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4.   **ABSTRACT**: Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5.   **KEYWORDS**: Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.

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      INTRODUCTION

      REVIEW OF LITERATURE

      NEED/IMPORTANCE OF THE STUDY

      STATEMENT OF THE PROBLEM

      OBJECTIVES

      HYPOTHESES

      RESEARCH METHODOLOGY

      RESULTS & DISCUSSION

      FINDINGS

      RECOMMENDATIONS/SUGGESTIONS

      CONCLUSIONS

      SCOPE FOR FURTHER RESEARCH

      ACKNOWLEDGMENTS

      REFERENCES

      APPENDIX/ANNEXURE

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10.   **FIGURES &TABLES**: These should be simple, crystal clear, centered, separately numbered &self explained, and **titles must be above the table/figure**. **Sources of data should be mentioned below the table/figure**. It should be ensured that the tables/figures are referred to from the main text.

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BOOKS
- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS
- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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CONFERENCE PAPERS
- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES
- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES
- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES
- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

ROLE OF TRAINING FOR MAINTAINING AN ISO 9001 SYSTEM

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ABSTRACT

Every organization needs to have trained and experienced employees to perform the tasks. Training is requiring for employees at different levels. Unskilled workers require training in handling machines and materials to reduce waste and prevention of defect generation. ISO 9001 is an international quality standard developed by the International Organization for Standardization (ISO). The standard of ISO 9001 covers all aspects of an organization's activities, including identifying its key processes. All employees need to have a general understanding of what ISO 9001 is, and what their responsibilities are for maintaining the system and complying with requirements. Organizations must train employees on ISO 9001 so that they should understand the requirements for their job, the importance of meeting customer requirements and how their job contributes to meeting the Quality Policy.

KEYWORDS

Training, ISO 9001, Quality Standard, Customer Requirements, Quality Policy.

INTRODUCTION

The important factor to lead any organization is its efficient and effective workforce. It is necessary to raise skill levels and increase the versatility and adaptability of employees. Inadequate job performance or a decline in productivity or changes resulting out of job redesigning or a technological breakthrough require some type of training efforts. As the job become more complex the importance of employees training also increases. In the world of competition, employees training are not only an activity that is desirable but also an activity that an organization must commit resources to if is to maintain a viable and knowledgeable work force.

Training is the process that attempts to provide an employee with information, skills and an understanding of the organization and its objectives. In addition training is a process which not only means to improve organization or organizational culture but it also enhances the individual capability. It gives an employee's an awareness of the rules and procedures to guide their behavior. It attempts to improve their performance on the current job or prepare them for an intented job.It covers not only those activities which improve job performance but also those which bring about growth of the personality ; help individuals in the progress towards maturity and actualization of their potential capabilities so that they become not only good employees but better men and women. In organizational terms it is indented to equip persons to earn promotion and hold greater responsibility .Training a person for a bigger and higher job is development. And this may well include not only imparting specific skills and knowledge   but also inculcating certain personality and mental attitudes. The change in environment factors is imposing various challenges before the organizations. Some of the well known and identified challenges are :

1. Workforce diversity
2. Complex organizational structure and system
3. Cross cultural values
4. Adaption of new culture
5. Job security
6. Frequent change in technology and demand
7. Innovation and quick decision demand

Apart from these various other challenges are there which comped organizations to provide training to their employees so that they can confront with these and other anticipation challenge and can cope with any changed scenario.

IMPORTANCE OF TRAINING

Training is the corner stone of sound management for it makes employees more effective and productive. It is actively and intimately connected with all the personnel or management activities. It is an integral part of the whole management programme, with all its many activities functionally inter-related. There is an ever present need for training men so that new and changed techniques may be taken advantage of and improvements affected in the old methods , which are woefully inefficient. Training is crucial for organizational development and success. It is fruitful to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well.

Training is given on five basic grounds:

1.   New candidates who join an organization are given training. This training familiarize them with the organizational mission, vision, rules and regulations and the working conditions.
2.   The existing employees are trained to refresh and enhance their knowledge.
3.   If any updations and amendments take place in technology, training is given to cope up with those changes. For instance, implantation of ISO 9001 system in an organization.
4.   The employees are trained about use of new equipments and work methods.
5.   When promotion and career growth becomes important. Training is given so that employees are prepared to share the responsibilities of the higher level job.

The basic purpose of training and development is to enable human resource in such a way that They can perceive their responsibility themselves. The benefits of training can be summarized as:

1.   **Improves morale of employees**- Training helps the employee to get job security and job satisfaction. The more satisfied the employee is and the greater is his morale, the more he will contribute to organizational success and the lesser will be employee absenteeism and turnover.
2.   **Less supervision**- A well trained employee will be well acquainted with the job and will need less of supervision. Thus, there will be less wastage of time and efforts.
3.   **Fewer accidents**- Errors are likely to occur if the employees lack knowledge and skills required for doing a particular job. The more trained an employee is, the less are the chances of committing accidents in job and the more proficient the employee becomes.
4.   **Chances of promotion**- Employees acquire skills and efficiency during training. They become more eligible for promotion. They become an asset for the organization.
5.   **Increased productivity**- Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained.

ISO 9001

ISO 9001 is an international quality standard developed by the International Organization for Standardization (ISO). ISO 9001 can be applied to any type and size of organization, from small family-run businesses to the world's largest corporations and government institutions. It provides a structured yet flexible framework for a customer focused business management system that will drive business performance improvement. ISO 9001 is based on the following eight Quality Management Principles, which are incorporated within the requirements of the standard, and can be applied to improve organizational performance:

- Customer focus
- Leadership
- Involvement of people
- Process approach
- System approach to management
- Continual improvement
- Factual approach to decision making
- Mutually beneficial supplier relationships

The standard covers all aspects of an organization's activities, including identifying its key processes, defining roles and responsibilities, policies and objectives, documentation requirements, the importance of understanding and meeting customer requirements, communication, resource requirements, training, product and process planning, design processes, purchasing, production and service, monitoring and measurement of products and processes, customer satisfaction, internal audit, management review, and improvement processes.

THE BENEFITS OF IMPLEMENTING AN ISO 9001 QUALITY MANAGEMENT SYSTEM

Many organizations initially implemented ISO 9001 because they had to either their customers demanded it, or their competitors had it, making it imperative that they do the same to stay competitive. As time went by, however, these companies soon realized that if properly implemented, ISO 9001 gave them many significant and noticeable benefits.For management, an important benefit has always been improved financial performance. In addition to benefiting the bottom line, companies also realize many other advantages, including improved employee and customer satisfaction, resulting from better defined and implemented business processes.

Some of the direct benefits achieved by ISO 9001 certified companies include:

- Improved financial performance
- Motivated staff, who understand their roles and how their work affects quality
- Improved product and service quality, leading to satisfied customers
- Improved management and operational processes, resulting in less waste ,increased productivity, efficiency and cost savings

The indirect benefits are no less important, and include:

- Enhanced reputation
- Repeat business
- Ability to compete more effectively globally, both on quality and price
- Access to new markets
- Improved customer and supplier relationships
- Improved employee morale
- Improved management control

ISO 9001 TRAINING

As with many parts of the revised ISO 9001:2008 quality standard, the training requirements were changed to help improve the organization's quality. All employees need to have a general understanding of what ISO 9001 is, and what their responsibilities are for maintaining the system and complying with requirements. Organization must train employees on ISO 9001 so they understand the requirements for their job, the importance of meeting customer requirements and how their job contributes to meeting the Quality Policy. It also requires verification that the training provided was effective.

Planning for HR process controls must include determining - competency criteria; skills evaluation; identification of training needs; types of training; provision of training; how training effectiveness is evaluated; methods to communicate awareness of the importance of quality requirements and meeting quality objectives, to all employees.

Criteria for competency must be developed based on appropriate education, skills, training and experience for activities, tasks, functions and processes. The level and detail of such qualifications, skills, training and experience will depend upon the complexity of product, process, technology and customer and regulatory requirements.

It is up to organization to determine the necessary criteria for the various functions and activities affecting product and QMS based on these factors.

Organizations undergo significant changes through growth or decline, acquisitions, new technology and new products and processes, Also, many organizations are now outsourcing their production labor to save on payroll costs and benefits. Labor related nonconformities can easily arise in such cases. Planning for your HR process must ensure that contract and agency personnel performing work affecting product quality have adequate competency and training. Appropriate records must be kept of such training. Quality awareness must be focused on meeting customer and regulatory requirements. The process to promote quality awareness may include the use of methods such as cross functional teams, involvement in quality planning, quality circles improvement suggestions, product workshops, zero defect programs, product review checklist; etc. QMS personnel must be motivated to achieve the organizations quality objectives. The process to motivate employees may include the use of methods such as employee recognition awards; ongoing training programs; performance reviews, employee surveys etc.

Organization must determine and keep appropriate records of education,training, skills and experience. These records must demonstrate the effective operation of HR process controls.

Summary of the training requirements from section 6.2.2 Competence, training and awareness as follows.

1. Define the knowledge and skill needed for each employee to conduct their job.
2. Deliver training or other learning activities to develop the required knowledge and skill.
3. Provide a way to whether the training or learning activities were effective .
4. Keep training records and records of employee education, skills and experience. Once an organization determines how to organize a training program to meet these requirements, they must find a way to keep track of the training schedules, evaluation activities and training records for every employee.
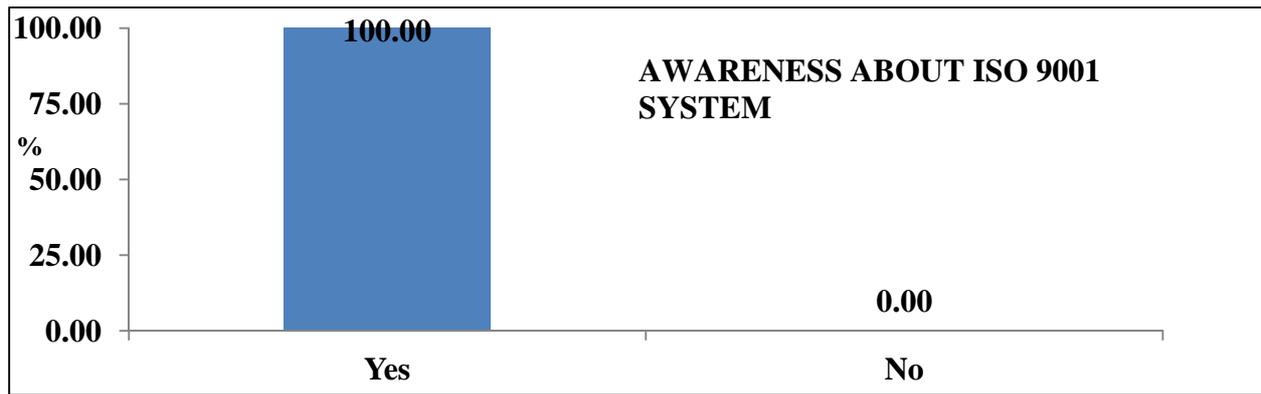
RESULTS

ANALYSIS # 1 AWARENESS ABOUT ISO 9001 SYSTEM

The data was obtained from employees about the awareness about ISO 9001. The data was analyzed and tabulated as follows:

Opinion	Total
Yes	100.00 %
No	0.00 %

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The graphical presentation of data analysis is given below.

From the above analysis it was observed that:

1. 100.00 % respondents were said that training is needed about awareness of ISO 9001.

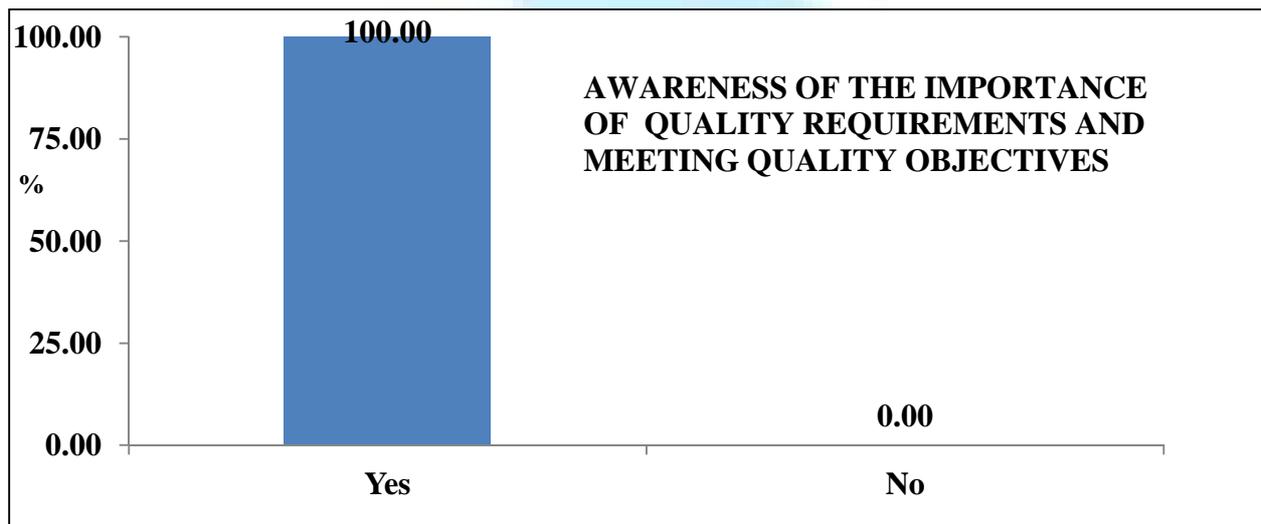2. 0.00 % respondents were said that training is needed about awareness of ISO 9001.

From the observations 1 to 2, it was interpreted that awareness through training is needed for awareness of ISO 9001.

ANALYSIS # 2 AWARENESS OF THE IMPORTANCE OF QUALITY REQUIREMENTS AND MEETING QUALITY OBJECTIVES

The data was obtained from employees about the awareness of the importance of quality requirements and meeting quality objectives. The data was analyzed and tabulated as follows.

Opinion	Total
Yes	100.00 %
No	0.00 %

The graphical presentation of data analysis is given below.

From the above analysis it was observed that:

1. 100.00 % respondents were said that training is needed about awareness of the importance of quality requirements and meeting quality objectives.

2. 0.00 % respondents were said that training is needed awareness of the importance of quality requirements and meeting quality objectives.

From the observations 1 to 2, it was interpreted that awareness through training is needed for awareness of the importance of quality requirements and meeting quality objectives.

DISCUSSION

The increased competition for jobs , combined with technological change makes it vital that employees are assisted to become even more productive , through the best training possible. Although training provides a measure for modifying employees behavior involving complex attitudes ,knowledge , understanding and improving organizational effectiveness. All employees need to have a general understanding of what ISO 9001 is, and what their responsibilities are for maintaining the system and complying with requirements. Organization must train employees on ISO 9001 so that they understand the requirements for their job, the importance of meeting customer requirements and how their job contributes to meeting the Quality Policy. It also requires verification that the training provided was effective.

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Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-
Co-ordinator

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In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

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