

# Study of Imparting training and the up gradation of skills at Delta Management and Training Centre, Pune

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## Abstract

*This project has been carried out at DMTC , Pune. It deals with imparting training and the up gradation of skills. It so happens that some organizations fail to understand the training needs of their employees correctly and do not have adequate training facilities. So the major area of study here is to assess the training needs of the organizations and to impart training and upgrade the skills of the employees for the betterment of the organizational performance. ' PEOPLE ' are the most important and a valuable source of an every organization. Dynamic people can lead to the development of dynamic organizations. Competent and effective people can make things happen and enable an organization to achieve its goals. Organizations have now started realizing the systematic attention towards human resources as a way to increase organizational efficiency in terms of productivity, quality profit and better customer orientation. HR can help deliver organizational excellence by focusing on learning, quality , teamwork and through various employee friendly strategies. As the industrial world is becoming more dynamic and globalized, fulfillment of the objectives lies in the hands of the people. No matter how sophisticated the technology, plant, machinery, etc an organization has, much of the results depend upon the human inputs.*

## Introduction

Training is a continuous and a systematic development at all levels of management, of updating their knowledge, skills and attitudes which contribute to the welfare of the company.” Training is a specialized function and is one of the fundamental operative functions of human resource management. It is a short term process utilizing a systematic and an organized procedure by which non-managerial personnel acquire technical knowledge and skills for a definite purpose. Skills- training an employee for a particular skill is undertaken for enabling him to become more effective at his work. New workers are trained to achieve levels of output attained by the experienced older workers. Similarly, existing workers whose levels of output are below par can be re-trained.

**Attitudes:** through orientation programs, organizations develop attitudes in employees which are favorable towards the achievement of organizational goals.

**Knowledge:** training aimed at imparting knowledge in an organization helps in understanding the problems of the modern industry. The knowledge for a worker is specific to his job and is related to the plant, machinery, quality and the standard of product. Knowledge for the managerial personnel is related to the complexity of the problems in organizing, planning, staffing, etc.

## Objectives of the study

- To identify the training needs of the organizations in order to impart the right kind of training for the right needs.
- Up gradation of skills and conducting training programs to improve the productivity of the employees.

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- To identify the gap between the prevalent employee's skills and the skills required for effective current performance.
- To identify the working environment for the training activities to be conducted.
- To impart need based training instead of standard modules.

### **Scope of the study**

The strength of an organization is in its people. A variety of tasks are to be accomplished by its employees. Some may have capabilities and the required skills to accomplish them efficiently whereas some may lack those skills within them to accomplish the given tasks within a given time limit. Some may not even possess the knowledge or the tactics as to how the tasks are to be carried out in case of technical tasks or a technological change. Thus development is required in terms of matching the employee's abilities with that of the organizational requirements. Therefore, understanding the nature of capabilities required to carry out different functions is necessary which makes imparting proper training for the empowerment of employees necessary. In this report I have presented a study on 'imparting training' at DELTA MANAGEMENT AND TRAINING CENTRE through a survey of employees in order to assess their training needs.

1. The geographical scope of the project was undertaken as a field work covering a certain areas of the city such as Pimpri, Bhosari, Karvenagar, Satara Road, etc
2. The project assesses the training needs of the organizations through a survey.

### **Company profile**

1415 Kasba Peth, House of Forms, Opposite Shaniwarwada, Pune – 411011

#### **About the company:** Delta Management and Training Centre

Having acquired a decade long experience, Mr. Suneel Joshi started his entrepreneurial venture namely DELTA in Pune in 1987. The prime products Delta dealt in were related to projection and presentation. Delta addressed the requirement of the professionals in the field of sales, conferences and event management, product presentation and exhibition, insurance sale and various other training activities. Over the past 25 years Delta has successfully reached out to prestigious customers from various sectors such as SME'S, educational institutes, insurance and underwriting firms, hospitality and health care. Amongst its clients, there are governmental organizations and defense establishments. Delta undertakes the turnkey jobs of supply, installation, commissioning of entire systems for audio visual presentations. The scope of jobs handled by Delta includes –

- Related acoustics
- Illumination
- Systems integration.

#### **Delta Management and Training Centre**

This is a new addition in the Delta stable. Delta fosters a vision of being a superlative training establishment. DMTC has realized since a long time, the limitations of existing establishments in the field of training. Delta closely works with training and grooming outfits.

## **Uniqueness of DMTC**

1. A complete team -eagerness to take up challenges of management training and development having a potential forum of experienced trainers and consultants.
2. Need based training-this approach is always desired other than standard module for an organization
3. Affordability- small scale and medium scale enterprises can budget for training and development with the most reasonable and affordable prices.
4. Infrastructure- inhouse training provided at DMTC involves the use of latest and high end technology products and training aids.
5. Anywhere everywhere- the ability to take up projects from a small office setup to large corporate firms.

**VISION:** To cater to the training needs of all the segments of the society by ensuring the highest standards of service at an affordable cost.

**MISSION:** To make training an effective learning provide need based training to the respective segments and use dynamic methods process. to of training

This project has been carried out at DMTC , Pune. It deals with imparting training and the up gradation of skills. It so happens that some organizations fail to understand the training needs of their employees correctly and do not have adequate training facilities. So the major area of study here is to assess the training needs of the organizations and to impart training and upgrade the skills of the employees for the betterment of the organizational performance.

## **Further More, DMTC Offers Training Programs on the Following:**

1. CAREER COUNSELLING-
  - a. psychometric tests
  - b. counseling sessions
  - c. personality development
2. SOFT SKILLS TRAINING- interpersonal skills, communication skills, spoken English, time management.
3. MARKETING,SALES AND EXPORT MANAGEMENT- pharma and fmcg, industrial sales and digital marketing
4. TECHNICAL TRAINING-inventory management, TQM, corporate management training, advanced IT training
5. FINANCIAL MANAGEMENT AND CORPORATE FINANCE
6. CORPORATE MANAGEMENT AND EXECUTIVE TRAINING and many more.

## **Current Status of the Organization**

1. Operating in various segments of the industry.
2. Focusing on industrial training requirements
3. DMTC has a forum of trainers and consultants with 15 or more years of experience in their respective fields.
4. Current areas in which DMTC is operating-

Educational institutes, SME'S, Banking industry

5. .FUTURE PLANS-To provide need based training the banking industry and in the educational field.

### **Relevant Information**

1. Video conferencing used in the training programs.
2. The other needed media contents. i.e. use of media
3. Associated with various organizations conducting training and conferences in our premises which is giving us an opportunity to impart training partly/fully to those organizations

### **Research Design and Methodology**

Research methodology is a systematic, theoretical and a statistical analysis of the methods used in the field of study. It comprises of a theoretical analysis of the body of methods and principles associated with the branch of knowledge. Typically, it encompasses concepts such as paradigm, theoretical models and quantitative/qualitative techniques. Under research methodology, various steps are adapted by the researcher in studying the research problems .

### **Sampling design**

The project was conducted at DMTC office, pune which is a training and development centre. Permissions were taken from the college as well as the organizational authorities for undertaking surveys. Participants of the study included 100 respondents from their respective organizations . The study was conducted in DMTC for a period of 60 days as per the norms of the University of Pune. The study analyzed the following areas of training-

- Skills
- Attitude development
- Leadership and management
- Communication and English speaking
- Technical training for engineering firms
- Time management
- Personality development

**Sample Size:** 100 SUPERVISORS/MANAGERS

### **Sources and Methods of Data Collection**

Primary Data was collected through structured questionnaires. This questionnaire was pre-tested and appropriately administered to a different category of respondents. Collection of data involved personally visiting the organizations and getting the questionnaires filled from the supervisors individually. Both positive as well as negative responses were acquired.

Secondary data secondary data was collected from various books, DMTC office websites and DMTC records. Secondary sources include 1. Internet 2. Books

### **Method of Data Collection and Statistical**

The data collected was entered in excel sheets and the data percentage was taken accordingly and the analysis was done graphically. The data presented according to this method was interpretive. The data presented signifies the effectiveness of the survey undertaken for assessing the training needs of 100 organizations.

Statistical Technique Used Simple random sampling

## **Conceptual background**

### **Significance of training**

1. Reduction in the cost of production- training teaches the employees of carrying out their work in the best manner. As a result of it, they make the best utilization of resources and materials of the organization available to them. Thus, the cost of production is reduced.
2. Minimum possibility of accidents- trained workers know the methods of doing their jobs in the required manner. This reduces the possibility of accidents.
3. Stability in the organizations- since training reduces the rate of absenteeism and turnover of the employees, it brings about stability in the organization.
4. High morale- training helps in understanding the work procedures, rules and methods and brings about worker satisfaction and boosts the morale of the workers.
5. Improvement in the quality and quantity of production- an increase in the efficiency of the employees leads to a better production as in both quality and quantity.

### **Purpose of training and development**

1. To match the employee specifications with the job requirements and the organizational needs- the management may find deviations between the employees present specifications and the organizational needs. Training is needed to fill gaps by developing and moulding the employees skills, knowledge and attitudes to the tune of job requirements.
2. Technological advances- every organization in order to survive should adopt to the latest technology. Training is needed to enrich employees in areas where technical and other skills are needed.
3. Organizational complexity-there has been a growth in the no. and kind of employees and layers in the organizational hierarchy. This situation calls for training in the skills of coordination, integration and adaptability to the requirements of growth, diversification and expansion.
4. Changes in the job assignment- training is necessary when the employees are promoted to a higher level of the organization and when they are endowed with new tasks and new assignments. It is also necessary incase of old employees in respect to advanced techniques or technology.
5. Human relations- the management of an organization has to maintain human relations Besides the industrial relations. So training in human relations is necessary to deal with human problems and maintain human relations.

### **The Training Process**

- Assessment of Organizational Objectives and Strategies: It covers questions such as what business are we in? at what level of quality do we wish to provide a product or a service? Where do we want to be in the future? Etc.

- Assessment of training needs: it occurs at two levels- group level and individual level. Needs assessment diagnoses present problems and future challenges to be met through training.
- Establishment of training goals: without clearly set goals, it is not possible to design a training programme. Goals must be tangible, verifiable and measureable in the absence of which it would become difficult to measure its effectiveness.
- Designing a training programme- the usual approach to content development starts with outlining the programme content, expanding these outlines and selecting the most appropriate instructors to complete the process.
- Implementation of the training programme: It involves deciding the location and organizing, scheduling the training programme, conducting and monitoring the progress of trainees.
- Evaluation of results: it helps in determining the results of the training programme.

#### **Identifying the training needs**

- Where is training needed?
- What specifically must an employee learn in order to be productive?
- Who needs to be trained?

#### **Training Methods**

1. On the job training methods
2. Job instruction training
3. Apprenticeship
4. Job rotation
5. Coaching
6. Understudy
7. Mentoring
8. Off the job methods
9. Lectures
10. Case studies
11. Role-plays
12. Seminars
13. Group discussions, etc.

#### **Training needs analysis (TNA)**

Training is an investment in your business and can lead to increased productivity, enthusiastic staff, higher morale, increased profit and a positive business reputation.

You will need to determine what training employees need, particularly new employees, to ensure that they are able to complete the work you need them to do. This process is commonly referred to as a training needs analysis (TNA). A TNA will help you to identify what training might be required to bridge the gap between an employee's current skill level and the skill level that you need them to have. To make sure your training investment is properly targeted, consider:

- the role of each staff member and what you want them to achieve and contribute to your business; and
- Whether each staff member has the skills and knowledge to do what you need them to do. If not, identify what skills or knowledge they need and put in place training in these areas to up skill them

## **Data Analysis and Interpretation**

### Question parameters

- Communication with the supervisors
- Communication amongst the employees
- Performance confidence
- Motivation
- English communication
- Time management
- Cooperation

## **Findings**

- Training programs were undertaken on the basis of need based training by meeting and discussing with the senior managers of the respective organizations, the areas in which they would prefer undertaking training.
- The employees having been undergone the training programs agreed that there was an improvement within them felt, an increase in their confidence levels and with greater abilities and knowledge of handling various tasks would benefit their organizations.
- It was also observed that a certain managers were very much ignorant about the training required for the betterment of the employees and did not give much importance to training.
- Many organizations did not have adequate training facilities or infrastructure. As such, the effectiveness of training gets affected.
- Since DMTC offered continuous training programs, it was observed that the organizations found uniqueness in the idea of continuous training since its impact would be long lasting. Many even enrolled for our training programs due to this reason.
- However, it was also observed that the cost of DMTC'S training programs being reasonable as compared to the market prices was yet being complained about by the organizations as 'expensive' or 'over-priced' due to which , a few organizations failed to show interest in acquiring training.
- Positive responses were also acquired by DMTC from the trainees after the training programs ended stating that there was an appreciation received by their supervisors and such an improvement of skills within them has also benefited their organizations.
- The benefits given by DMTC of conducting the training programs at venues convenient to the trainees (DMTC OFFICE/ORGANIZATION/OTHER VENUE IF ANY) made the participants feel relaxed. Especially those organizations which did not have the adequate training facilities or place for conducting training. Further a joyous environment and a friendly faculty made the participants more active during the training programs.

- A majority of the supervisors stated that awareness on organizational culture was included in the training programs held by their organizations which are a good fact.
- A majority of the employees were happy since the skills development training program was conducted in a healthy and pleasant environment.
- All the employees felt motivated and satisfied during the training program.

### **Limitations of the study**

- The findings are based on the analysis of the questionnaire responses only.
- Training requirements keep changing rapidly
- The procedure of data collection was time consuming
- Data collection during a research can become outdated very quickly
- Accurate responses were not received due to ignorant attitudes of the respondents towards the questionnaires.
- A few supervisors hesitated in filling up the questionnaires and responded through emailing due to which information wasn't collected quickly. It was time consuming to wait for their responses through emails.

### **Suggestions**

- Cold calling was undertaken (direct visits without appointments) during a few field visits which disturbed the managers. Due to which they couldn't provide us the accurate information. Instead appointments with the managers to be met should have been fixed in advance to avoid such inefficiency.
- The Top level management should change their behavior with the employees and instead approach them with coordination which would fill up the communication gaps between them.
- There was a very low importance given to the cultural activities to be undertaken in an organization. Training on the organizational cultures should also be undertaken in order to reduce the employee absenteeism and to increase the awareness of the employees regarding their own organizational cultures.
- When the training material is presented to the employees, similar or related examples should also be included.
- The top level management or the supervisors should also allow their employees to express their opinions or participate actively when approached with the training topic.
- The training circulars distributed should also include a brief description of the topics which would be covered in the respective training program to be conducted.
- Very few organizations have an effective library management facility which should be given importance.
- Need based training should be imparted rather than standard modules.

### **Conclusion**

The study on 'imparting training and up gradation of skills' was carried out at DMTC, Pune, which was done within a time period of 2 months(60days).My tenure was from May 20,2014-July 20,2014. Understanding the training requirements is the first most important step towards effective training and development.



In order to grow and sustain in the competitive environment, it is important for an organization to continuously develop and bring out innovation in all the activities. Training is a learning process which is required at an every level of the organizational hierarchy since the business environment is dynamic and is prone to changes.

The organization must constantly improvise in its training and development process so that it would be able to achieve organizational success in the most effective manner. Thus, the organizations should look out for various training methods which would enable it to match the expected performance with that of the actual performance.