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CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	CUSTOMER SATISFACTION TOWARDS KINGFISHER BEER IN PULICHERLA MANDAL <i>DR. DUGGANI YUVARAJU, DR. DUGGANI SUBRAMANYAM & DR. S. DURGA RAO</i>	1
2.	AN IMPROVED CONSTRUCTION TECHNOLOGY AND MANAGEMENT (CTM) SYSTEM <i>RAKESH GUPTA, SUBHASH K. GUPTA, RAMESH KUMAR BATRA & ASHUTOSH TRIVEDI</i>	5
3.	USAGE PATTERNS OF COSMETIC (FASHIONABLE) HERBAL PERSONAL CARE PRODUCTS (HPCP): A MICRO LEVEL FIELD STUDY IN MYSORE AND BANGALORE <i>GITY SAKI & B. SHIVARAJ</i>	11
4.	PROFITABILITY PERFORMANCE OF NAGARJUNA FERTILIZERS AND CHEMICALS LIMITED: A CASE STUDY <i>S. SHOBHA & DR. P. MOHAN REDDY</i>	14
5.	IMPEDIMENTS FOR THE DEVELOPMENT OF AGRICULTURAL COOPERATIVES IN TOKE KUTAYE WOREDA/DISTRICT/, WEST SHEWA ZONE, OROMIYA REGION, ETHIOPIA <i>ASSEFA GEBRE HABTE WOLD</i>	18
6.	WORKPLACE FRIENDSHIP: IT'S COMPLICATED <i>DR. MEGHA SHARMA</i>	29
7.	LIGHT ENGINEERING UNITS IN NORTH MALABAR, KERALA, AND EMPLOYMENT GENERATION <i>DR. PREMAVALLI P.V</i>	31
8.	PUBLIC Vs. PRIVATE INSURANCE PLAYERS IN INDIA <i>K. PRASAD & V. SRAVANTHI</i>	37
9.	IMPACT OF OPTION INTEREST AND PUT- CALL RATIO INFORMATION IN DERIVATIVES MARKET: AN EMPIRICAL STUDY OF OPTION AND FUTURE MARKET, NSE (NATIONAL STOCK EXCHANGE OF INDIA) <i>SWATI MEHTA & NILESH PATEL</i>	40
10.	FINANCIAL HEALTH OF HOUSING FINANCE INSTITUTIONS IN INDIA: AN EMPIRICAL EVALUATION <i>DR. S. THENMOZHI & DR. N. DEEPA</i>	45
11.	ROLE OF SCB's IN REACHING THE UNREACHED THROUGH FINANCIAL INCLUSION: AN INDIAN OVERVIEW <i>PRAVEEN A. KORBU</i>	49
12.	INFLATION MANAGEMENT IS THE KEY TO DEFLATE INFLATION PRESSURE <i>DR. ACHUT P. PEDNEKAR</i>	53
13.	RETRENCHMENT AND STRIKES IN SICK UNIT: A CASE STUDY ON LML <i>GURPREET KAUR SAINI</i>	57
14.	PERFORMANCE APPRAISAL SYSTEM IN A GARMENT MANUFACTURING ENTERPRISE, TIRUPUR <i>K. MANIKANDAN, R. VIJAYA RAJYA SYNTHIA & S.R. DHIVYA LAKSHMI</i>	64
15.	THEORETICAL AUDIT FRAME WORK FOR MEASURING BRAND LOYALTY IN DAIRY INDUSTRY <i>N.GEETHA & DR. R. SUBRAMANIYA BHARATHY</i>	67
16.	EFFECTIVENESS OF TRAINING & DEVELOPMENT PROGRAM IN PHARMACEUTICAL SECTOR WITH A CASE STUDY ON DIFFERENT INDUSTRIES <i>SHIKHA BATRA, DR. AMBIKA BHATIA & ANKITA GAUTAM</i>	73
17.	SELFISH NODE HANDLING IN THE CONTEXT OF REPLICA ALLOCATION IN MANET'S <i>K.NAVATHA, N.SRAVANTHI, L.SUNITHA & E. VENKATA RAMANA</i>	80
18.	TECHNICAL EFFICIENCY IN TEFF PRODUCTION BY SMALL SCALE FARMERS IN TIGRAY (CASE OF RAYA ALAMATA WEREDA) <i>TEFERA KEBEDE, GEBEREMESKEL BERHANE & MENASBO GEBRU</i>	85
19.	IMPORTANCE OF BRANDING FOR SOCIAL ENTERPRISES <i>SHIVANI VAID & SWATI GUPTA</i>	98
20.	BITCOIN: AN OVER VIEW IN INDIAN CONTEXT <i>PRIYANKA MEHTANI</i>	101
	REQUEST FOR FEEDBACK & DISCLAIMER	103

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EFFECTIVENESS OF TRAINING & DEVELOPMENT PROGRAM IN PHARMACEUTICAL SECTOR WITH A CASE STUDY ON DIFFERENT INDUSTRIES

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ABSTRACT

The role of training in human resource management practice has spur renewed and vigorous debate about the need for training and development. The debate has led academics and management to ponder on some issues germane to the benefits or otherwise of training. One school of thought argues that training leads to an increase in turnover while the other states that training is a tool to that can lead to higher levels of employee retention. So every modern management has to develop the organization through human resource development. Organization and individual should develop and progress simultaneously for their survival and attainment of mutual goals. Is training an investment in people or cost? If training is required, what are the criterion used to determine who should be trained and when to train? These questions have permeated management circle and those in HRM department. Recent years have seen training terms renamed as training and development or learning and development, a sign of the spate of debate on the issue. This paper claims at examining how the Training & Development policy is being implemented in Pharmaceutical sector and determine what challenges are being faced in implementing the Training & Development program. The main objective of this paper is to analyse an effectiveness of Training & Development program in pharmaceutical sector. This study will recommend the need of ensuring the total implementation of its training and development policy to enhance the job skills of the staff for improved performance.

KEYWORDS

Training, Development, Effectiveness, Employee retention, Learning.

INTRODUCTION

Human Resource Management is a management function that helps an organization select, recruit, train and develops. It comprises of the functions and principles that are applied to retaining, training, developing, and compensating the employees in organization. The divisions included in HRM are Recruitment, Payroll, Performance Management, Training and Development, Retention, Industrial Relation, etc. Out of all these divisions, one such important division is training and development. Training and Development is a subsystem of an organization. It is concerned with improving the existing skills and exploring the potential skills of the individual i.e. upgrading the employees' skills and extending their knowledge. Therefore, training is a key to optimizing utilization human intellectual technological and entrepreneurial skills. Developing the employee capabilities so that they may be able to discover their potential and exploit them to full their own and organizational development purpose. Developing an organizational culture where superior subordinate relationship, team work, and collaboration among different sub units are strong and contribute to organizational wealth, dynamism and pride to the employees, development defined. It helps the individual handle future responsibilities, with less emphasis on present job duties.

RELEVANCE OF TRAINING & DEVELOPMENT

Training & Development helps in optimizing of human resource that further helps the employee to achieve the organizational goals as well as their individual goals. It helps to provide an opportunity & broad structure for the development of human resources technical & behavioural skills in an organization. It also helps the employees in attaining personal growth. Development of skills of employees: Training & Development helps in increasing the job knowledge & skills of employees at each level. It helps to expand the horizons of human intellect & an overall personality of the employees. This program helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal. It helps to develop & improve the organizational health culture & effectiveness. It helps in creating the learning culture within the organization. It is very important for building the positive perception & feeling about the organization. The employees get these feelings from leaders, subordinates & peers. It is helpful in improving the health & safety of the organization thus preventing obsolescence. Morale of employee and managers also increase by providing the training & development in industry. Training & Development leads to improved profitability & more positive attitudes towards profit orientation. It aids in organizational development i.e. organization gets more effective decision making & problem solving. It helps in understanding & carrying out organizational policies.

Training & Development also increase the leadership skills, motivation, loyalty, better attitudes & other aspects that successful workers & managers usually display. It increases the job knowledge & skills of employees at each level. It helps to expand the horizons of human intellect & an overall personality of the employees. Training & Development helps in creating a better corporate image.

TRAINING Vs. DEVELOPMENT

Training often has been referred to as teaching specific skills and behaviour. The skills are almost always behavioural as distinct from conceptual or intellectual. Development, in contrast, is considered to be more general than training and more oriented towards individual needs in addition to organizational needs and it is most often aimed toward management people. Usually the intent of development is to provide knowledge and understanding that will enable people to carry out non technical organizational functions more effectively, such as problem solving, decision making and relating to people.

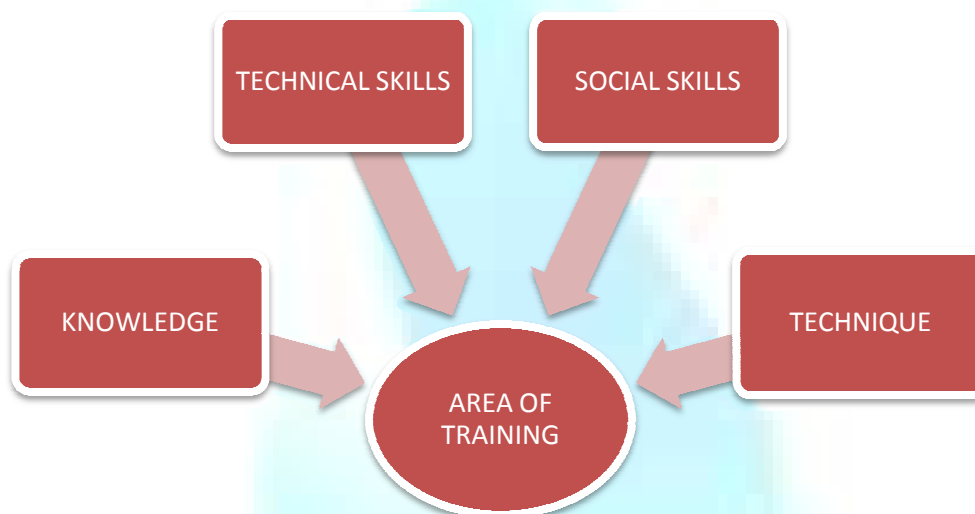
DISTINCTIONS**TABLE 1**

• Basic	Training	Development
• Who	Non-managers	Managers
• What	Technical-Mechanical Operations	Theoretical-Conceptual ideas
• Why	Specific job related information	General knowledge
• When	Short Term	Long Term

Source: Author

Training is meant for operatives and development is meant for managers. Training tries to improve a specific skill relating to a job whereas development aims at improving the total personality of an individual. Training is a one-shot deal, whereas development is an ongoing and continuous process. The scope of training is on individual employees, whereas the scope of development is on entire work group or organization. Training is mostly the result of initiatives taken by management; it is the result of some outside motivation. Development is mostly the result of internal motivation.

Training seeks to meet the current requirements of the job and the individual; whereas development aims at meeting the future needs of the job and the individual. In other words we can say that, training is a reactive process whereas development is a proactive process. Development is future oriented training, focusing on the personal growth of the employees.

FOCUSING AREAS IN TRAINING & DEVELOPMENT**FIG. 1**

Source: Author

The areas in which there is a need to focus under the training & development programs are basically enhancement of technical skill, social skills, knowledge of the employees and techniques used for providing T&D.

Area of training provide in the knowledge area is that trainee learns about a set rules and regulations about the job, the staff and the products or services offered by the company. The aim is to make the new employee fully aware of what goes inside and outside the company.

The technical skill is helpful for the employee to teach a specific skill (e.g. operating a machine, handling computer etc.) so that he can acquire that skill and contribute meaningfully. In social skill employee is made to learn about him and other, develop a right mental attitude towards the job, colleagues and the company. The principal focus is on teaching the employee how to be a team member and get ahead. Technique involves the application of knowledge and skill to various on-the-job situations.

In addition to improving the skills and knowledge of employees, training aims at molding employee attitudes: when administered properly.

WHY EFFECTIVENESS OF TRAINING & DEVELOPMENT NEEDS TO BE CHECKED?

Improving business performance is a journey, not a destination. Business performance rises and falls with the ebb and flow of human performances. HR professionals lead the search for ways to enhance the effectiveness of employees in their jobs today and prepare them for tomorrow. Over the years, training programmed has grown into corporate with these goals in mind. Training & Development programmes should enhance performance and enrich the contributions of the workforce. In India, training as an activity has been going on as a distinct field with its own roles, structures and budgets, but it is still young. Training has made significant contributions to development of all kinds. Training is essential; doubts arise over its contribution in practice. Training is neither a panacea for all ills nor is it a waste of time. What is required is an insight into what training can or cannot do and skill in designing and carrying out training effectively and economically. Much of the training provided today proceeds as if knowledge and action were directly related. This assumption is itself a striking illustration of the wide gulf that separates the two. On a continuum with personal maturation and growth at one end and improvement in performance of predetermined tasks at the other, education lies near the former, and training near the later. Focusing training on skill in action makes the task wide and complex. Training embraces an understanding of the complex processes by which various factors that make up a situation interact. For every training strategy, no matter which, the proper focus right from the very outset is on one or more people – on-the-job-in-the-organization – this whole amalgam. Wherever the focus moves during the training & development programme, the starting point becomes the focus again at the end. The difference lies in what people have learned that they now apply. That difference, in terms of more effective behaviour is the measure of the efficacy of training.

TREND OF T&D IN PHARMACY SECTOR

With the changing time and even fast changing technologies Indian companies have started realizing the importance of corporate training. As the companies are setting up their branches all over the world, becoming multinational corporations they need trained employees who can raise the profits. Today, training is considered as a tool for employee retention. The cost incurred on training an individual in a company is recovered if the employee improves his skills after the training is imparted and the productivity is raised. Training has now become important in every field be it Sales, Marketing, Human Resource Logistics, Engineering, Production and Manufacturing, Inventory Management etc. Indian companies fulfil their requirement of skilled workforce by providing on-the-job trainings and other internal educational programs which are designed to quickly improve the expertise of new recruits. It is now a business effective tool and is linked with the business outcome.

Intensifying business performance is an expedition, not a destination. The success of business operations depends upon the ups and downs of the employee performances. Hence the HR managers started looking for the methods to boost the performance and efficiency of its workforce to carry out the work today and to train them for meeting tomorrow's goal. Training programmes had developed many years back, but now-a-days, it became a crucial factor in companies with certain objectives in mind. Training and development practices should boost up performance and develop the skills, knowledge and expertise of the employees. The vital objective of training is to build up right ability and capability in the labour.

On the other hand, in many organizations training is regarded as non-essential or a need based activity. Some organizations start a training department in order to look modern. In fact, some organizations are headed by unwanted employees rather than employees of outstanding merit. While some organizations do not have a separate budget to hire highly qualified trainers for training and development.

In pharmaceutical sector, there is huge growth since few years and large numbers of generic products have been launched in the market. Due to this growth, a need for training in this sector has also increased. The most important areas now-a-days in the pharmaceutical sector where training is required are Brand Management, Contamination control, Drug verification, Supply chain visibility, Recall Management and Shrinkage Reduction. And the preferred training methods are Web based training, class room training, Workshops and on-the-job training.

CASE STUDY

In order to find out the effectiveness of Training & Development program in the pharmaceutical sector, the employees of a different company have been taken as a sample for the analysis. It analysed on sample size of 100 employees working at different levels have been considered on various issues like what are the expectations of associates from the management during the training, what kind of problems were faced by the associates in training process etc.

The data used for conducting the research has been collected through questionnaire as well as through direct discussion with the employees. Also various data related to company policies was available on training program to study and analyse about the effectiveness. So, the research design used in this study was Exploratory as well as Descriptive. Experience surveys were conducted with Assistant-Manager Human Resources and the General Manager and Personnel Officer of the different company to gain knowledge about the nature of Training and development process followed in the organization. After carrying out initial Exploratory studies to bring clarity on the subject under study, Descriptive study was carried out to know the actual Training and Development method being followed at different company because the knowledge of actual training and development process was needed to document the process and suggest improvements in the current system to make it more effective.

DIMENSIONS OF TRAINING PROCESS IN COMPANIES

The training process at different company has various dimensions, firstly to analyze the skills of the employees, the skill matrix is prepared which is filled by the concerned departmental head then training needs are identified by analyzing skill matrix. Annual plan is drafted for conducting the training in this Target setting is done i.e. how many employees are going to be covered under the training programme and budget is allocated.

Final plan is drafted for conducting the training on the basis of final plan annual training calendar is prepared, it is divided into monthly training calendar. Many companies do the monthly nomination of the participants, arrangement of venue training handouts, training aids and refreshments. Record of participants' attendance is maintained on the training day training faculty feedback and training feedback is taken. Monthly performance reports are maintained to check how much target is achieved and at the end finally evaluation of the training action plan is done.

THE TARGET

- Continuous skill enhancement.
- Zero defect on account of skill deficiency.
- Zero downtime due to skill deficiency.
- Zero accident due to human error.
- Energized, Involved & Motivated employees.

TRAINING METHODOLOGY OF PHARMACEUTICAL SECTOR

Training methodology is used for providing the different training to the different level employee according to their capability. It is provided to the new and existing employee. New employee training provides the induction and orientation for new joiners in any cadre and in any grade, SOP and GMP training is for junior management cadre and senior management cadre and need based training is provided to the JM/SM is based on the inputs from their confirmation appraisal at the end of the probation period. Planned and Unplanned training is provided for the existing employees. Planned training is based on the annual training plan and unplanned training refers to the trainings that are not identified through annual training.

ANALYSIS OF THE STUDY

It has analysed after the research on Effectiveness of Employee Training and Development of many company in pharmaceutical sector that 90% employee agree that training and development improve the efficiency, knowledge and communication. Training and development related study material is given before training it has agreed by 77% employees. It has analysis 84% employee say that internal trainers are effective in pharmaceutical sector.

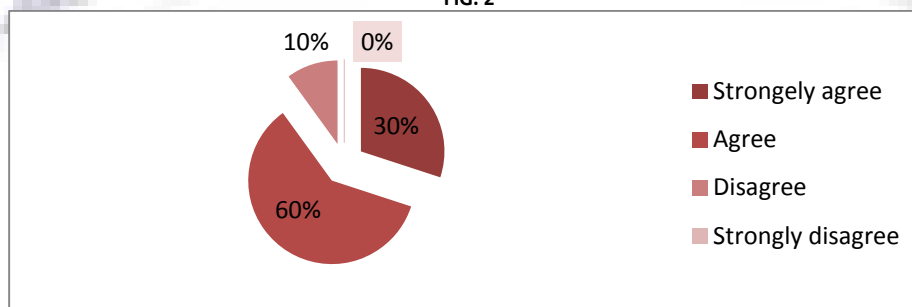
Many company provide the different training method but 56% employee agree that company provide the lecture and video method. 93% employees like to attend the Training and Development program out of 100 employees 52% say that its main objective is helps to train the workers. 10% employee say that is provided for increasing the goodwill. After the survey it has analysed that all the employee have positive attitude regarding training & development program.

STATEMENT 1: TRAINING & DEVELOPMENT PROGRAM IMPROVE EFFICIENCY

TABLE 2

Opinion of the respondents	No. of respondents	Percentage
Strongly agree	30	30%
Agree	60	60%
Disagree	10	10%
Strongly disagree	0	0%
TOTAL	100	100%

FIG. 2



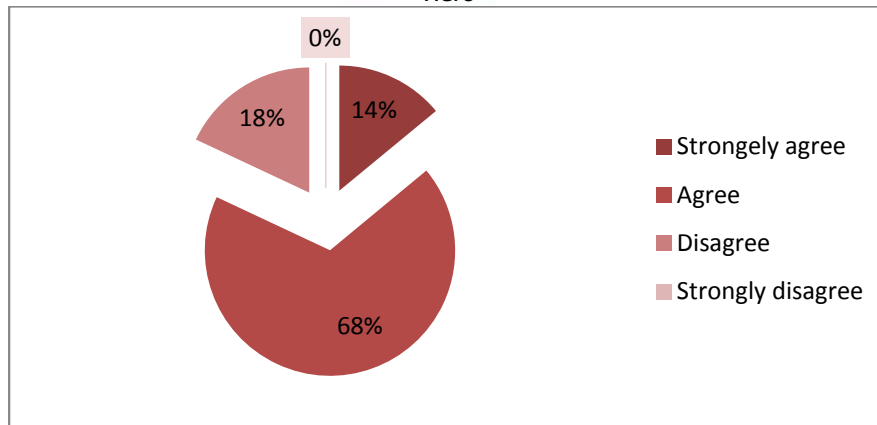
Inference: Almost 90% of the employees strongly agree that Training & Development program improve efficiency. 10% of the employees disagree that Training & Development program improve efficiency.

STATEMENT 2: TRAINING & DEVELOPMENT PROGRAM IMPROVE COMMUNICATION

TABLE 3

Opinion of the respondents	No. of respondents	Percentage
Strongly agree	14	14%
Agree	68	68%
Disagree	18	18%
Strongly disagree	0	0%
TOTAL	100	100%

FIG. 3



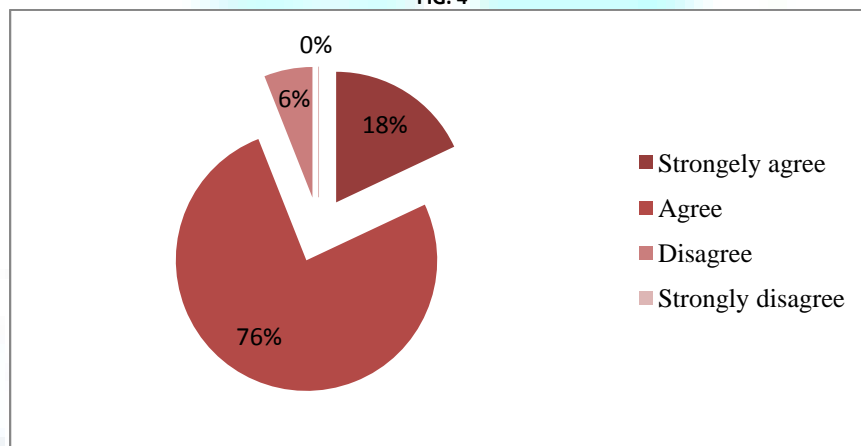
Inference: Almost 82% employees strongly agree that Training & Development program improve communication. and 18% disagree with this statement.

STATEMENT 3: TRAINING & DEVELOPMENT PROGRAM IMPROVE KNOWLEDGE

TABLE 4

Opinion of the respondents	No. of respondents	Percentage
Strongly agree	18	18%
Agree	76	76%
Disagree	6	6%
Strongly disagree	0	0%
TOTAL	100	100%

FIG. 4



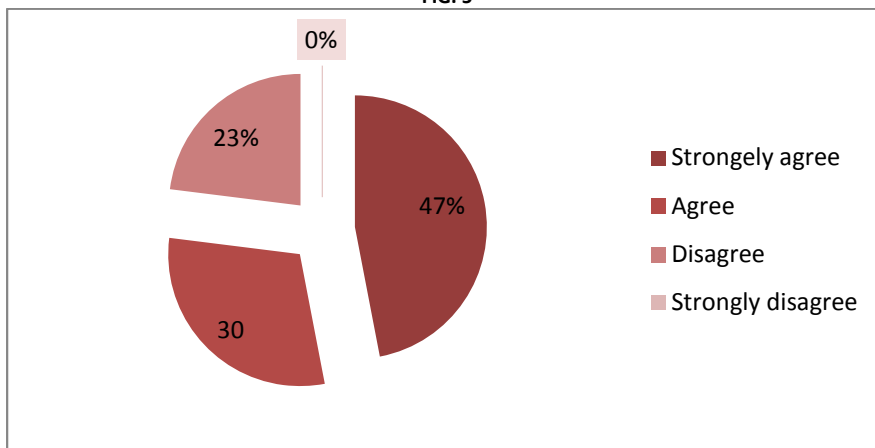
Inference: 96% of the employees strongly agree and 6% of the employees disagree that Training & Development program improve knowledge.

STATEMENT 4: THE TRAINEE RECEIVES THE STUDY MATERIAL BEFORE TRAINING

TABLE 5

Opinion of the respondents	No. of respondents	Percentage
Strongly agree	47	47%
Agree	30	30%
Disagree	23	23%
Strongly disagree	0	0%
TOTAL	100	100%

FIG. 5



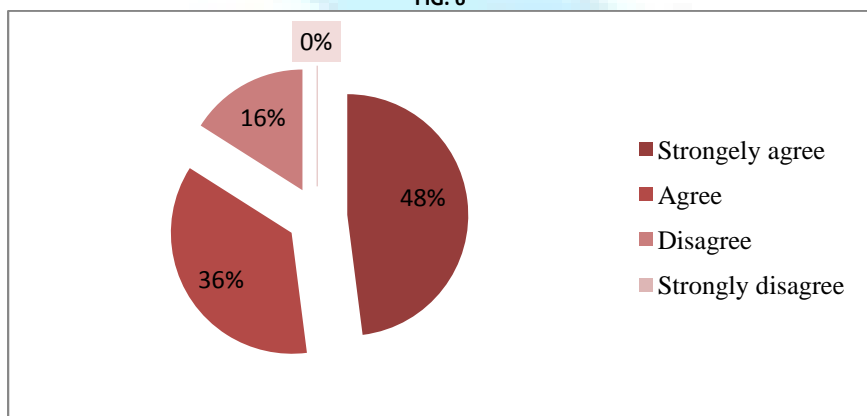
Inference: Almost 77% of the employees strongly agree that study material is given before training 23% of the employees disagree with this statement.

STATEMENT 5: INTERNAL TRAINERS ARE EFFECTIVE TO INCREASE THE KNOWLEDGE AND SKILLS

TABLE 6

Opinion of the respondents	No. of respondents	Percentage
Strongly agree	48	48%
Agree	36	36%
Disagree	16	16%
Strongly disagree	0	0%
TOTAL	100	100%

FIG. 6



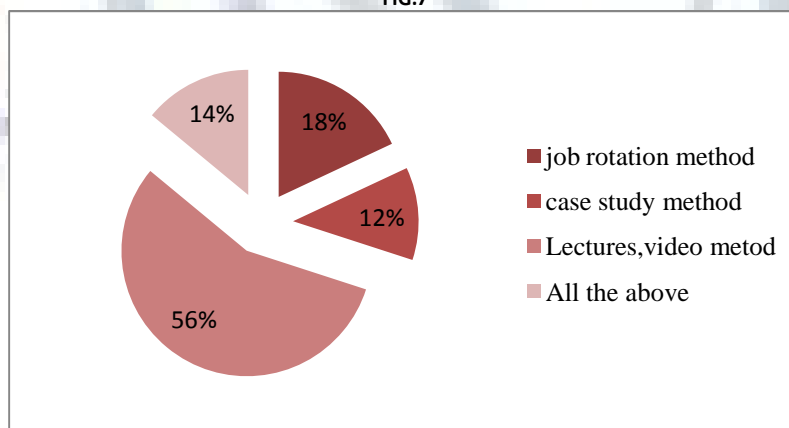
Inference: 84% of the employees strongly agree and 16% of the employees disagree that internal trainers are very effective to increase the knowledge and skill.

STATEMENT 6: DIFFERENT TRAINING METHODS USED BY PHARMACEUTICAL COMPANIES AND THE MOST EFFECTIVE

TABLE 7

Opinion of the respondents	No. of respondents	Percentage
Job rotation method	18	18%
Case study method	12	12%
Lectures, video method	56	56%
All the above	14	14%
TOTAL	100	100%

FIG.7



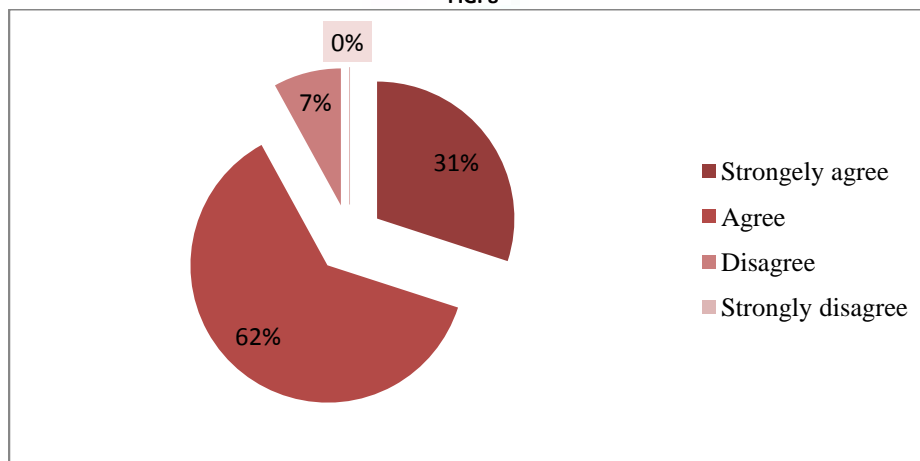
Inference: From above the table 18% of the employees feel that company use the job rotation method and 12% of the employees feel that company use the case study method and 56% of the employees feel that company use the lecture and video method.

STATEMENT 7: EMPLOYEE LIKES TO ATTEND THE TRAINING & DEVELOPMENT PROGRAM

TABLE 8

Opinion of the respondents	No. of respondents	Percentage
Strongly agree	31	31%
Agree	62	62%
Disagree	8	8%
Strongly disagree	0	0%
TOTAL	100	100%

FIG. 8



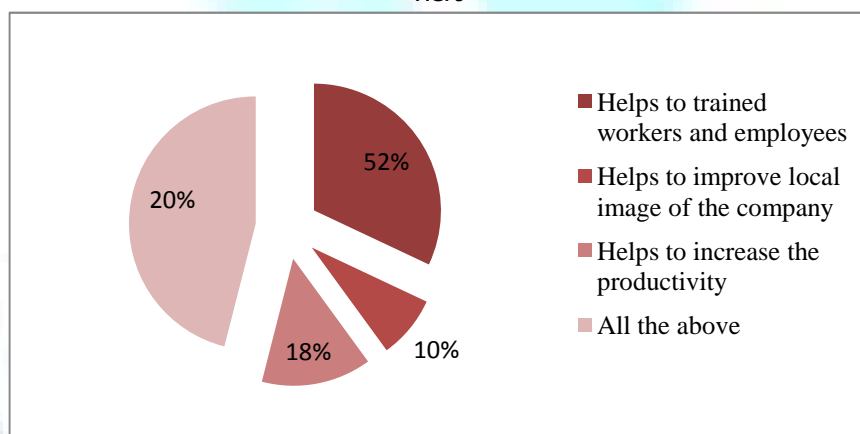
Inference: 93% of the employees strongly agree and 7% of the employees disagree that they like to attend the Training & Development program.

STATEMENT 8: THE LEVEL OF ACCEPTANCE TOWARDS OBJECTIVES OF TRAINING AND DEVELOPMENT PROGRAM

TABLE 9

Opinion of the respondents	No. of respondents	Percentage
Helps to trained workers and employees.	52	52%
Helps to improve local image of the company	10	10%
Helps to increase the productivity.	18	18%
All of the above.	20	20%
TOTAL	100	100%

FIG. 9



Inference: 52% of the employees feel that its main objective is helps to trained workers and employee and 18% of the employees feel that its main objective is helps to increase the productivity and 20% of the employee agree that all the objective of the company behind the Training & Development program.

CONCLUSION

Analysis of all the facts & figures, the observations and the experience during the training period gives a very positive conclusion about Effectiveness and Resources. Training & Development Programme which is conducted by the company is so important and useful for personal life as well as for company also. The result showed that, the more training given to employees, the more committed they will be to the organisation. There is a need for management to acknowledge and openly accept that training is one of the commitment-based strategies that can be utilised to enhance organisational performance. Workers and employees are satisfied with the training & development programme.

They don't want to change the current training method. Training & Development Programme is provided at the requirement of the employee in the pharmacy sector. From the study conducted on its effectiveness, most of the employees are satisfied with the training & development activities, but still there is a scope for improvement in it. So, effective training program can lead to greater employee commitment and a more stable workforce and in the current world of industry, training and development has been identified as a strategic tool for competitive positioning.

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