and skill of an employee doing a particular job. Training is short-term educational process and utilizing

a systematic and organized procedure by which employee learns technical knowledge and skill for a definite purpose.

ACCORDING to DALE S. BEACH

"*The organized procedure by which people learn knowledge and skills for a definite purpose*"

In other words training improves, changes moulds the employee's knowledge skill, behavior aptitude, and attitude towards the requirement of the job and organization. Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization, to acquire and apply the knowledge, skills , abilities and attitudes needed by a particular job and organisation.

ACCORDING to JOHN P. JKENNY

"Training an individual means helping him to lean how to carry his present job satisfactorily. Development can be defined as preparing the individual for a future"

Thus, training and development bridges a gap between job requirement and employees present specification. It is exactly on the foundation of the studies that our character could be build up and character plays quite a vital role in shipping our career and destiny. The word training consists of eight letters, to each of which could be attributed some significant meaning in the following manner:

T - Talent and tendency (strong and determined)
R - Reinforcement (something positive to be reinforced into memory and system again and again, until it becomes a spontaneous affair)
A - Awareness (with which one can easily take long strides progress)
I - Interest (which is invariably accompanied by excitement and enthusiasm)

N – Novelties (the new things, the like of which would sustain our interest and fill our heart with thrills and sensation)
I – Intensity (the training instilled into trainees mind must acquire experience oriented intensity)
N – Nurturing (it does refer to incessant nurturing of talent, which otherwise would remain latent and dormant)

G – Grip (a fine grip over the situation solve multiple problems and enables on to acquire a practical and programmatic approach along with all tricks and tactics to achieve success after success in ones endeavors)

Thus training bridges the difference between job requirement and employees present specification.

Importance of training

The importance of human resource management to a large extent depends on human resource development. Training is the most important technique of human resource development. No organization can get candidates who exactly match with the job and the organizational requirements. Hence training is important to develop the employees and make him suitable to the job.

Job and organizational requirement are not static they are changed from time to time in view of technology advancement and change in the awareness of total quality and productivity management (TQPM) the objectives of the TQPM can be achieved only through training as training develops human skills and efficiency. Trained employees would be valuable assets to an organization. Organization efficiency, productivity, progress and development to a grater extent depend on training. Organization objective like viability, stability and growth can also be achieved through training. Training is important as it constitute significant part of management control.

BENEFITS OF TRAINING

For Organization:

- Leads to improved profitability and or more positive attitude towards profits orientation
- Improves the job knowledge and skills at all level of the organization
- Improves the morale of the workforce
- Helps people to identity the organizational goal
- Helps to create a better corporate image
- Faster authenticity, openness and trust
- Improves the relationship between boss and subordinate
- Aids in understanding and carrying out organizational policies

Befit to individual:

- Helps the individual in making better decision and effective problem solving.

- Through training and development, motivational, variables of recognition, achievement, growth, responsibility and advancement and internalized and operationalised

- Aids in encouraging and achieving and self development and self confidence

- Helps to handle stress, tension, frustration and conflict

- Increase job satisfaction and   recognition

- Move a person towards personnel goal and development of skills.

Benefits in personnel and human relationship

- Improves communication between groups and individual.

- Aids in orientation for new employee and those taking new job through transfer and promotion.

- Improves interpersonal skills.

- Improves morale

- Builds cohesiveness

- Provide a good climate for learning growth and coordination

- Makes organization better place to work and live

<u>NEED FOR TRAINING</u>

Every organization big or small productive or non productive, economic or social, old or newly established should provide training to all employees irrespective of their qualification, skills, suitability for the job etc. thus no organization can choose whether or not train employees .

Training is not something that is done once to new employees it is used continuously in every well run established. Further technological changes automation require up dating

the skills and knowledge. As such an organization has to retrain the old employees. The need of training arises due to following reasons:

1: To match the employee specification with the job requirement and organizational needs

2: For organizational viability and transformation process

3: It is good for technological advancement.

4: Decreases organizational complexity.

5: Improves human relations

FOLLOWING FLOW CHART SHOWS WHAT TRANSFORMATION WE TRY TO ACHIEVE THROUGH TRAINING:-

What is   what should be?

➤ Corporate or functional results. ➤ Knowledge or skill possessed. ➤ Actual performance of individual.	➤ Corporate of functional standards. ➤ Knowledge and skill required. ➤ Targets of standards of performance.

TYPES OF TRAINING

On the basis of purpose several types of training programmes are offered to the employees. Some of them are:-

➤ Induction or orientation

➤ Job training

➤ Apprenticeship training

➤ Internship training

➤ Refresher training or retraining

➤ Training for promotion

Induction

This type of training is for new employee. This training is concerned with introducing or orienting a new employee to the organization and its procedure, rules and regulation. It helps a new employee to get acquainted with the work environment of the organization.

Job training

It relates to specific job, which the worker has to handle. It gives information about machines, process of production, instruction to be followed method to be used and so on. It helps the workers developing skill and confidence and enables them to perform the job efficiently.

Apprenticeship training

Apprenticeship training programme tends more towards education. Under this programme both knowledge and skill for doing a jib or series of related jobs are involved. Under this programme educational or vocational institute enters into arrangement with an industrial enterprise for providing practical knowledge to its student. Internship training is usually meant for such vocations where advanced theoretical knowledge is to be backed by practical experience on the job.

Refresher training

It is for the old employees of the enterprise. The basic purpose of refreshers training is to acquaint the existing workforce with the latest methods of performing their jobs and improve their efficiency further.

Training for promotion

The talented employees may be given adequate to make them eligible for promotion to higher jobs in the organization.

METHODS OF TRAINING

There are various methods of training. The choice of any training methods depend upon several factors like cost of training, number of worker, depth of knowledge required, background of the trainees, purpose of training and so on.

The training methods may be divided into two groups:-

➢ On the job training
➢ Of the job training

On the job training: - The most important type of training is training on the job. The experience of the actually doing something makes a lasting impression and has reality that other types cannot provide this training is for everybody from clerk to company president.

INTERNSHIP AND APPRENTICESHIP

VESTIBUL
SCHOOL

ON THE JOB
TRAINING

COACHING

JOB ROTATION   SIMULATION
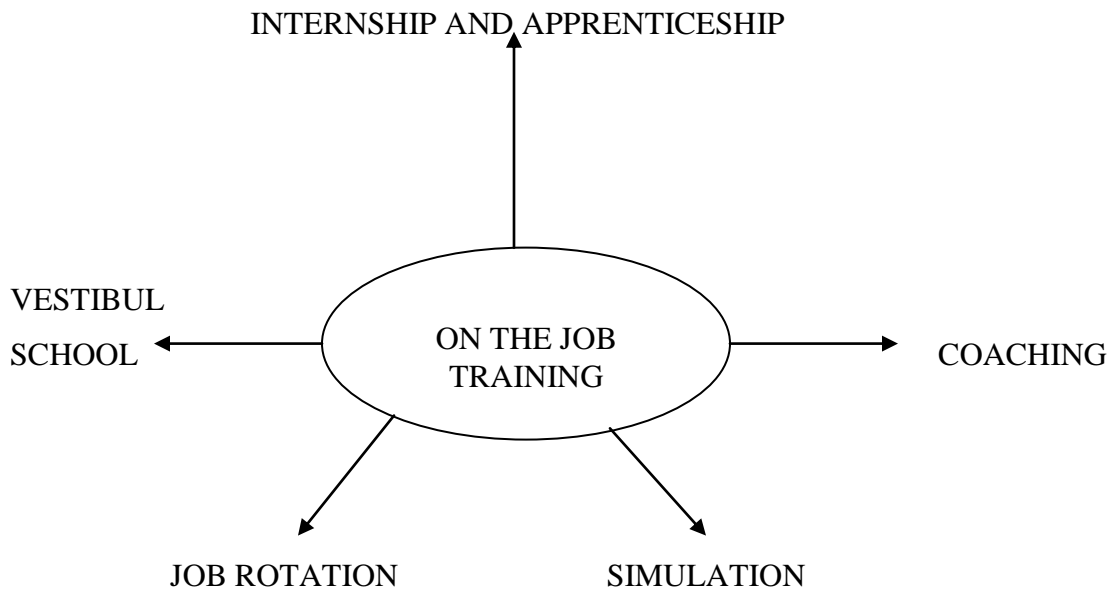
ON THE JOB TRAINING IS DIVIDED INTO DIFFERENT GROUP

They are as:-

➢ <u>Vestibule training</u>: - This method attempts to duplicate on the job situation in accompany classroom. It is classroom training, which is often imparted with the help of the equipment and machine, which are identical with those in use in the place of work. It is very efficient method used to train semiskilled personnel, particularly when many of the employees have to be trained for the same kind of work at same time. It is also save costly machines from being damaged by mishandling of the untrained workers.

➢ <u>Apprenticeship training</u>: - Apprenticeship training programme tends towards more education than on the job training or vestibule training here major part of the training time is spent on – the – job productive work. Each apprentice is given a programme of assignment according to s predetermined schedule, which provides for efficient training and skills.

➢ <u>Simulation</u>: - It is extension of vestibule training. The trainee works in the closely "duplicated real job condition". This is essential in cases in which actual on – the – job practice is expensive, might result in serious injury and a costly error.

➢ <u>Demonstration and examples</u>: - Here the trainer describes and demonstrates how to do a certain work. He performs the activity himself going through a step-by-step explanation of the 'why', 'how' and 'what' of what he is doing.

➢ <u>Coaching</u>: - Under this method the supervisor imparts job knowledge and skill to his subordinate. The emphasis in coaching on learning by doing.

➤ <u>Under study</u>: - The supervisor gives training to a subordinate as his under study or assistant. The subordinate learn through experience and observation. It prepares the subordinate to assume the responsibility of superior job in case superior leave the organization.

➤ <u>Job rotation</u>: - The purpose of position rotation is to broader and background the trainee in various job. The trainee is periodically rotated from job to job instead of sticking to one job only so that he acquires practical knowledge of different job that is diversified knowledge. Job rotation is thus used by many organizations for all-round personality development of worker and more adaptability in them.
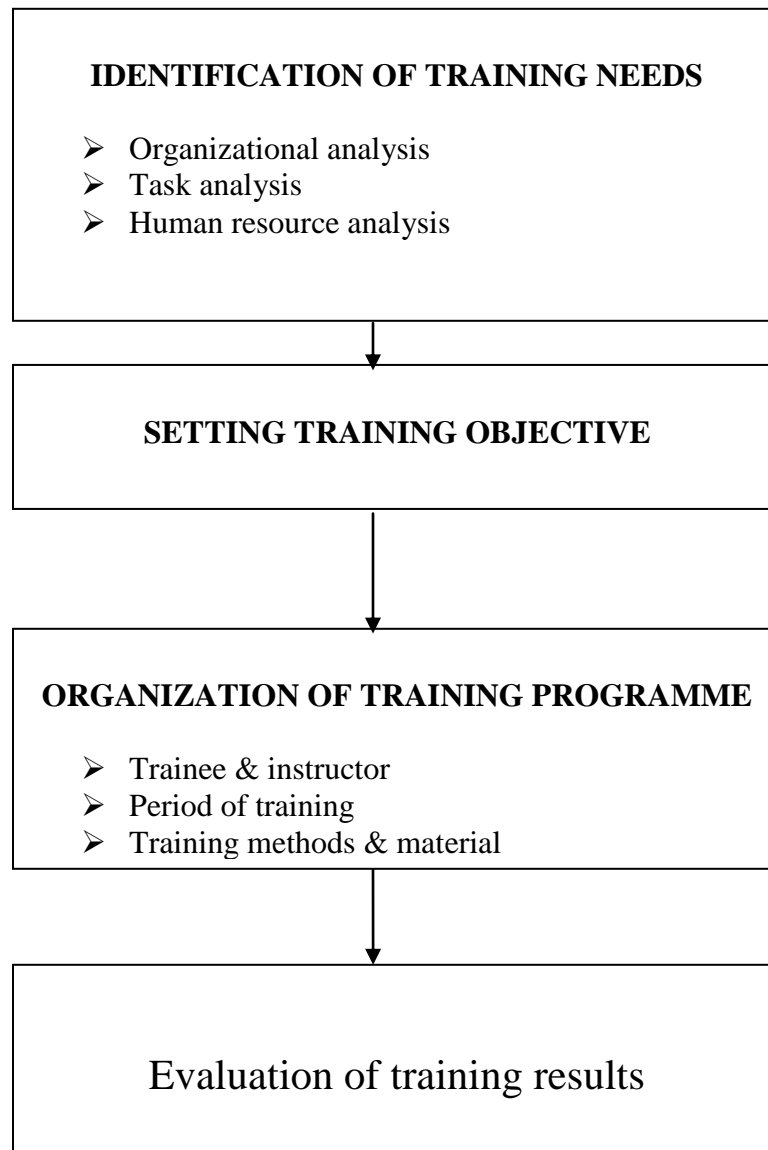
<u>OFF THE JOB TRAINING METHODS ARE AS FOLLOWS</u>:-

➤ <u>lectures</u>:- It is regarded as one of the simplest ways of imparting knowledge to the trainee, especially when facts, concepts or principles attitude, theories and problem solving abilities are to be taught, lectures are supplemented with discussion, film shows, case studies, role playing etc.

➤ <u>Case Study</u>:- Under this method, a real business problem of the situation demanding solution, is presented to the group and members who are to be trained to identify the problems present, they must suggest various alternatives for tackling them, analyze them and find out their comparative suitability and decide They best solution.

➤ <u>Conference and Seminars</u>: - A conference is basic to most participative group centered method of development. It led emphasis on small group discussions on organized subset matter and on the active participation of the members involved.

➢ Mutual problems are discussed and participants share their ideas and experience in attempting to arrive at better methods of dealing with this problem.

DESIGNING A TRAINING PROGRAMME

IDENTIFICATION OF TRAINING NEEDS

➢ Organizational analysis
➢ Task analysis
➢ Human resource analysis

SETTING TRAINING OBJECTIVE

ORGANIZATION OF TRAINING PROGRAMME

➢ Trainee & instructor
➢ Period of training
➢ Training methods & material

Evaluation of training results

DIFFERENCE BETWEEN TRAINING AND DEVELOPMENT:-

Training:-

1. Training means learning skills and knowledge for doing a particular job. It increases job skills.
2. The term "training" is generally used to denote imparting specific skills among operative workers and employees.
3. Training is concern with maintaining and improving current job performance. Thus, it has short-term perspective.
4. Training is job centered in nature.
5. The role of trainer or supervisor is very important in training.

AREA	TRAINING	DEVLOPMENT
Content	Technical skills and knowledge	Managerial and behavioral skills and knowledge
Purpose	Specific job related	Conceptual and general knowledge
Duration	Short term	Long term
For whom	Mostly technical and non-managerial Personnel	Mostly for managerial Personnel

Development:-

1. Development means the growth of an employee in all respects. It shapes attitudes.
2. The term "development" is associated with the overall growth of the executives.
3. Executive development seeks to develop competence and skill for future performance. Thus it has a long-term perspective.
4. Development is career centered in nature.
5. All development is "self development". The executives have to be internally motivated for self-development.

Benefits of training:-

- Training creates a feeling of confidence in the minds of workers. It gives a feeling of safety and security to them at work place.
- Training develops skill, which serves as valuable personal asset of worker. It remains permanently with the worker himself.
- Training provides opportunity for quick promotion and sells development.
- Training helps in earnings higher remuneration and other monetary benefits to the workers as their productivity increases.
- Training develops adaptability among workers. They don't worry when work procedures and methods are changed.
- Trained workers handle machines safely. They also know the use of various safety devices in the factory. Thus, they are less prone to accidents.

- Minimizes learning cost.
- Increases the commitment of employees by encouraging them to identify with the mission and objectives of the organization.
- Provides higher levels of service to the customer.
- Help to develop a positive culture in the organization, one for example, that is oriented towards performing improvement.

HOW TO MAKE TRAINING EFFECTIVE?

Action on the following lines needs to be initiated to make training practice effective:-

1. Ensure that the management commits itself to allocate major resources and adequate time to training.
2. Ensure that training contributes to competitive strategies of the firm. Different strategies need different HR skills for implementation. Let training helps employees at all levels acquire the needed skills.
3. Ensure that a comprehensive and a systematic approach to training exist, and training and retraining are done at all levels on a continuous and ongoing basis.
4. Make learning one of the fundamental values of the company. Let this philosophy percolate down to all employees in the organization.
5. Ensure that there is proper linkage among organizational, operational and individual training needs.
6. Create a system to evaluate the effectiveness of training.

<u>Legal aspect of training</u>:-

- Confirm claims of skill & experience for all applicants.
- Reduce the risk of harm by extensive training of employees who work with dangerous equipment, materials or process.

- Ensure that the training includes procedure to protect third parties health and safety (including that of other employees).
- Evaluate the training activity to determine its effectiveness in reducing negligence risk.
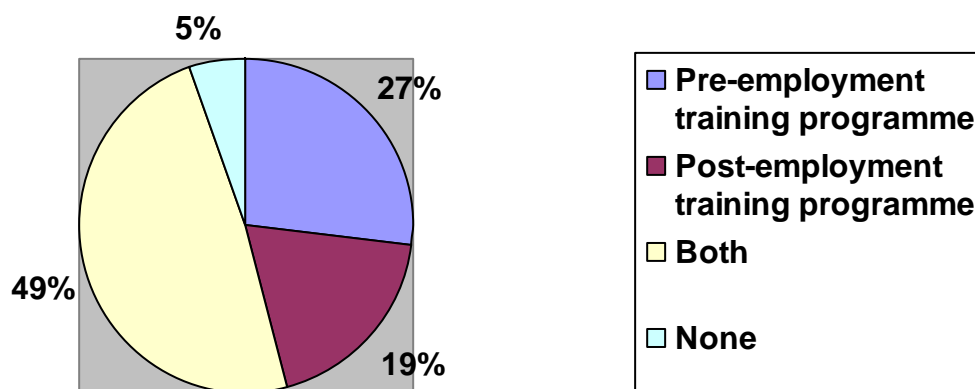
Data Analysis

Data Analysis

1. Which type of training have you attended?

5%	
49%	27%
	19%

Legend:
- Pre-employment training programme
- Post-employment training programme
- Both
- None

In HCL Infosystem 27% of employee's have attended Pre- Placement training programme where as 19% have attended Post-employment progamee and around 49% have gone for both of the training progamme and only 5% have not attended any of the training progamme
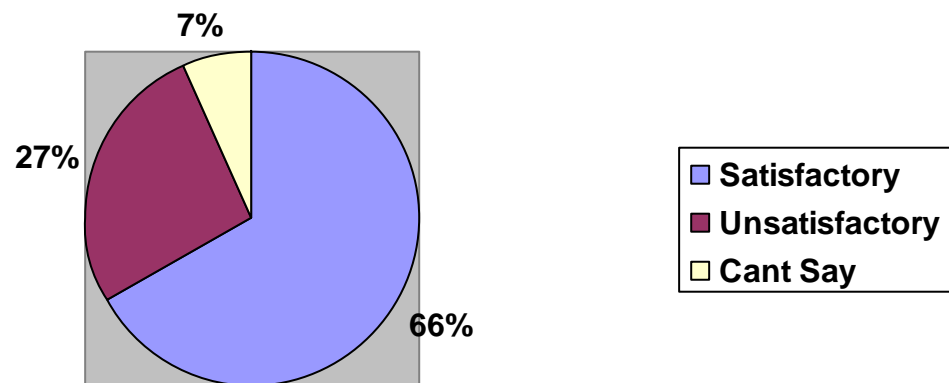
2. Process of training of the employees?
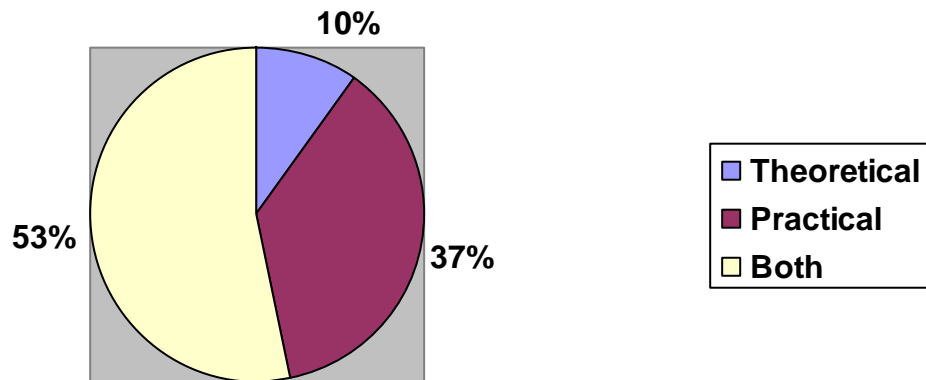
10% of employees say that the training program is theoretical, 37% say that's it practical where as 53% of employee's say it both theoretical as well as practical.
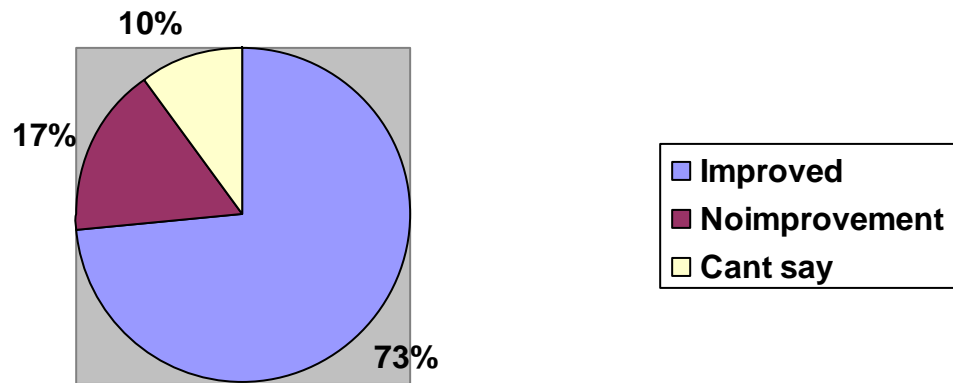
3: Training environment was?

7%

27%

66%

- Satisfactory
- Unsatisfactory
- Cant Say

66% of employees of HCL are satisfied with the environment of the training progamme where as only 27% are not satisfied and rest 7% of employees have not said anything.

4. Has the training help to improve your on-the-job performance?

10%

17%

73%

- Improved
- Noimprovement
- Cant say

Around 73% of the employee's feel that's due to training there has been an improvement in their performance, where as only 17% have said that their was no improvement and rest 10% have not said anything.

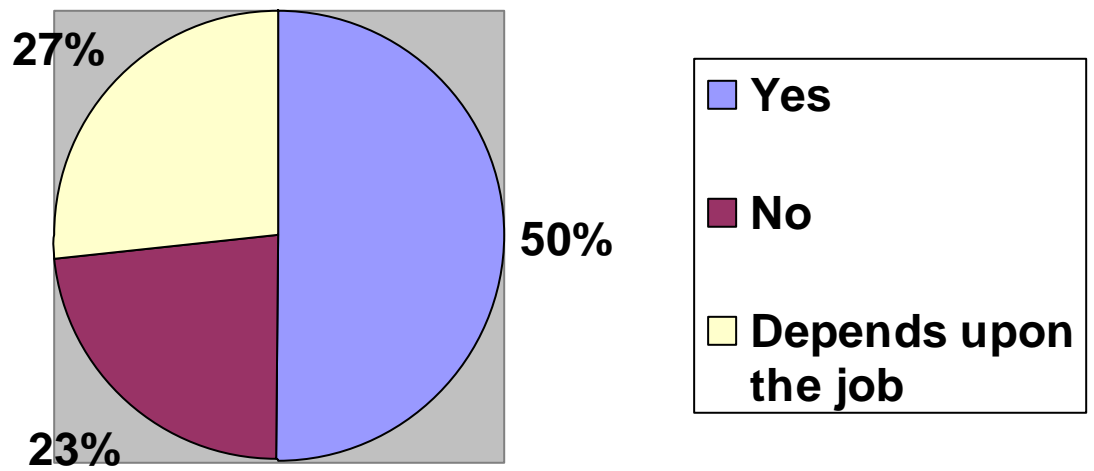**5. Do you accept the training will enhance your competency and knowledge?**

27%

73%

Yes
No
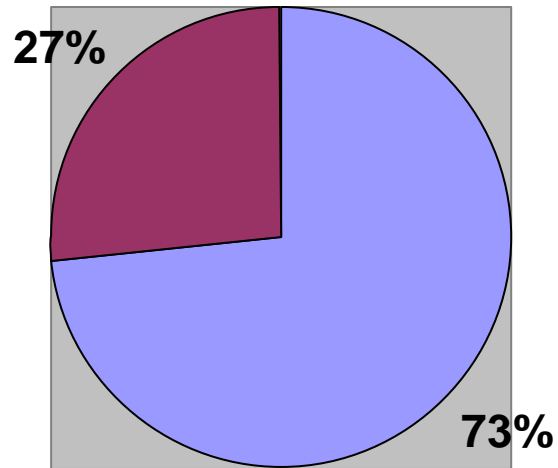
73% of the employees feel that's training enhances their competency and knowledge where a only 27% say it does not.

6: Would you like to be trained online?

Around 50% of the employees like to have on the job training and 23% like off the job where as the rest 27% say that it depends upon the job it is.

Findings

Findings

In HCL Infosystem 27% of employee's have attended Pre- Placement training programme where as 19% have attended Post-employment programme and around 49% have gone for both of the training programme and only 5% have not attended any of the training programme. 53% of employee's say it both theoretical as well as practical knowledge is being provided during the training.66% of employees of HCL are satisfied with the environment of the training programme where as only 27% are not satisfied and rest 7% of employees have not said anything. Most of the employee's feel that's due to training there has been an improvement in their performance, where as only 17% have said that their was no improvement and rest 10% have not said anything. Majority of the employees feel that's training enhances their competency and knowledge where as only 27% say it does not.   50% of the employees like to have on the job training and 23% like off the job where as the rest 23% say that it depends upon the job it is.

Conclusion

1. The training and development activities are needed in the organisation because mostly employees are interested to take training and development for future growth.
2. Thus, it is clear that training and development activities are needed for employee's performance and organizational development.
3. From the questionnaire found that mostly employees are young. Conclusion is that company should try to utilize workforce through training and development .it is good factor that work force was young.
4. It clearly indicates that employees are interested in training & development activities; they feel that such types of activities are necessary for improving their performance and creating awareness among the employees.
5. It is clear that both type of method on and off the job are used in company for training purpose. Conclusion is that company should used new methods for Training and development.
6. Training and development programme should be made on actual needs of the employees and organization.
7. Training and development programme should be revious more frequently on timely basis.
8. Training and development should make compulsory for new employee and old employee.

RECOMMENDATIONS

<u>RECOMMENDATIONS</u>

1. In order to achieve excellence in training and development program, it is advisable to further improve the quality level of trainers that in term will be beneficial for both employees and organizations.

2. It is further advisable to make use of video conferencing, so that trainers from different cities can actually give their inputs to the employees of other cities.

3. Quality of hand outs distributed can be given more consideration in order to increase the knowledge and conceptual clarity of employees.

4. If it would be possible that people can be trained on the job then it should be done so that they could get a practical knowledge of that and time management could be done.

5. The training programme should not be too lengthy as people can lose there interest.

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<u>BIBLIOGRAPHY</u>

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ANNEXURE

QUESTIONNAIRE FOR THE RESEACH

1. Name   :

2. Age   :

3. Department   :

4. Designation   :

5. Length of service   :

1. Have you attended any training programme?

   [   ] Yes

   [   ] No

2. Which type of training have you attended?

[   ] Pre-employment training programme

[   ] Post-employment training programme

[   ] Both

[   ] None

3. Process of training of the employees is:-

[   ] Only theoretical

[   ] Only practical

[   ]   Both

4. The training programme is conducted:-

[   ] In house

[   ] Outside the organization

5. How many employees are trained at a time:-

[   ] 5 to 10

[   ] 10 to 20

[   ] 20 and above

6. Training environment was?

[   ] Satisfactory

[   ] Unsatisfactory

7. Training programmes for fulfillment of objective was?

[   ] Excellent

[   ] In appropriate

[   ] Appropriate

8. Has the training help to improve your on-the-job performance?

   [   ] Yes

   [   ] No

9. How do you find the skill of the trainer for giving training?

   [   ] Good

   [   ] Poor

   [   ] Average

10. How did you find the Methodology/Techniques/Training Aids used by the trainer?

   [   ] Very Appropriate

   [   ] Some What Appropriate

   [   ] Not Appropriate

11. Do you accept the training will enhance your competency and knowledge?

   [   ] Yes

   [   ] No

12. Do you think training programme help you to become more efficient?

   [   ] Yes

   [   ] No

13. During the entire programme the personal equation between trainee and trainer was?

   [   ] Cooperative

   [   ] Just workable

   [   ] Stressful

14. Would you like to be trained online?

    [   ] Yes

    [   ] No

15. What personality traits did you develops after training?

    [   ] Leadership

    [   ] Quality Decision making ability

    [   ] Team spirit

16. Did higher level officers participated in the training programme and share their experience to make the training effective?

    [   ] Yes

    [   ] No

17. Did you get any opportunity to express your views during training programme?

    [   ] Yes

    [   ] No

18. Have you got promotion after training?

    [   ] Yes

    [   ] No

19. Do you find yourself more relaxed at the time of work after training?

    [   ] Yes

[   ] No

20. Are you able to established better understanding with your colleagues, superiors and Subordinates after training?
[   ] Yes
[   ] No