



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS AND MANAGEMENT

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- 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.

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.

Journal and other articles

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

Conference papers

- Chandel K.S. (2009): "Ethics in Commerce Education." 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Unpublished dissertations and theses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. (2006): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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- Kelkar V. (2009): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on February 17, 2011 <http://epw.in/epw/user/viewabstract.jsp>

PERFORMANCE APPRAISAL SYSTEM ON COMPANY PAY ROLL EMPLOY, SENIOR, MIDDLE & LOWER MANAGEMENT (A STUDY WITH REFERENCE TO INTERNATIONAL TOBACO COMPANY LTD., GHAZIABAD)

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ABSTRACT

Performance appraisal has become a very significant activity in most of the enterprise, it provides data about past, present and expected performance of the employees which is helpful in taking decision on selection training and development. One of the widely used human resource development mechanism that goes a long way is systematically improving the performance level of an individual as well as organization is the performance appraisal system (P.A.S). If P.A.S is implementing well it can take the organization on a fast development track and faster productivity through commitment, motivated or competent people. Continuing efforts can be made to build a stronger and more effective organization. I.T.C. being a giant sized industrial enterprise has adopted a scientific system of performance appraisal of its human resource the most widely used technique is the self appraisal system. In I.T.C ,H.R.D is an approach to the systematic expansion of people work related abilities, focused on the attainment of both organization and personals goals, focus is on people, who are perceived as possessing skills, potential and ability to grow, change and development. On the basis of questionnaire related to work environment and personnel motivation from company pay roll employ senior, middle and lower management total of hundred.

KEYWORDS

Performance, Company, Tabaco, Ghaziabad.

INTRODUCTION

Steering a public enterprise in to-day highly turbulent business environment marked by unexpected crisis situation and changing economic market phenomena is indeed a difficult proposition it becomes all the more difficult when the enterprise is a large multi product and multi divisional one dealing with diverse markets and operating from locations situated far and wide, to survive and grow in a company has constantly review and innovatie H.R.D strategies.

The evaluation of the performance of employees is a key part of the function of staffing as the evaluation serves as a basis for judging the contribution and weaknesses of employees so that continuing efforts can be made to build a stronger and more effective organization.

Human resource are key organizational assets since organization performance depends on the quality of employee effort on their ability and motivation by raising the quality of individual employees contributions to production, organizations can make significant improvements in their performance of company pay roll management.

Performance appraisal is a systematic way of evaluating a workers performance and his/her potential for development, this continuous monitoring of the performance and periodic evaluation helps in retaining promotional and retraining policies.

Performance can be appraised against some set standards to meet the needs of the organization and the employee, hence the technique must be sufficiently sensitive to pick up the difference between an effective and ineffective employee.

Appraisal has four major purposes

1. To let employees know formally how their current performance is being rated
2. To identify candidates for promotion

I.T.C limited has a long history of 90 years the leader of Indian cigarette industry is a conglomerate of many diversified businesses having a overall turnover of Rs. 5000 crore form hotels & tourism, agro, paper, etc, it was an ideal case worth studying for any good manager or researcher.

RESEARCH OF THE PROBLEM

For the ever increasing complexity of challenge facing organization and the place of change, both signal the escalating pressures that will be brought to bear on human resource personnel to play a proactive and strategic partner roles. Therefore, if PAS is implementing well, it can take the organization on a fast development track and faster productivity through commitment, motivated or competent people.

- Facilitating upward and downward communication and sensitizing senior executives to problems at lower levels;
- Developing and strengthening boss-subordinate relationships;
- Role clarity and performance planning;

NEED AND IMPORTANCE OF THE STUDY

Performance can be appraised against some set standards According to McGregor the format performance appraisal plans are designed to meet three needs, one of the organization and the other two of the individual. These are :-

- They provide systematic judgment to back up promotions, transfers, salary increments etc.
- They let the subordinate know where he stands and whether any changes are required in his behavior attitudes, skill or job knowledge.
- Encouraging employees to express their views or to seek clarification on job duties.
- Serving as a predictor for future responsibilities.
- Preventing grievances, since the employees will know where they stand relative to their achievements
- Increasing the analytical ability of the supervisors, since they will be directly involved in making judgment about their work's performance level.

RESEARCH METHODOLOGY

The most effective performance appraisal system have the following characteristics: -

- The system must be bias-free. The evaluator must be objective and the methods of appraisal must be fair and equitable. The atmosphere must be that of confidence and trust.
- It must be relevant. It should only measure behaviors that are relevant to the successful job performance and not any other personal traits.
- It should be reliable, dependable, stable and consistent. High reliability is essential for correct decision making and validation studies. It should be sufficiently scientific, so that if an employee is evaluated by two different evaluators, than the result should be significantly the same.

Performance appraisal has become a very significant activity in most of the enterprises. It provides data about past, present and expected performance of the employees which is helpful in taking decisions on selection, training and development, increase in pay, promotion, transfers, and the like. These days a large amount of money is spent on performance appraisal by most organizations. The benefits of performance appraisal are as follows:-

- It help the supervisor to evaluate the performance of his employees systematically and periodically. It also helps him to assign that work to individuals for which they are best suited.
- Rating helps in guiding and correction of employees. The supervisor may use the result of the purpose of constructively guiding the employees in the efficient performance of work.
- The ability of the staff is recognized and can be adequately rewarded by giving them special increments.
- Performance appraisal can be used as a basis of sound personnel policy in relation to transfer and promotion. If the performance of an employee is better than other, he can be recommended for promotion, but if a person is not doing well on a job, he may be transferred to some other job.
- Rating can also be used to evaluate the training programmes. Weaknesses of employees are revealed by merit rating and the training programmes can be modified accordingly.
- Performance appraisal provides an incentive to the employees to better their performance in a bid to improve their rating over others.
- If the performance rating is done scientifically and systematically it will prevent grievances and develop a confidence amongst the employees because they are convinced of the impartial basis of evaluation.

THE EVALUATION PROCESS

Establish performance standards, Communicate performance expectations to employees, Measure actual performance, Compare actual performance with standards, Discuss the appraisal with the employee, If necessary initial corrective action. Achievements have been received for the training and result have been obtained on the basis of Questionnaire related to work environment and personal motivation from outsources of skilled and unskilled workers for a total number of 400 skilled and 300 unskilled workers making a total of 700. Response indicates the Training program have been well organized and perceived by both at senior and junior levels generating a vibrant work culture. The survey indicated that the integrated approach has brought about a radical change in the overall performance of the employees particularly with reference to the following aspects

1. Motivation level and morale have gone up considerably.
2. The program has helped the participants to introspect and modify their behavior
3. Improved communication approach at various levels

These training programs and workshop have not only improved the overall climate and culture of the organization but also generated better quantity of life and satisfaction amongst the supervisors and workers in their personal lives.

ABOUT ITC COMPANY

ITC Limited has a long history of about 90 years and now marched into the next millennium. ITCV, decidedly the leader of Indian cigarette industry, is a conglomerate of many diversified businesses having overall turnover to the tune of Rs. 5000 crore. The group having started from its core competency business of tobacco and financial services has evolved as leader in many other businesses such as hotels an tourism, agro-businesses, paper business, etc. During this course of development in business, the ITC has undergone many ups and downs in its business as well as managerial practices. Thus, it seems to be a case worth studying for any good manager or researcher.

It is the story of Scissors cigarette, the breadwinner brand of ITC, a doyen of Indian industry and the leader in cigarette. It is the story of ITC's struggle, with its breadwinner brand facing near extinction on account of competition. It is the story of how the company handled its dilemma-'to revive the brand of exit' – how it opted in favour of reviving the brand and how it succeeded in its mission.

The ITC Scissors case is essentially a story of effective product management. From 1921 to date. Scissors had a long product life. It has seen many ups and downs and suffered some of the worst set-backs; but everytime, it has risen to new peaks of excellence and growth. In view of this unique phenomenon, the Scissors case represents one of the best examples of effective PLC management. The case vividly portrays how the company evolved a superb product market strategy, how it handled the inescapable product decline with care and caution, how it retrieved the product to normalcy and prolonged almost limitlessly its mature and profitable of life.

ITC has its head quarter at Virginia House, 37 Chowringhee Road, Calcutta. Its annual turnover is more than Rs. 6000 crores approximately and market capitalisation is more than Rs. 8,000 crores. It ranks 5th among the giant corporations. The company has network of branches & offices in the country. The Ghaziabad unit of the company is situated at Guldhar (Near Muradnagar) on the main Ghaziabad Meerut highway about 5 km from the heart of the city. It is connected with all important roads and highways. The production dept. of the company is fully air-conditioned because artificial humidification is very necessary for the manufacture of cigarettes. The total strength of the employees in Ghaziabad unit including temporary, casual and contract labour is about 2500.

In the year 1963-64, M/s NARHARI & CHAUDHARY CO. LTD., a leading Tobacco-Exporter of Guntur (A.P.) purchased the present premises of the company which was owned by a soap manufacturer. RAM INDUSTRIAL CORPORATION which is adjacent to the factory.

M/s NARHARI & CHAUDHARY CO. LTD. (known as NCC) was a leading Raw Tobacco Exporter to Czechoslovakia. One of the partners of the NCC had a Czech wife, who was related to the top official of SKODA. Taking advantage of the relationship, NCC managed to procure cigarette making machinery along with packing machines from SKODA on BARTER SYSTEM. These machines were installed in the present plot under dilapidated sheds.

In the year 1964-65, NCC made an alliance with another reputed and leading export house "NAV BHARAT ENTERPRISE PVT. LTD. GUNTUR" as NCC did not have adequate finance, technical know-how etc. to produce and market cigarettes. However, with this alliance a new company was formed titled as TOBACCO COMPANY PVT. LTD., having its registered office at Hyderabad (A.P.).

Subsequently, ITC employed some technical personnel from the then IMPERIAL TOBACCO COMPANY LTD., Bangalore and this attempts was not successful because of lack of funds. After hanging on for months together, they sold M/s ITC to M/s. MARCOPOLO & COMPANY LTD., Mumbai, the oldest tobacconist who had the sole distributorship for M/s GODFREY PHILIPS INDIA LIMITED.

After reconstruction of the buildings, ITC started manufacturing on SKODA machines. The factory ultimately went into commercial production from 1967 against manufacturing charges of the GPI brands. D. MACROPOLO was a limited company and ITC became a limited company after take over. Over a period of time even D. MACROPOLO merged with GPI and ITC became a subsidiary of GPI. Since then there has been a continuous technological up-gradation in the factory which started increasing the filter cigarette production gradually and also started wrapping the cigarette packs. Also new generation tobacco cutting machines were installed to improve the quality.

In 1970 the IMPERIAL TOBACCO COMPANY of India changed its name to INTERNATIONAL TOBACCO COMPANY LTD. This holds a new programme of diversification, which was aligned to national priorities and the phased disinvestment in foreign equity.

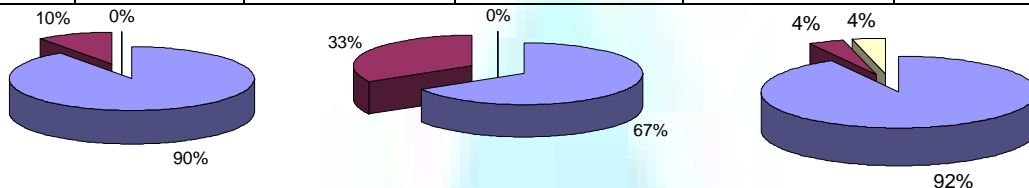
QUESTIONNAIRE PERTAINING TO WORKING ENVIRONMENT AND PERSONAL MOTIVATION OF COMPAN PAY ROLL EMPLOY SENIOUR, MIDDLE AND LOWER QUESTIONNAIRE & RESPONSE FROM SENIOR & MIDDLE MANAGEMENT (COMPANY PAY ROLE)

$$\left[\begin{matrix} 20 & + & 30 \\ \text{Senior} & & \text{Middle} \\ \text{Management} & & \text{Management} \end{matrix} \right] + \frac{50}{\text{Lower Management}}$$

Table No. 100

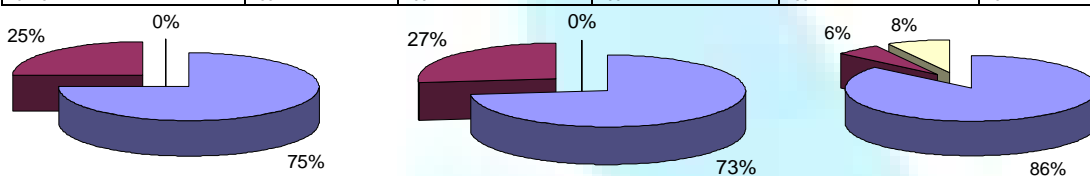
Q1. DO YOU AGREE THAT HRD IS ONE OF THE MOST IMPORTANT FUNCTIONAL AREA IN YOUR ORGANISATION WITH RIGHT HRD PHILOSOPHY.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a. Yes	18	90%	20	66.6667%	46	92%
b. To some extent	2	10%	10	33.3334%	02	4%
c. No	00	00	00	00	02	4%



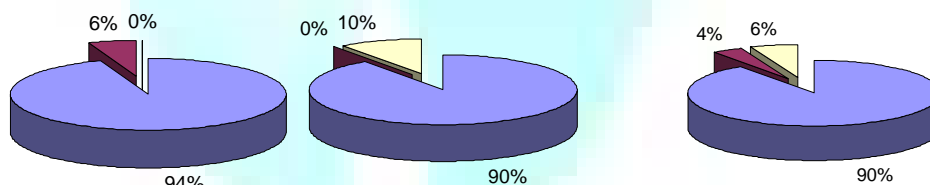
Q2. Is HRD well integrated into culture of organisation and everyone is aware of HRD.

	Senior No of Resp.	Management % of Total	Middle No. Of Resp.	Management % of Total	Lower No Resp.	Management % of Total
a. Yes	15	75%	22	73.333%	43	86%
b. To some extent	05	25%	08	26.6667%	03	6%
c. No	00	00	00	00	04	8%



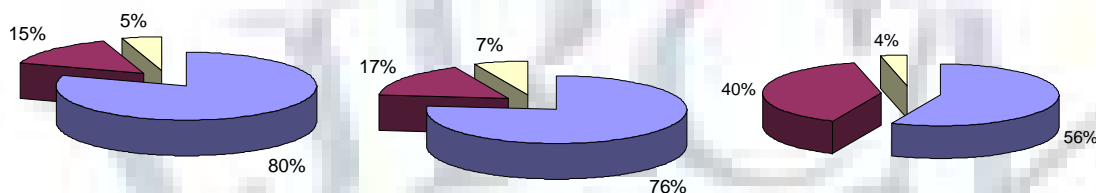
Q3. To what extent has organisation demonstrated innovativeness in HRD practice

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a. Yes	17	85%	27	90%	45	90%
b. To some extent	3	5%	00	00	02	4%
c. No	00	00	03	10%	03	6%



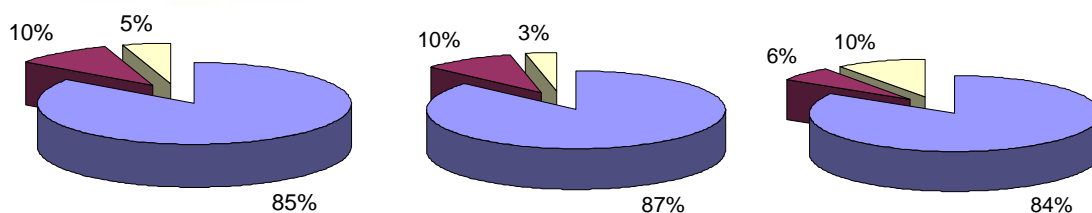
Q4. Do you feel that the chief executive is fully committed to the goals of HRD in your organisation.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a. Yes	16	80%	23	76.667%	47	94%
b. To some extent	3	15%	05	16.6667%	00	6%
c. No	01	5%	02	6.6667%	03	6%



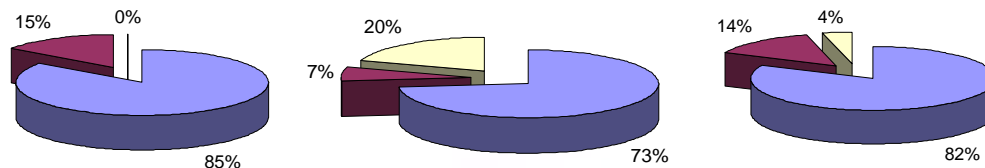
Q5. Do you find that top management is keenly involved most of the time in HRD activities like management development programme etc.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a. Yes	17	85%	26	86.6667%	42	84%
b. To some extent	02	10%	03	10%	03	6%
c. No	01	5%	01	3.3333%	05	10%



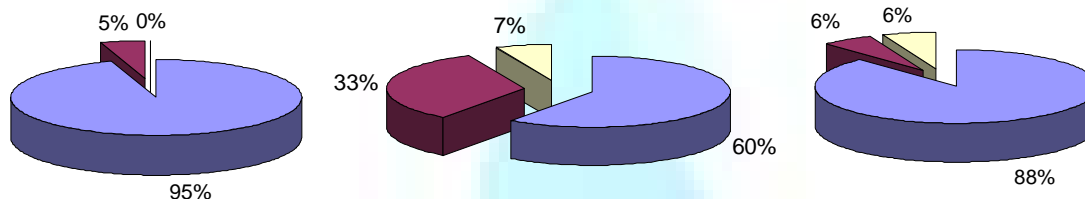
Q6. Do you detailed fenelional knowledge relevent to your own rode in you organisation.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	17	85%	22	73.333%	41	82%
b. To some extent	03	15%	02	6.6667%	07	14%
c. No	00	00%	06	20%	02	4%



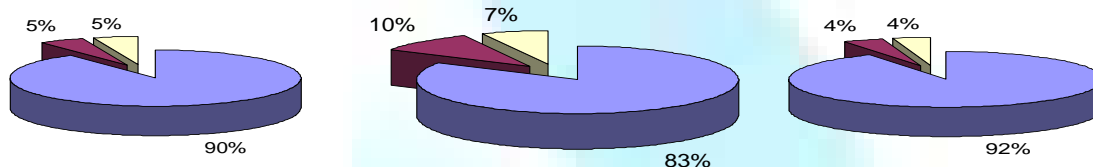
Q7. Did you attend any role effectiveness workshop / Training proframme on role analysis.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	19	95%	18	60%	44	88%
b. To some extent	01	5%	10	33.333%	03	6%
c. No	00	00%	02	6.6667%	03	6%



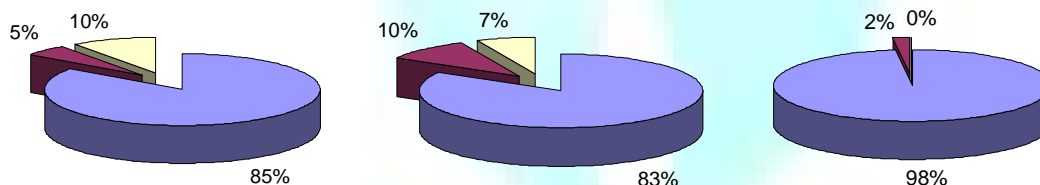
Q8. Did the training help in generating new ideas & improve working.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	18	90%	25	83.333%	46	92%
b. To some extent	01	5%	03	10%	02	4%
c. No	01	5%	02	6.6667%	02	4%



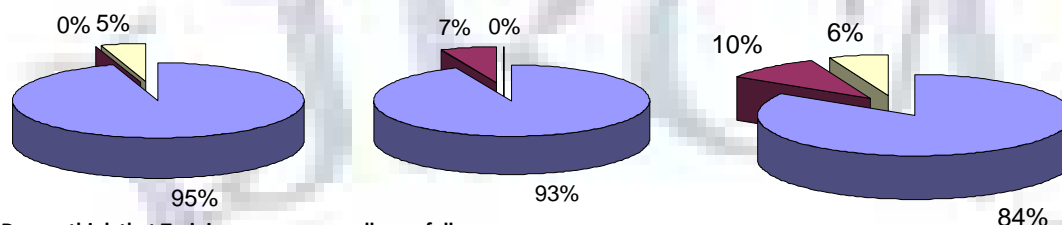
Q9. Did training help in generating new ideas and improve working.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	17	85%	25	83.333%	49	98%
b. To some extent	01	5%	03	10%	01	2%
c. No	02	10%	02	6.6667%	00	00%



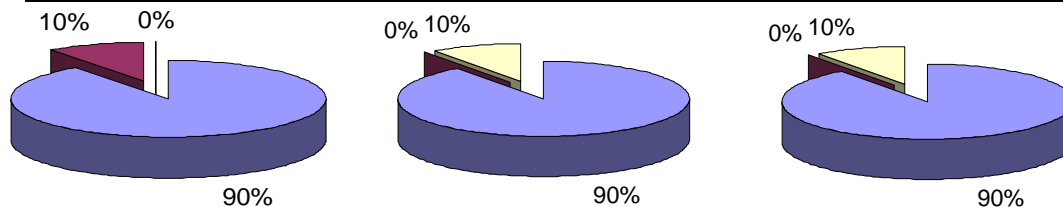
Q10. Did you achieve your objects out of training received and your expectation were fulfilled.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	19	95%	28	93.333%	42	84%
b. To some extent	00	00%	02	6.6667%	05	10%
c. No	01	5%	00	00%	03	6%



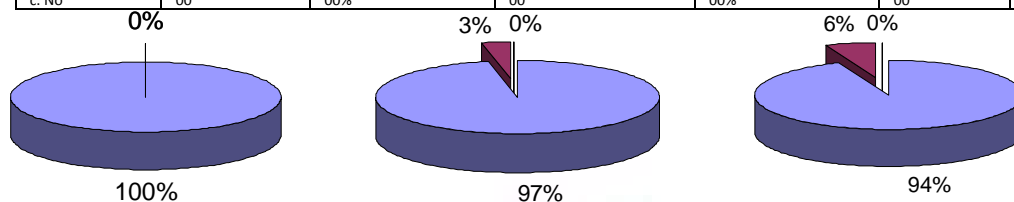
Q11. Do you think that Training course are really use full

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	18	90%	27	90%	45	90%
b. To some extent	02	10%	00	00%	00	00%
c. No	00	00%	03	10%	05	10%



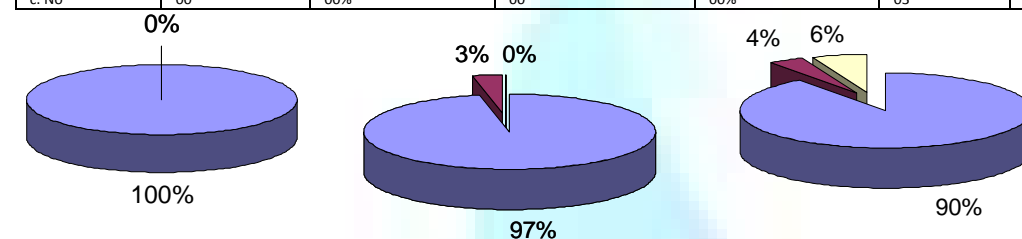
Q12. Do you prepare in company training or training by out side agencies.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	20	100%	29	96.666%	47	94%
b. To some extent	00	00%	01	3.3333%	03	6%
c. No	00	00%	00	00%	00	00%



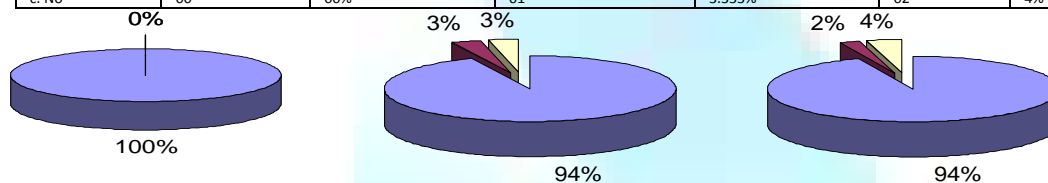
Q13. Were the problems case students discussed during the course were relevant.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	20	100%	29	96.66%	45	90%
b. To some extent	00	00%	01	3.33%	02	4%
c. No	00	00%	00	00%	03	6%



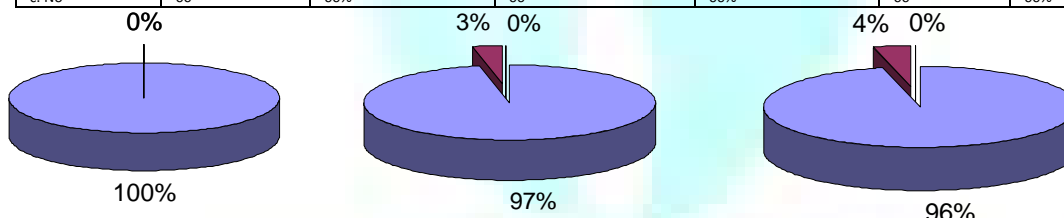
Q14. Would you recommend other to attend motivation programme.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	20	100%	28	93.333%	47	94%
b. To some extent	00	00%	01	3.333%	01	2%
c. No	00	00%	01	3.333%	02	4%



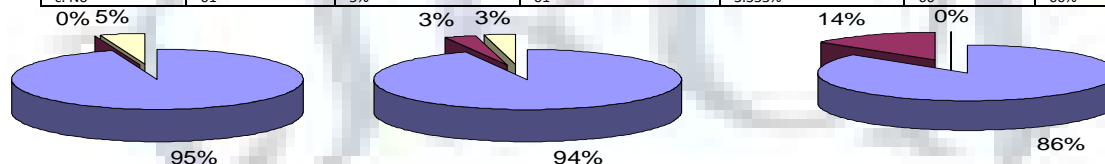
Q15. Are you able to incorporate the result of training in actual working situations.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	20	100%	29	96.666%	48	96%
b. To some extent	00	00%	01	3.333%	02	4%
c. No	00	00%	00	00%	00	00%



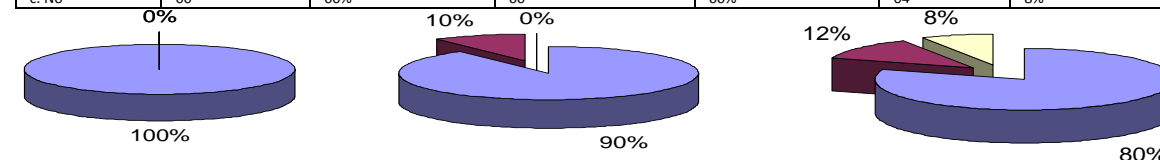
Q16. Is there any visible impact of executive development programmes in your back home situation in terms of improved knowledge, skills and altitude of the individuals.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	19	95%	28	93.333%	43	86%
b. To some extent	00	00%	01	3.333%	07	14%
c. No	01	5%	01	3.333%	00	00%



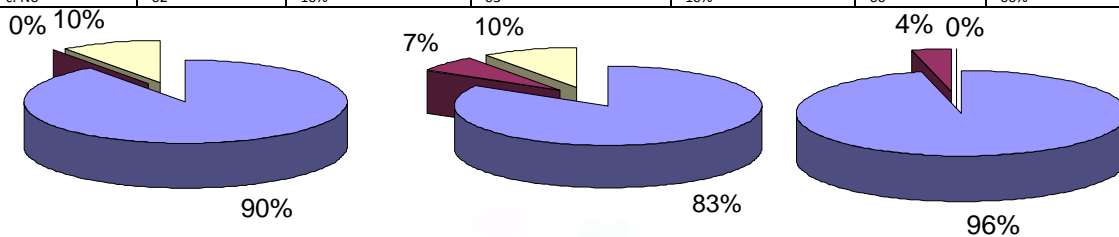
Q17. Do you feel that performance appraisal system in your organisation liade to an objective assessment of an individual linked to his growth and promotion.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	20	100%	27	90%	41	82%
b. To some extent	00	00%	03	10%	06	12%
c. No	00	00%	00	00%	04	8%



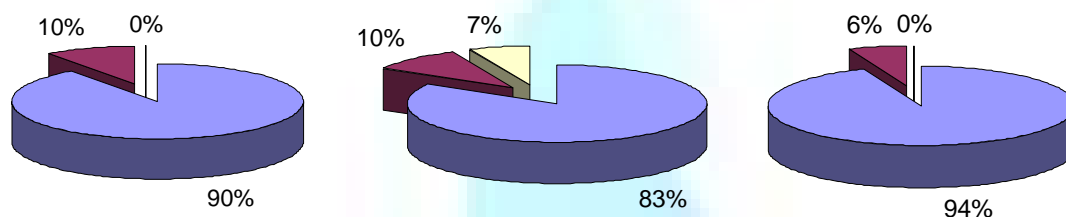
Q18. Do you attend any practice appraisal interview / training an order to achieve the true objective of performance appraisal system.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	18	90%	25	83.33%	48	96%
b. To some extent	00	00%	02	6.666%	02	4%
c. No	02	10%	03	10%	00	00%



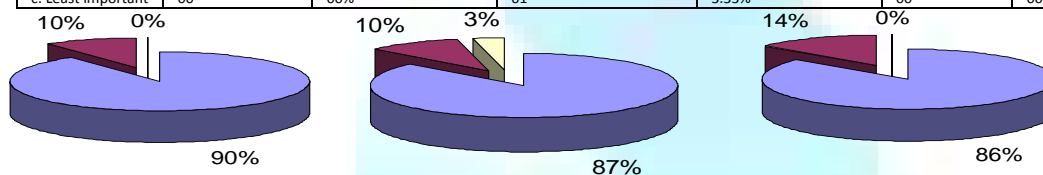
Q19. Whether organisation is understanding potential appraisal and potential development exercise.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	18	90%	25	83.33%	47	94%
b. To some extent	02	10%	05	10%	03	6%
c. No	00	00%	02	6.666%	00	00%



Q20. Do you think that organisation has maintained same kind of counselling and feedback mechanism for helping employees to cope with organisation and practical.

	Senior No of Resp.	Management % of Total	Middle No. of Respondent	Management % of Total	Lower No Resp.	Management % of Total
a Yes	18	90%	26	86.666%	43	86%
b. To some extent	02	10%	03	10%	07	14%
c. Least important	00	00%	01	3.33%	00	00%



FINDINGS

HRD IN I.T.C. – FINDING

In ITC, HRD is an approach to the systematic expansion of people’s work related abilities, focused on the attainment of both organizational and personal goals. The focus is on people, who are perceived as possessing skills, potential and who have ability to grow, change and develop. While the accent is on increasing talent and abilities, HRD in ITC works towards development of people in their organisational setting. The effort are balanced between the organisation’s need the individual development although this ideal is obviously difficult to achieve, but every attempt in being made to get as near to it as possible.

While the diversity of circumstances of individual public enterprises would dictate circumstances of training of individual manager in variety of ways, the essential pattern are applicable in appropriate forms to all public enterprises, what ever their size. Hence this study of ITC also provides positive direction and guidance to other in the area of Human Resource Development.

To sum up the findings of the data collected and analysed, the researcher proceeds on the basis conclusion, as revealed by the study, that both the management and executives recognize the importance and need of HRD in ITC and company is taking due interest and care to this effect.

EXECUTIVE DEVELOPMENT POLICIES

ITC has clear policy objectives to ensure continuous development of competent management personnel and make best use of both the human and material resources of the business. The training and development policy provides opportunities of advancement and growth to the executives and of promotion from within. It also provide of time both on the job and off the job. Majority of the executives in the middle cadre have been exposed to training and development programmes.

PERFORMANCE APPRAISAL

ITC has a formal performance appraisal and counselling skills system. The target setting programme coupled with the performance appraisal and counselling programme, provide formal processes to ensure manager/employee contact for development and counselling, away from the hustle and bustle of daily activities.

An important feature is the self appraisal and counselling programme. ITC believes that employee are responsible and trustworthy enough to be able to review their own performance in a matured and balanced manner and they have, faith in this.

The basic objectives of the Performance Appraisal System in ITC are:

- Assessment of Performance and Review.
- Individual Training and Development need identification.
- Feedback and Follow-up of development.
- Determine career growth.
- Influence job rotation.
- Extension or termination of contract/promotion.
- Granting incentives and rewards.
- Appreciation / foreign deputation.

The scheme is part of the overall Performance Review System that periodically reviews group/product wise performance and achievement to targets against what is outlined in the Annual Performance Plan.

SUGGESTIONS

1. According to the need of time some innovative HRD practices should be induced and implemented to minimise the ratio with reference for obtaining fair treatment with current appraisal system because the ratio is as follows:-

Senior Management – 85 %

Middle Management – 90%

Lower Management – 90%

2. The Chief executive should be fully committed to the goals of HRD in the organisation as the ratio with reference for obtaining the fair treatment is very less

Senior Management = 20%

Middle Management = 23%

Lower Management = 8% 3

3. The functional knowledge relevant to the role in the organisation is must as the ratio is quite remarkable

Senior Management = 15%

Middle Management = 26%

Lower Management = 18%

4. The training is meant for improving the faculties of mind, working and generating new ideas, but the 100% this attitude is not found in this respect.

Senior Management = 10%

Middle Management = 16.6667%

Lower Management = 4%

5. There is a visible impact of executive development programme in back bone situation in terms of improved knowledge skills and attitudes of the individuals

Sr. Management = 95%

Middle Management = 93.3333%

Lower Management = 86%

But do make it 100% full efforts should be induced

6. The performance appraisal system in the organisation leads to an objective assessment of an individual linked to growth and promotion. The ratio to make it 100% is less than the significant value

Sr. Management = 00%

Middle Management = 10%

Lower Management = 20%

7. The organisation should understand the potential appraisal and potential development exercise as is evident from the following percentage (from no & some extent answers)

Sr. Management = 10%

Middle Management = 16%

Lower Management = 6%

8. The organisation should maintain some kind of counselling and feedback mechanism for helping employees to cope with organisation and practical problems.

Sr. Management = 10%

Middle Management = 13.3333%

Lower Management = 14%

CONCLUSION

The survey indicated that the integrated approach has brought about a radical change in the overall performance of the company pay roll management, senior, middle and lower. The changes are visible particularly with reference to the following aspects:

- Clarity of role and responsibility at various levels.
- The interpersonal relations and job relation have improved significantly.
- The motivation level and morale have gone up considerably.
- The programme has helped the participants to introspect and modify their behaviour.
- Improved communication approach at various levels.

It has also been observed that these training programmes and workshop have not only improved the overall climate and culture of the organisation, but have also generated better quality of life and satisfaction amongst the particularly amongst the supervisors and workers in their personal lives.

Periodically the management development inputs are being given to staff to ensure that the cohesive team can achieve results. Staff members are also sent on external technical programmes to update their knowledge on the state-of-the-art in the field of electronics, telecom and management and are given the opportunity to go on foreign deputation to get an exposure in advance technologies and new areas of interest. Also as part of development input good articles on technical/management areas are circulated to everybody.

To sum up, these programmes have become greatly instrumental in generating a swing for the creating of Learning Organisation. In order that these programme may be able to produce the maximum desired results, it is necessary that these programme are taken to a logical conclusion by covering the entire organisation, including the top management. Steps to achieve these objectives have also been started by ITC.

There is a very positive response to training in ITC. Even some initially viewed training with skepticism, today see it as useful. In ITC, the contribution of the training function makes related to the processes of self-renewal, personal growth, appraisal and counselling, team building and target setting. In ITC, identifying, nurturing and development appropriate leadership values and styles are critical when building a collective ethos. Strategically, over the next year or two, the training function is poised to play a vital in building value leader within the organisation.

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If your good-self have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

Hoping an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator