

A STUDY ON
“TRAINING AND DEVELOPMENT”
With reference to
DR.REDDY'S LABORATORIES, HYDERABAD

A Project report Submitted in partial fulfillment for the award of the degree of
Master of Business Administration

To

The Department of Management Studies,

Adikavi Nannaya University, Rajamahendravaram.

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(ACCREDITED BY NAAC WITH B⁺ GRADE)

RAMACHANDRAPURAM

(2019-2021)

VSM COLLEGE(AUTONOMOUS)

Department of Management Studies

(AFFILIATED TO ADIKAVI NANNAYA UNIVERSITY)

RAMACHANDRAPURAM



CERTIFICATE

This is to certify that this project report entitled study on **TRAINING AND DEVELOPMENT** reference to DR.REDDY'S LABORATORIES, HYDERABAD is a bonafide work of D.BHARGAVI submitted in partial fulfillment of the requirement for the award of the Degree of Masters of Business Administration from ADIKAVI NANNAYA UNIVERSITY, RAJAMAHENDRAVARAM.

PROJECT GUIDE

HEAD OF THE DEPARTMENT

EXTERNAL

CERTIFICATE

This is to certify that the project report entitled, A **STUDY ON “TRAINING AND DEVELOPMENT”** with reference to **DR.REDDY'S LABORATORIES, HYDERABAD** is a bonafide work done and submitted by **D.BHARGAVI, VSM COLLEGE(A)** In partial fulfillment of the requirements for the Award of **MASTERS OF BUSINESS ADMINISTRATION** and completed successfully.

Place:

DAMISETTI BHARGAVI

Date:

DECLARATION

I hereby declare that the project report entitled **STUDY ON “TRAINING AND DEVELOPMENT”** with regards to **DR.REDDY'S LABORATORIES, HYDERABAD** submitted to Adikavi Nannaya University, Rajamahendravaram is a record of an original work done by me under the guidance of Sri D Srinivasu. This project work is submitted to the fulfillment of the requirements for the award of the Masters of Bachelor of Business Administration (MBA). The results embodied in this report have not been submitted to any other university or Institute for the award of Degree.

D.BHARGAVI

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ACKNOWLEDGEMENT

I feel it is my duty and honour to acknowledge all those who have extended their guidance and warm support in completing my report.

It is my privilege to thank **Sri M S N MURTHY**, Vice- Chairman, VSM Group of institutions for providing state-of-the-Art facilities, experienced and talented faculty members.

I thank **Sri NSV Kiran Kumar**, Principal, VSM College(A), Ramachandrapuram & **Sri KSVS PRAKASH** , Head of Department, Department of Management Studies, VSMC Campus for their continuous support and encouragement in my Endeavour.

It is a great pleasure for me to be assigned under the guidance of **Sri D Srinivasu** of VSM College(A), I am very grateful to her for all her kind cooperation and guidance in preparing this project report, her valuable suggestions & guidelines helped me a lot to prepare this report in a well-organized manner..

Finally, I would like to express my deep sense of gratitude to my beloved parents without whose support and encouragement, I would not have finished this work, I also express my sincere thanks to friends and well-wishers too who helped me in preparing the project work and made to present it within time.

D.BHARGAVI

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CHAPTER-I

INTRODUCTION

The project is about TRAINING AND DEVELOPMENT in the company. It gives a gist of training and development process in DR. REDDY'S LABORATORIES Hyderabad. The project is done for one month may-June month 2017.

The study started from knowing about what human resource management is training and development, objectives, uses, traditional methods and modern methods. The main objectives of training and development are Leads to improved profitability and for more positive attitudes towards profits, Orientation, Improves the job knowledge and skill at all levels of the Organization, Improves the relationship b/w boss and Subordinate, Organization gets more effective in decision making and problem solving, Aids in understanding and carrying out organizational policies , Aids in encouraging and achieving self – development & self – confidence, helps the individual in making better decisions and effective problem solving, Provides information for improving leadership knowledge, communication skills and attitudes, Helps eliminate fear in attempting new tasks.

From the day DR. REDDY'S LABORATORIES witnessed my presence, I relentlessly gathered information and observed Employee engagement activities. The HR of DR. REDDY'S LABORATORIES has provided valuable information and guidance for my project work. A survey of 55 sample of executive employees is taken. The reason for choosing this project is that this project gives me ample scope to know about various aspects of HR especially employee training and development and its importance and understand what are the driving forces which keep the employees engaged in the work like-work culture, company policies and benefits.

The essential elements in any commercial enterprise are material, equipment and manpower. Manpower, out of all resources is most important because it is the only human resource, which can act and react. A company has to plan and it has to develop human beings.

Training is one of the most important aspects of labor development. It has gained significance since the 1960s and continues to be growing in importance in all the organization. As a society is changing rapidly, training and development is not only an active that is desirable but also an activity. An organization must undertake to maintain a valuable and knowledge work force.

Training is an organization procedure, which brings about a semi-permanent change in behavior for a definite purpose. The three main area involved are skills, knowledge and attitude but always the objective or the definite purpose of training is aimed at specific job based objectives. Every organization has its own policies and objective before it starts functioning. It is needless to say that the organization objectives are to make profits to grow and all times to meet certain social goals. The organizational effectiveness depends upon the growth of the individual employees. Therefore, the effectiveness of individual or his efficiency plays a major role in reaching.

NEED FOR THE STUDY

Training and development of employees is necessary in all organizations for improving the quality of work at levels to meet present competitive world requirement. We shall upgrade our knowledge and skills day by day to meet the present requirements.

The success or failure of an organization depends in an effective combination and utilization of the four “M” s i.e., Money, Material, Machinery and Man. But Man is the most important feature because these feature in turn managers the other factors.

Therefore, if we manage men which is known as Human Resource the remaining three factors will be managed well then by leading to the success of the organization.

The success and failure of any training program depends upon the effectiveness and procedure adopted.

SCOPE OF THE STUDY

1. Training and development foster the initiative and creativity of employees and help to prevent obsolescence of skills, which may be due to employee's age, temperament, motivation, inability to adapt to technological changes.
2. With globalization, increased competitiveness has resulted in greater emphasis on producing or delivering quality goods and services.
3. Exact position of a performance of the employees through their feedback.

OBJECTIVES OF THE STUDY

1. To assess how often training programs are conducted and how much are the employees and stakeholders are satisfied.
2. To know about the various training and development programs given to the employees in DR. REDDY LABORATORIES.
3. To study to what extent the training programs are applicable to their employees and stakeholders.
4. To study the employee's opinion on the training and development.
5. To provide suggestions if any, in improving the training and development program..

METHODOLOGY OF THE STUDY

PRIMARY DATA:

Primary data are those which are collected a fresh and for the first time thus happen to be original in character. The primary data for this study is collected through the following tools:

- Personal interaction with the employees.
- A questionnaire that includes different parameters existing training facilities, training needs of the employees.

SECONDARY DATA:

Secondary data on the other hand are those which have been collected by someone else and which have been passes through statistical process.

- Personal files of employees
- Internet

LIMITATIONS OF THE STUDY

1. Due to time constraints the study was limited only for 30 days. The remaining days were devoted to part I schedule work.
2. The authenticity of information provided by the New Entrant Manager cannot be assured.
3. Analysis of data has been done based on the assumptions by the respondents of genuine.

CHAPTER-II

INDUSTRY PROFILE

Indian pharmaceutical sector accounts for about 2.4 per cent of the global pharmaceutical industry in value terms and 10 per cent in volume terms and is expected to expand at a Compound Annual Growth Rate (CAGR) of 15.92 per cent to US\$ 55 billion by 2020 from US\$ 20 billion in 2015.¹²³

With 71 per cent market share, generic drugs form the largest segment of the Indian pharmaceutical sector. By 2016, India is expected to be the third-largest global generic Active Pharmaceutical Ingredient (API) merchant market. The country accounts for the second largest number of Abbreviated New Drug Applications (ANDAs) and is the world's leader in Drug Master Files (DMFs) applications with the US.

India is among the top six global pharmaceutical producers in the world. Indian vaccines are exported to 150 countries. India produces 40-70 per cent of the WHO demand for DPT & BCG and 90 per cent of measles vaccine. Approximately 70 per cent of the patients in developing countries receive Indian medicines through NGOs like The Clinton Foundation, Bill & Melinda Gates Foundation, Doctors without Borders, the UNCTAD etc. India's pharmaceutical exports stood at US\$ 16.4 billion in 2016-17 and are expected to grow by 30 per cent over the next three years to reach US\$ 20 billion by 2020. Presently there are 10,500 manufacturing units and over 3,000 pharma companies in India, growing at an exceptional rate. India has about 1,400 WHO GMP approved manufacturing units.

India has been accredited with approximately 1,105 CEPs, more than 950 TGA approvals and 584 sites approved by the USFDA. Globally more than 90 percent of formulations approvals for Anti-retroviral (ARVs), Anti-tubercular & Anti-malarial (WHO pre-qualified) have been granted to India.

Manufacturing costs in India are approximately 35-40 per cent in the US due to low installation and manufacturing costs. India ranks amongst the top global generic formulation exporters in volume terms. Pharmaceutical exports registered a year-on-year growth of 11.44 per cent to reach US\$ 12.91 billion in FY16, as per data from the Ministry of Commerce and Industry. The country's pharmaceutical industry accounts for about 1.4 per cent of the global pharmaceutical industry in value terms and 10 per cent in volume terms.

The Government of India has announced a host of measures to create a facilitating environment for the Indian pharmaceutical industry. The policies of the Government of India are aimed at building more hospitals, boosting local access to healthcare, improving the quality of pharmaceuticals and improving the quality of medical training.

The Government of India is committed to setting up robust healthcare and delivery mechanisms. India is well placed to become one of the major drivers in providing healthcare to all while controlling the ever-increasing healthcare spend of both developed and developing nations. The Indian pharmaceutical industry currently tops the chart amongst India's science-based industries with wide ranging capabilities in the complex field of drug manufacture and technology. It ranks very high amongst all the third world countries, in terms of technology, quality and the vast range of medicines that are manufactured.

It ranges from simple headache pills to sophisticated antibiotics and complex cardiac compounds; almost every type of medicine is now made in the Indian pharmaceutical industry.

The Indian pharmaceutical sector has expanded drastically in the last two decades. The Pharmaceutical industry in India is an extremely fragmented market with severe price competition and government price control.

The Pharmaceutical industry in India meets around 90% of the country's demand for bulk drugs, drug intermediates, pharmaceutical formulations, chemicals, tablets, capsules, orals and injectable. There are approximately 300 big and medium scale Pharmaceutical companies and about 8000 Small scale units, which form the core of the pharmaceutical industry in India.

Indian pharmaceutical industry companies can broadly be classified as domestic companies and foreign companies (MNCs). Some of the major players include GlaxoSmithKline, Cipla, Dr.Reddy's Laboratories, Ranbaxy, Pfizer etc. Financial year 2013 was challenging on the domestic front and witnessed sluggish growth owing to acute competition from unlisted players and so on. Growth in the sector is expected to be boosted this year due to increasing consumer spending, rapid urbanization. There has been a paradigm shift in the attitude of people in India towards healthcare.

Alarming rise in cases of cardiovascular problems, nervous system disorders, diabetes and many other diseases as well as disorders has created more awareness in the growing population about the need of improvement in medical sector.

Indian Pharmaceutical Market

The Indian pharmaceutical market is highly competitive and remains dominated by low priced, domestically-produced generics.

In value terms, India accounts for less than 2% of the world market and per capita expenditure on pharmaceuticals is relatively low. India has an established domestic pharmaceutical industry, responsible for around 8% of world pharmaceutical production. The industry is export-oriented and the larger domestic companies are competing in the global market for both generics and original products.

The highly skilled domestic workforce offers good opportunities for outsourcing both research and production. The Indian pharmaceutical market is highly competitive and remains dominated by low priced, domestically-produced generics.

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The highly skilled domestic workforce offers good opportunities for outsourcing both research and production. However, on the basis of organizational perspective the most prominent performance related issues are:

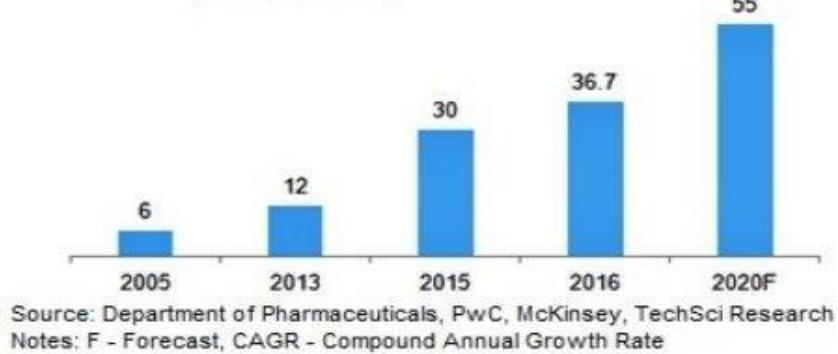
- The number and the quality of medical representatives
- Very high territory development costs.
- High training and re-training costs of sales personnel.
- Very high attrition rate of the sales personnel.
- Busy doctors giving less time for sales calls.
- Poor territory knowledge in terms of business value at medical representative level.
- Unclear value of prescription from each doctor in the list of each sales person.
- Unknown value of revenue from each retailer in the territory

Revenue of Indian Pharmaceutical Sector

The Indian pharmaceuticals market increased at a CAGR of 17.46 per cent during 2005-16 with the market increasing from US\$ 6 billion in 2005 to US\$ 36.7 billion in 2016 and is expected to expand at a CAGR of 15.92 per cent to US\$ 55 billion by 2020.

- By 2020, India is likely to be among the top three pharmaceutical markets by incremental growth and sixth largest market globally in absolute size.
- India's cost of production is significantly lower than that of the US and almost half of that of Europe. It gives a competitive edge to India over others.

**Revenue of Indian pharmaceutical sector
(US\$ billion)**



The Indian pharmaceutical industry currently tops the chart amongst India's science-based industries with wide ranging capabilities in the complex field of drug manufacture and technology. A highly organized sector, the Indian pharmaceutical industry is estimated to be worth \$ 6 billion, growing at about 10 percent annually. It ranks very high amongst all the third world countries, in terms of technology, quality and the vast range of medicines that are manufactured.

The Indian pharmaceutical sector has expanded drastically in the last two decades. The Pharmaceutical industry in India is an extremely fragmented market with severe price competition and government price control. The Pharmaceutical industry in India meets around 90% of the country's demand for bulk drugs, drug intermediates, pharmaceutical formulations, chemicals, tablets, capsules, orals and injectable. There are approximately 300 big and medium scale Pharmaceutical companies and about 8000 Small scale units, which form the core of the pharmaceutical industry in India.

It is often argued that the best case for patents is in the pharmaceutical industry. The indivisibility is large, with estimates of the average cost of bringing a single new drug to market as high as \$800 million. Patent protection is more limited than in other industries: because of the lengthy gap between discovery and approval of a new drug, the effective monopoly protection is estimated, since the 1990s, to last only 12 years, apart for extensions. Indeed, according to industry surveys, the only industry in which patents are thought to play an important role in bringing new products to market is the pharmaceutical industry.

The pharmaceutical industry is one of the most profitable industries in both the US and Great Britain. Gross Profit margins of some of the leading pharmaceutical companies in recent years has been around 70 to 80 percent. Their focus is to research, develop, market and/or distribute drugs, mostly in the context of healthcare. They can deal in generic and/or in brand medications. They are subject to a variety of laws and regulations regarding the patenting, testing and marketing of drugs.

The pharmaceutical industry is worthy of special consideration also for another, opposite, reason. The technology through which medicines are produced, packaged, and shipped, seems to fit the constant returns to scale hypothesis almost perfectly. That is, the cost of shipping the ten millionth container of medicine is about the same as that of shipping the first since 1970s, pharmaceutical manufacturing has become quite concentrated with a few large companies holding a dominant position throughout the world and within the country.

Indian pharmaceutical industry companies can broadly be classified as domestic companies and foreign companies (MNCs). Some of the major players include GlaxoSmithKline, Cipla, Dr. Reddy's Laboratories, Ranbaxy, Pfizer etc. Financial year 2013 was challenging on the domestic front and witnessed sluggish growth owing to acute competition from unlisted players and so on.

Alarming rise in cases of cardiovascular problems, nervous system disorders, diabetes and many other diseases as well as disorders has created more awareness in the growing population about the need of improvement in medical sector. Therefore, there is a great need for pharmaceutical companies to invest their time and resources in research and development of new, efficient and cost-effective drugs.

India has an organized pharmaceutical market of its own, which is being considered as a potential partner by other countries. The Indian Pharma Market is ranked number 3 in terms of volume and 10th in terms of market value. Indian pharma companies are also proving to be global leaders in production of generics and vaccines. According to a report by the Department of Industrial Policy and Promotion (DIPP), India has attracted Direct Foreign Investment of US\$ 11,391.03 million from April 2000-2013 and will see an upsurge in the years to come. Biopharmaceuticals is also increasingly becoming an area of interest given the complexity in manufacture and limited competition.

Employment Trends

With the expected growth rate of 14% per annum, Indian Pharmaceutical sector is expected to create more jobs in India in 2014 and add 45,000 fresh openings to its current strength. Not marred by recession or inflation, the pharma sector has a competitive advantage of prospering steadily and thus attracts lots of young professionals looking at pharmaceutical as their prospective career option. This sector has also been responsible in creating a rich talent pool of researchers, scientists, doctors and project managers.

The need of skilled manpower in the pharmaceutical industry ranges widely from R&D, Quality Assurance (QA), Intellectual Property (IP), manufacturing to even sales and marketing.

What the pharma industry needs is to have better policies to retain and nurture the existing talent and equip them with necessary skills. However, this sector is emerging as a popular choice amongst Gen Y, since the nature of work, primarily treating patients and research for new drug discoveries plays an integral role in meeting their key career aspirations.

The first Indian pharmaceutical company, Bengal Chemicals and Pharmaceutical Works, which still exists today as one of 5 government-owned drug manufacturers, appeared in Calcutta in 1930. These five public sector drug-manufacturing units under the Ministry of Chemicals and Fertilizers are: Indian Drugs and Pharmaceutical Limited (IDPL), Hindustan Antibiotics Limited (HAL), Bengal Immunity Limited (BIL), Bengal Chemicals and Pharmaceutical Limited (BCPL) and Smith Stain Street.

Pharmaceutical Limited (SSPL). In addition, there are a number of pharmaceutical manufacturing units under the control of state governments such as Goa Antibiotics Ltd. And Karnataka Antibiotics Ltd. For the next 60 years, most of the drugs in India were imported by multinationals either in fully-formulated or bulk form. There are 24,000 licensed pharmaceutical companies. Of the 465 bulk drugs used in India, approximately 425 are manufactured here. India has more drug manufacturing facilities that have been approved by the U.S. Food and Drug Administration than any country other than the US. Indian generics companies supply 84% of the AIDS drugs that Doctors without Borders uses to treat 60,000 patients in more than 30 countries.

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1. Contract research and development services.
2. Export led business of generics and bulk drugs and Growth in specialty therapeutic areas in the domestic market.

The growth in the institutional segment is likely to raise the market for diagnostics. Increasing industrialization, literacy levels and urbanization are likely to increase the health awareness of the general public.

Consequently, the demand for preventive medicine in general and immunological like tetanus toxoid, triple antigen (DPT), measles vaccine, Hepatitis vaccine, anti-rabies vaccine, polio vaccine and typhoid vaccine are likely to increase. Companies are likely to pay greater attention to their human resources development effort in general and management developmental programs in particular.

The present state of armed truce between the trade and the industry is likely to continue in the future. But with a difference. The industry is likely to be united more closely than before. Companies, which have strong research, focus and competence only can achieve a sustainable growth and performance in the borderless future market place. Now the companies are steadily increasing their investment in Research and Development.

Companies that think strategically are the ones that are likely to succeed in the future. Marginal firms are likely to be marginalized. Strategic thinking plays an even greater role in the coming years. Unless the pharmaceutical companies in India start preparing for future competition right now by upgrading in all areas it could be very difficult to exploit growth opportunities. It might become difficult even to survive any longer.

The industry will continue to be in consolidation mode and mood. The last few years have seen a spate of mergers and acquisitions of brands as well as companies. Indian companies continue to be aggressive in pursuing merger and acquisition strategies to gain access to international markets and to reinforce their position. Strategic alliances too will be on the rise particularly in the areas of contract research, contract manufacturing and product licensing.

The top ten pharmaceutical companies in Indian market are listed here under with the help of table as well as graphic presentation.

Top 10 Companies Driving Market

COMPANY	Value in cr	Value growth	Volume growth
IPM	40,052	17.0	16.3
CIPLA	2,155	18.0	15.3
RANBAXY	1,968	13.7	13.9
GLAXOSMITHKLINE	1,743	18.0	18.1
PIRAMAL HEALTHCARE	1,644	22.8	21.5
ZYDUS CADILA	1,485	21.2	21.7
SUN PHARMA	1,450	22.9	16.6
ALKEM	1,286	22.5	28.0
MANKIND	1,101	27.9	26.9
LUPIN LIMITED	1,098	16.3	20.1
ARISTO PHARMA	966	18.6	20.1



Source: Driving Strategies towards a new concept of competitive advantage

ADVANTAGE OF INDIA

As regards the pharmaceutical marketing in the world, India is becoming one of the front runner destinations because of its second largest population in the world, the pace of development of its economy, adoption of technological advancements, economical medical treatment cost and also availability of world-renowned physician's etc. Following are the advantages of Indian Healthcare Scenario:

- **Competent workforce:** India possesses a skilful work force with high managerial and technical competence.

- **Cost-effective chemical synthesis:** The track record for development, particularly in the area of improved cost- beneficial chemical synthesis for various drug molecules is excellent.
- **Legal and Financial Framework:** India is a democratic country with a solid legal framework and strong financial markets. There is already an established international industry and business community.
- **Information and Technology:** It has a good network of world-class educational institutions and established strengths in Information Technology.
- **Globalization:** The country is committed to a free-market economy and globalization. Above all, it has a 70 million middle class market, which is constantly growing.

Significant Developments Across The Value Chain Last Decade

Consolidation

After many years, the international pharmaceutical industry has discovered great opportunities in India. The process of consolidation, which has become a popular phenomenon in the world pharmaceutical industry, has started taking place in the Indian pharmaceutical industry as well.

Booming Sales

India is gaining importance as a manufacturer of pharmaceutical. Between 1996 and 2006, sales of pharmaceutical were up by 9% per annum and thus expanded much faster than the global pharmaceutical market as a whole. Demand in India is growing markedly due to rising population figures, the increasing number aging population and the development of incomes.

Medical Tourism

The concept of medical tourism is an age-old concept. In this digital era, half a million people travel across the globe for health purposes. People from developed and affluent countries are moving out of their own countries to other destinations, seeking solitude, natural and holistic remedies and eco-friendly experiences. Medical Tourism is one such new area that is ripe with potential.

- **Medical travel:** When an individual travel across the border and outside one's customary environment to seek healthcare services.
- **Medical Tourist:** Upon arrival, such an individual is called a medical tourist.
- **Medical Tourism:** Travelling to a destination in another country to receive medical, dental and surgical care because the destination enables better access to care, provides higher quality care or offers the same treatment at a more affordable price.

India is economical medical tourism hub, major or minor, and is equal to the major hubs in terms of quality of staff and equipment. Prices average at a fifth of the United States, with particular deals in dentistry and diagnostic imaging, which approach a tenth the price. India deals with a higher proportion of major surgery tourists than minor surgery and check-up tourists than the other major hubs, which has given rise to specialist hospitals across India. These hospitals are far out of the reach of most Indians and cater specifically to foreign tourists for very specific needs – for example some centers will focus strongly on the heart surgery while others will deal with joint replacement.

The rendering of such services on payment in foreign exchange will be treated as 'deemed exports' and will be made eligible for all fiscal incentives extended to export earnings.

Best hospitals for medical tourism in India: The lists are not exhaustive but illustrative.

- 1) Apollo Hospital, Chennai
- 2) Indra prashta Apollo Hospitals, New Delhi
- 3) Escorts heart Institute and Research Centre, New Delhi
- 4) Max Super Specialty Hospital, New Delhi
- 5) Wockhardt Hospital and Kidney Institute, Kolkata

India's strengths in Medical Tourism

- Indian medical centers provide service that are infact uncommon elsewhere.
- World-class treatment at competitive prices is available.
- Availability of skills, knowledge and resources
- India's quality of care is world class, competing with any other Industrialized country.
- Indianism: With Ayurveda becoming increasingly popular across the globe, this ancient Indian therapy can be used as a non-surgical treatment for various ailments along with the meditation and yoga. This gives the touch of Indianism to the treatment.
- The diversity of tourist destinations availability: Leisure tourism is already very much in demand in India as the country offers diverse cultural and scenic beauty. India has almost all sort of destinations like high mountains, vast deserts, scenic beaches, historical monuments, and religious temples, etc. known for its hospitality for tourists.

PENETRATION IN THE WORLD MARKET

Exports

The Domestic pharmaceutical sector has been expanding and has is estimated at US\$ 11.72 billion (55454 crore) in 2008-09 from US\$ 6.88 billion (32575 crore) in 2003-04. Indian exports are destined to various countries around the globe including highly regulated markets of USA, Europe, Japan and Australia.

Export of domestic drugs and pharmaceutical from 2003-04 to 2008-09 are given in table below

Growth Rate Of Domestic Indian Market:

S. No.	Domestic Indian Market (Crore)	Growth rate (%)
2003-2004	32575	7.28
2004-2005	34128	4.77
2005-2006	39989	17.17
2006-2007	45367	13.45
2007-2008	50946	12.30
2008-2009	55454	8.85

Pharmaceutical Export Promotion Council (Pharmexcil)

The Department had played a pivotal role in the formation of Pharmexcil consequent to the recommendation from 9th Five Year Annual Plan Working Group Report on Drugs and Pharmaceutical.

In the light of this, the Department constantly interacts with Pharmexcil in their work areas. The role of Pharmexcil is for facilitation of exports of Drugs, Pharmaceutical, Biotechnology products, Herbal medicines and Diagnostics, to name a few. It is authorized to issue Registration-cum-Membership Certificate (RCMC) which is one of the requirements for the importers and exporters of commodities.

In addition to this, Pharmexcil is concerned with giving export thrust to the various products through visits of delegations to various markets abroad, organizing of seminars, workshops and exhibitions. As a major area of work, Pharmexcil also holds Buyers/ Sellers meets and compiles detailed data base on pharmaceutical exports and problems in exporting pharmaceutical group.

CHAPTER-III

COMPANY PROFILE

Dr. Reddy's Laboratories is an Indian multinational pharmaceutical company based in Hyderabad, Telangana, India. The company was founded by Anji Reddy, who previously worked in the mentor institute Indian Drugs and Pharmaceuticals Limited, of Hyderabad, India. Dr. Reddy's manufactures and markets a wide range of pharmaceuticals in India and overseas. The company has over 190 medications, 60 active pharmaceutical ingredients (APIs) for drug manufacture, diagnostic kits, critical care, and biotechnology products.

Dr. Reddy's began as a supplier to Indian drug manufacturers, but it soon started exporting to other less-regulated markets that had the advantage of not having to spend time and money on a manufacturing plant that would gain approval from a drug licensing body such as the U.S. Food and Drug Administration (FDA).

By the early 1990s, the expanded scale and profitability from these unregulated markets enabled the company to begin focusing on getting approval from drug regulators for their formulations and bulk drug manufacturing plants in more- developed economies. This allowed their movement into regulated markets such as the US and Europe. In 2014, Dr. Reddy Laboratories was listed among 1200 of India's most trusted brands according to the Brand Trust Report 2014, a study conducted by Trust Research Advisory, a brand analytics company.

By 2007, Dr. Reddy's had six FDA plants producing active pharmaceutical ingredients in India and seven FDA-inspected and ISO 9001 (quality) and ISO14001 (environmental management) certified plants making patient-ready medications – five of them in India and two in the UK.

Company History

Dr. Reddy's originally launched in 1984 producing active pharmaceutical ingredients. In 1986, Reddy's started operations on branded formulations.

Within a year Reddy's had launched Norilet, the company's first recognized brand in India. Soon, Dr. Reddy's obtained another success with Omez, its branded omeprazole – ulcer and reflux oesophagitis medication – launched at half the price of other brands on the Indian market at that time.

Within a year, Reddy's became the first Indian company to export the active ingredients for pharmaceuticals to Europe. In 1987, Reddy's started to transform itself from a supplier of pharmaceutical ingredients to other manufacturers into a manufacturer of pharmaceutical products

International Expansion

The company's first international move took it to Russia in 1992. There, Dr. Reddy's formed a joint venture with the country's biggest pharmaceuticals producer, Biomed. They pulled out in 1995 amid accusations of scandal, involving "a significant material loss due to the activities of Moscow's branch of Reddy's Labs with the help of Biomed's chief executive". Reddy's sold the joint venture to the Kremlin-friendly Sistema group.

In 1993, Reddy's entered into a joint venture in the Middle East and created two formulation units there and in Russia. Reddy's exported bulk drugs to these formulation units, which then converted them into finished products. In 1994, Reddy's started targeting the US generic market by building state of art manufacturing facility.

New Drug Discovery

Reddy's path into new drug discovery involved targeting specialty generics products in western markets to create a foundation for drug discovery. Development of specialty generics was an important step for the company's growing interest in the development of new chemical entities. The elements involved in creating a specialty generic, such as innovation in the laboratory, developing the compound, and

sending the sales team to the market, are also stages in the development of a new specialty drug. Starting with specialty generics allowed the company to gain experience with those steps before moving on to creating brand-new drugs.

Reddy's also invested heavily in establishing R&D labs and is the only Indian company to have significant R&D being undertaken overseas. Dr. Reddy's Research Foundation was established in 1992 and in order to do research in the area of new drug discovery. At first, the foundation's drug research strategy revolved around searching for analogues. Focus has since changed to innovative R&D, hiring new scientists, especially Indian students studying abroad on doctoral and post-doctoral courses. In 2000, the Foundation set up an American laboratory in Atlanta, dedicated to discovery and design of novel therapeutics. The laboratory is called Reddy US Therapeutics Inc. (RUSTI) and its main aim is the discovery of next-generation drugs using genomics and proteomics. Reddy's research thrust focused on large niche areas in western markets – anti-cancer, anti-diabetes, cardiovascular and anti-infection drugs.

Reddy's international marketing successes were built on a strong manufacturing base which itself was a result of inorganic growth through acquisition of international and national facilities. Reddy's merged Cheminor Drug Limited (CDL) with the primary aim of supplying active pharmaceutical ingredients to the technically demanding markets of North America and Europe. This merger also gave Reddy's an entry into the value-added generics business in the regulated markets of APIs.

Expansion And Acquisition

By 1997, Reddy's made the transition from being an API and bulk drug supplier to regulated markets like the USA and the UK, and a branded formulations supplier in unregulated markets like India and Russia, into producing generics, by filing an Abbreviated New Drug Application (ANDA) in the USA. The same year, Reddy's out-licensed a molecule for clinical trials to Novo Nordisk, a Danish pharmaceutical company.

It strengthened its Indian manufacturing operations by acquiring American Remedies Ltd. in 1999. This acquisition made Reddy's the third largest pharmaceutical company in India, after Ranbaxy and Glaxo (I) Ltd., with a full spectrum of pharmaceutical products, which included bulk drugs, intermediates, finished dosages, chemical synthesis, diagnostics and biotechnology.

Reddy's started exploiting Para 4 filing as a strategy in bringing new drugs to the market at a faster pace. In 1999 it submitted a Para 4 application for Omeprazole, the drug that had been the cornerstone of its success in India. In December 2000, Reddy's had undertaken its first commercial launch of a generic product in the USA. And its first product with market exclusivity was launched there in August 2001.

The same year, it also became the first non-Japanese pharmaceutical company from the Asia-Pacific region to obtain a New York Stock Exchange listing, ground breaking achievements for the Indian pharmaceutical industry. In 2001 Reddy's became the first Indian company to launch the generic drug, fluoxetine a generic version of Eli Lilly and Company with 180-day market exclusivity in the USA. Prozac had sales in excess of \$1 billion per year in the late 1990s. Barr Laboratories of the U.S. obtained exclusivity for all of the approved dosage forms (10 mg, 20 mg) except one (40 mg), which was obtained by Reddy's. Lilly had numerous other patents surrounding the drug compound and had already enjoyed a long period of patent protection.

The case to allow generic sales was heard twice by the Federal Circuit Court, and Reddy's won both hearings. Reddy's generated nearly \$70 million in revenue during the initial six-month exclusivity period. With such high returns at stake, Reddy's was gambling on the success of the litigation; failure to win the case could have cost them millions of dollars, depending on the length of the trial.

The fluoxetine marketing success was followed by the American launch of Reddy's house-branded ibuprofen tablets in 400, 600 and 800 mg strengths, in January 2003. Direct marketing under the Reddy's brand name represented a significant step in the company's efforts to build a strong and sustainable US generic business.

In 2015, Dr. Reddy's Laboratories bought the established brands of Belgian drug maker UCB SA in South Asia for 8 billion rupees (\$128.38 million). Dr. Reddy's Laboratories also signed a licensing pact with XenoPort for their experimental treatment to treat plaque psoriasis. As per the agreement, Dr. Reddy's will be granted exclusive US rights to develop and commercialize XP23829 for all indications for an upfront payment of \$47.5 million.

American IPO And Expansion Into Europe

In 2001 Reddy's completed its US initial public offering of \$132.8 million, secured by American Depositary Receipts. At that time the company also became listed on the New York Stock Exchange. Funds raised from the initial public offering helped Reddy's move into international production and take over technology-based companies.

In 2002, Reddy's started its European operations by acquiring two pharmaceutical firms in the United Kingdom. The acquisition of BMS Laboratories and its wholly owned subsidiary, Meridian UK, allowed Reddy's to expand geographically into the European market. In 2003 Reddy's also invested \$5.25 million (USD) in equity capital into Bio Sciences Ltd.

Auriegene Discovery Technologies, a contract research company, was established as a fully owned subsidiary of Reddy's in 2002. Auriegene's objective was to gain experience in drug discovery through contract research for other pharmaceutical companies. Reddy's entered into a venture investment agreement with ICICI Bank, an established Indian banking company. Under the terms of the agreement, ICICI Venture agreed to fund the development, registration and legal costs related to the commercialization of ANDAs on a pre-determined basis. Upon commercialization of these products, Dr. Reddy's pays ICICI Venture royalty on net sales for a period of 5 years.

Global expansion

The company elected to expand globally, and acquired other entities. In March 2002, Dr. Reddy's acquired BMS Laboratories, Beverley, and its wholly owned subsidiary Meridian Healthcare, for 14.81 million Euros. These companies deal in oral solids, liquids and packaging, with manufacturing facilities in London and Beverley in the UK. Recently, Dr. Reddy's entered into an R&D and commercialization agreement with Argenta Discovery Ltd., a private drug development company based in the UK, for the treatment of chronic obstructive pulmonary disease (COPD).

Dr. Reddy's entered into a 10-year agreement with Rheoscience A/S of Denmark for the joint development and commercialization of Balaglitazone (DRF-2593), a molecule for the treatment of type-2 diabetes. Rheoscience holds this product's marketing rights for the European Union and China, while the rights for the US and the rest of the world will be held by Dr. Reddy's. Dr. Reddy's conducted clinical trials of its cardiovascular drug RUS 3108 in Belfast, Northern Ireland, in 2005. The trials were conducted to study the safety and the pharmacokinetic profiles of the drug, which is intended for the treatment of atherosclerosis, a major cause of cardiovascular disorders.

Dr. Reddy's entered into a marketing agreement with Euro drug Laboratories, a pharmaceutical company based in Netherlands, for improving its product portfolio for respiratory diseases. It introduced a second-generation xanthine bronchodilator, Doxofylline, which is used for the treatment of asthma and COPD patients.

In 2004, Reddy's acquired Trigenesis Therapeutics Inc; a US-based private dermatology company. This acquisition gave Reddy's access to proprietary products and technologies in the dermatology sector.

Dr. Reddy's Para 4 application strategy for generic business received a severe setback when Reddy's lost the patent challenge in the case of Pfizer's drug Norvasc (amlodipine maleate), a drug indicated for the treatment of hypertension and angina. The cost involved in patent litigation as well as the unexpected loss of the patent challenge affected Reddy's plans to start specialty business in the US generic markets.

Germany's fourth-largest generics pharmaceutical company, with a 3.5% market share, including 150 active pharmaceutical ingredients. Reddy's has promoted India's first integrated drug development company Perlecan Pharma Pvt Ltd together with ICICI ventures capital fund management company Ltd and Citigroup Venture Capital International growth partnership Mauritius Ltd. The combined entity will undertake clinical development and out-licensing of new chemical entity assets.

Dr. Reddy's is presently licensed by Merck & Co. to sell an authorized generic version of the popular drug simvastatin (Zocor) in the USA. Since Dr. Reddy's has a license from Merck, it was not subject to the exclusivity period on generic simvastatin.

As of 2006, Dr. Reddy's Laboratories exceeded \$500 million USD in revenues, flowing from their APIs, branded formulations and generics segments; the former two segments account for almost 75% of revenues. Dr. Reddy's deals in and manages all the processes, from the development of the API to the submission of finished dosage dossiers to the regulatory agencies.

Patient-Centric Initiatives

In September 2016, Dr. Reddy's launched "Purple Health" in India, a patient centric platform to deliver solutions that address unmet needs of patients. Purple Health will address unmet needs of patients involving four segments: awareness, access (access to medication), adherence (adherence to therapy) and experience (simplified medication experience). The first step in this program

will be the launch of new patient friendly packaging for its top 25 best-selling brands, which will be rolled-out in a phased manner over the next six months. The packaging has been designed such that blister packs would have extra space for brand name which ensures easy identification at the pharmacy, a tab at the bottom with expiry date clearly mentioned, and a pictorial representation of the time the medicine needs to be taken. In case of bottles, the measuring cup is now easy to read, and neck of the bottle has been modified to ensure minimal spillage. Purple Health also includes patient support services. For example, someone taking medicines for an advanced kidney condition would be supported by messages and counseling on diet, medicine and so on.

Issues And Recalls

Drug Discovery Problems

In September 2005, Dr. Reddy's spun off its drug discovery and research wing into a separate company called Perlecan Pharma Private Limited. At the time, this was hailed as an innovative move, but in 2008, the company had to be wound down due to funding constraints. Dr. Reddy's was the first Indian pharma company to attempt such an effort to de-couple risk of drug discovery from the parent company by creating a separate company with external source of funding. Perlecan Pharma was partially funded by ICICI Venture Capital and Citigroup Venture International, both of which held a 43% stake in Perlecan for an estimated \$22.5 million.

However, the company was forced to buy back the Perlecan shares from ICICI and Citigroup due to doubts regarding the commercial viability of the drug candidates that were in Perlecan's pipeline. At that point, Perlecan became a wholly owned subsidiary. In the board meeting of 23 October 2008, the company chose to amalgamate/absorb Perlecan, thereby making it an in-house research facility, as it was before 2005.

2011 recall

In June 2011, certain lots of Dr. Reddy's generic simvastatin tablets were recalled due to tablets having a "musty" or "moldy" smell.

On June 24, 2014, the New York Times published an article "Warning Unheeded, Heart Drugs Are Recalled" in which it said another large Indian manufacturer and "Dr. Reddy's Laboratories, have announced recalls over the past two months totalling more than 100,000 bottles" of "a widely used heart drug, Toprol XL" "because their products were not dissolving properly".

2014 FDA Form 483

In December 2014 the FDA issues a Form 483 letter over concerns discovered during an inspection of its Srikakulam facility. No specific violations were mentioned in the letter

TRAINING AND DEVELOPMENT

We provide a professionally empowering and rewarding experience to our people. Rightly perceived as a value-driven, employee-friendly corporate, our focus is on three key themes ensuring consistent and quality engagement with our employees; retaining high performing talent, and providing better opportunities to potential talent.

As we try to touch all stakeholders in the healthcare delivery chain, we constantly challenge ourselves to do it in ways better and innovative. This drives career growth of our people, adds to their experience and inspires performance. Efforts never go unnoticed. Top performers are duly appreciated, rewarded and retained, and that's why over 95% of our high performers choose to stay with us. Our field force of over 3500 is deployed across the length and breadth of the country. Ensuring that healthcare is accessible where it is needed the most, many of our people work in various back of beyond locations.

We walk the extra mile to ensure that all our field employees working remotely stay energized, connected and engaged adequately. Field contribution is recognized and rewarded, and our lucrative incentive structure aligns individual contributions to business success.

Offering unmatched career opportunities, Global Generics- India is a great place to work if you aspire continuous learning and growth. While we encourage our employees to learn on-the-job, our empowered managers play coaches by helping their reportees define objectives for professional growth and pursue them. Employees at all stages in their careers are exposed to relevant skill and knowledge upgrade programs from time to time. Performance reviews are conducted twice annually, at mid-year and year-end. Our robust feedback system aligns employees and their work with organizational purpose and values, facilitating their professional growth and development. The process is fair and transparent, and based upon an assessment by a team rather than individuals.

Talented and capable people have played a major role in powering and defining the growth of Dr. Reddy's over the last three decades. They have been supported by an enabling environment that buoys individual talent while fostering teamwork and the creation of shared success.

Enjoy Professional Freedom To Create Impact:

We will provide the space and freedom for you to experiment, innovate and put your talents to work. You will have the opportunity to unleash your potential and create impact in any area you happen to work.

CHAPTER-IV

THEORETICAL FRAME WORK

No two people are similar in mental abilities, tacticians, sentiments, and behaviors; they differ widely also as a group and are subject to many varied influences. People are responsive, they feel, think and act therefore they cannot be operated like a machine or shifted and altered like template in a room layout. They therefore need a tactful handling by management personnel. HRM is the process of managing people of an organization with a human approach.

Human resources approach to manpower enables the manager to view the people as an important resource. It is the approach through which organization can utilize the manpower not only for the benefits of the organization but for the growth, development and self-satisfaction of the concerned people.

Thus, HRM is a system that focuses on human resources development on one hand and effective management of people on the other hand so that people will enjoy human dignity in their employment. HRM is involved in providing human dignity to the employees taking into account their capacity, potentially, talents, achievement, motivation, skill, commitment, great abilities, and so on. So, that their personalities are recognized as valuable human beings. If an organization can trust, depend and draw from their bank account on the strength of their capital assets, they can trust, depend and draw more on their committed, talented, dedicated and capable people.

This is what the HRM is involved in every business, managerial activity or introduction. The principal component of an organization is its human resource or 'people at work'. According to Leon C. Megginson from the national point of view Human Resources as, "the knowledge, skills, creative abilities, talents and aptitudes obtained in the population; whereas from the view point of the individual enterprise, they represent the total of inherent abilities,

acquired knowledge and skills as exemplified in the talents and aptitudes of its employees. Human resource has a paramount importance in the success of any organization because most of the problems in organizational setting are human and social rather than physical, technical or economical failure. In the words of Oliver Sheldon, “No industry can be rendered efficient so long as the basic fact remains unrecognized that it is principally human.”

Human Resource Management is concerned with the “people” dimension in management. Since every organization is made up of people acquiring their services, developing their skills, motivating them to high level of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieve organizational objectives. This is true regardless of the type of organization, government, business, education, health, recreation or social action. Getting and keeping good people is critical to the success of every organization, whether profit or non-profit, public or private.

FUNCTIONS OF HRM

Human Resources management has an important role to play in equipping organizations to meet the challenges of an expanding and increasingly competitive sector. Increase in staff numbers, contractual diversification and changes in demographic profile which compel the HR managers to reconfigure the role and significance of human resources management. The functions are responsive to current staffing needs, but can be proactive in reshaping organizational objectives. All the functions of HRM are correlated with the core objectives of HRM. For example, personal objectives are sought to be realized through functions like remuneration, assessment etc.

Strategic HR Management: As a part of maintaining organizational competitiveness, strategic planning for HR effectiveness can be increased through the use of HR metrics and HR technology.

Human resource planning (HRP) function determine the number and type of employees needed to accomplish organizational goals. HRP includes creating venture teams with a balanced skill-mix, recruiting the right people, and voluntary team assignment. This function analyzes and determines personnel needs in order to create effective innovation teams. The basic HRP strategies are staffing and employee development.

1. Equal Employment Opportunity: Compliance with equal employment opportunity (EEO) laws and regulations affect all other HR activities.

2. Staffing: The aim of staffing is to provide a sufficient supply of qualified individuals to fill jobs in an organization. Job analysis, recruitment and selection are the main functions under staffing. Workers job design and job analysis laid the foundation for staffing by identifying what diverse people do in their jobs and how they are affected by them. Job analysis is the process of describing the nature of a job and specifying the human requirements such as knowledge, skills and experience needed to perform the job.

The end result of job analysis is job description. Job description spells out work duties and activities of employees. Through HR planning, managers anticipate the future supply of and demand for employees and the nature of workforce issues, including the retention of employees. So HRP precedes the actual selection of people for organization. These factors are used when recruiting applicants for job openings. The selection process is concerned with choosing qualified individuals to fill those jobs.

Talent Management and Development: Beginning with the orientation of new employees, talent management and development includes different types of training. Orientation is the first step towards helping a new employee to adjust himself with the new job and the employer. It is a method to acquaint new employees with particular aspects of their new job, including pay and benefit programmers,

working hours and company rules and expectations. Training and Development programs provide useful means of assuring that the employees are capable of performing their jobs at acceptable levels and also more than that. All the organizations provide training for new and inexperienced employee. In addition, organization often provide both on the job and off the job training programmers for those employees whose jobs are undergoing change. Likewise, HR development and succession planning of employees and managers both are necessary to prepare for future challenges.

3. Total Rewards: Compensation in the form of pay, incentives and benefits are the rewards given to the employees for performing organizational work. Compensation management is the method for determining how much employees should be paid for performing certain jobs. Compensation affects staffing and in the matter of staffing; people are generally attracted to organizations offering a higher level of pay in exchange of the work performed.

To be competitive, employers develop and refine their basic compensation systems and may use variable pay programs such as incentive rewards, promotion from within the team, recognition rewards, balancing team and individual rewards etc. This function uses rewards to motivate personnel to achieve an organization's goals of productivity, innovation and profitability. Compensation is also related to employee development in the matter of compensation; it provides an important incentive for motivating employees to higher levels of job performance in the organization.

4. Risk Management and Worker Protection: HRM addresses various workplace risks to ensure protection of workers by meeting legal requirements and being more responsive to concern for workplace health and safety along with disaster and recovery planning.

5. Employee and Labor Relations: The relationship between managers and their employees must be handled legally and effectively. Employer and

employee rights must be addressed. It is important to develop, communicate and update HR policies and procedures so that managers and employees alike know what is expected.

In some organizations, union/management relations must be addressed as well. The term labor relation refers to the interaction with employees who are represented by a trade union. Unions are organization of employees who join together to obtain more voice in decisions affecting wages, benefits, working conditions and other aspects of employment. With regard to labor relations the major function of HR personnel includes negotiating with the unions regarding wages, service conditions and resolving disputes and grievances

TRAINING AND DEVELOPMENT:

Training and development of workers/employees is the fundamental operative function of the HRD department. A Chinese Scholar says – “If you wish to plan for a year, sow a seed; if you wish to plan for 10 years, plant trees; if you wish to plan for a life time, development”. This statement highlights the importance of training.

Dale S. Beach defines ‘Training as ‘the organized procedure by which people learn knowledge and skill for purpose. Edwin B. Flippo defined training as ‘the act of increasing the knowledge and skill of an employee for doing a particular job’.

IMPORTANCE OF TRAINING:

The importance of Human resource management to a large extent depends on human resource development and training is its most important technique. no organization can get a candidate who exactly matches with the job and the organization requirements. Hence, training is important to develop the employee and make him suitable to the job. Training works towards value addition to the company through HRD.

Job and organizational requirements are not static; they are changed from time to time in view of technological advancement and change in the awareness of the total quality and productivity management (TQPM). The objectives of the TQPM can be achieved only through training, which develops human skills and efficiency. Trained Employees would be valuable assets to an organization. Organizational efficiency, productivity, progress and development to a greater extent depend on training. If the required training is not provided, it leads to performance failure of the employees. Organizational objective like viability stability and growth can be achieved through training

1. The importance of HRM to a large extent depends on HRD & training is its most important techniques.
2. Training is important to develop the employee and make him suitable to the job.
3. Training works towards value addition to the company through HRD.
4. Organizational objectives like Variability, Stability and growth can also be achieved through training.
5. Training is important as it constitutes a significant part of management control.
6. Training enhances 4C's: - (Enhances – increase the quality, Value or extent of something)
 1. Competence: - Having the necessary skill (or) knowledge to do something successfully.
 2. Commitment: - The time, work and loyalty that someone devotes to a cause activity (or) Job.
 3. Creativity - Involving the use of the imagination in order to create something.
 4. Contribution: - Give something in order to help an undertaking (or) effort.

Benefits of Training: -

Benefits to the Organization: -

Leads to improved profitability and for more positive attitudes towards profits Orientation.

1. Improves the job knowledge and skill at all levels of the Organization.
2. Improves the relationship b/w boss and Subordinate.
3. Organization gets more effective in decision making and problem solving.
4. Aids in understanding and carrying out organizational policies.

Benefits to the Individual:

1. Aids in encouraging and achieving self – development & self confidence.
2. Helps the individual in making better decisions and effective problem solving.
3. Provides information for improving leadership knowledge, communication skills and attitudes.
4. Helps eliminate fear in attempting new tasks.

Benefits To Personnel & Human Relations, Intra & Inter– Group Relations:

1. Provides a good climate for learning, growth and Co-ordination.
2. Improves a feeling of confidence & satisfaction (Morale)
3. Makes the organization a better place to work & live
4. Improves inter personnel skills.

Need for Training:

1. To match the Employee specification with Job Requirements and organizational needs.
2. Organizational variability and the transformation process.
3. Technological Advances.

4. Organizational Complexity.
5. Human Relations.

Training is a powerful tool, which will have a major impact on both employee productivity and morale. As the job becomes complex, the importance of employee development also increases. Training attempts to improve the employee performance on the current job or prepare them for an intended job. Training refers to the teaching /learning activities carried on for the primary purpose of helping the employee of a Training is the organization to acquire and apply the knowledge, skills, abilities need by that organization the effective functioning of any organization requires that employees learn to perform their job at a satisfactory level of proficiency. Activity of increasing the knowledge and skill of an employee for doing a particular job. Training is a short- term educational process and utilizing a systematic and organization procedure by which employees learn technical knowledge and skills for definite purpose.

Training benefits management by raising the standards of quality, building the organization structure but also heightens the morale of employees, reduces dissatisfaction and enables them to develop and rise within the organization by earning power and job security.

Training courses are most effective when they are intensive and are held over a few days away from the office. This helps in getting feedback on all aspects of organization as well as vital check on training itself.

Organizations Effectiveness Is Dependent On Its Ability To Accomplish The Following Three Objectives:

1. To achieve its goals
2. To maintain itself internally
3. To adapt to its environment

TRAINING INPUTS

There are three primary types of inputs:

1. Skill
2. Attitudes
3. Knowledge

SKILL:

Training activities encompass activities ranging from acquisition of a simple mechanical skill to a complex administrative one.

ATTITUDE:

Through orientation programs the organization has to mould and build up favorable attitude of the employee towards the organizational goals. Training program therefore, should mould the employee's attitudes supporting company activities.

KNOWLEDGE:

Employee should possess: Knowledge about the job, factory, industry and its organization in general specific knowledge about the job, knowledge about the particular disciplines relating to the job. Training aimed at imparting knowledge to employees that the organization provides for understanding of all the modern industry. The primary purpose of training is to establish a sound relationship between employee and his job. This purpose can be served when the workers attitude is in the favor of the job, when the workers knowledge regarding the job and organization is adequate, and when the worker possesses the required skill.

AREAS OF TRAINING:

1. Training in company policies and procedures
(production training)
2. Training in particular skills.
3. Training in human relations.
4. Training in problem solving
5. Managerial and supervisory skills
6. Apprentice training.

TRAINING POLICY

A Company's training policy represents the commitment of its top management to training and is expressed in the rules and procedures, which govern or influence the standard and scope of training in the organization.

Training Policies Are Must For The Following Reasons:

To highlight the firm's approach to the training function, provide guidance for design and execution, and to provide information regarding programs to all employees.

Formulation of policy helps in identification of priority areas in training, and since resources are scarce, they are prioritized according to felt needs. A training policy document helps to communicate the firm's intent regarding an employee's career planning, and also gives the employee the opportunity to better his prospects through training.

Definition of Training and Development is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or

increasing his or her skills and knowledge. The need for training and development is determined by the employee's performance deficiency, computed as follows:

Training and Development need Standard Performance-Actual performance. We can make a distinction among Training, Education and Development. Such distinction enables us to acquire a better perspective about the meaning of the terms. Training, as was stated earlier, refers to the process of imparting specific skills. Education, on the other hand, is confined to theoretical learning in classrooms.

Training and Education Differentiated:

TRAINING	EDUCATION
Application	Theoretical Orientation
Job Experience	Classroom Learning
Specific Tasks	General Concepts
Narrow Perspective	Broad perspective

As more and more employees are called upon to exercise judgment and to choose alternative solutions to the job problem, training programs seek to broaden and develop the individual through education. For instance, employees in well-paid jobs and /or employees in the service industry may be required to make independent decisions regarding their work and their relationships with clients. Hence, organizations must consider elements of both education and training while planning their training programs.

Development refers to those learning opportunities designed to help employees grow. Development is not primarily skills-oriented. Instead, it provides general knowledge and attitudes, which will be helpful to employees in higher positions. Efforts towards development often depend on personal drive and ambition. Development activities, such as those supplied by management developmental programs, are generally voluntary.

INPUTS IN TRAINING AND DEVELOPMENT:

Any training and development program must contain inputs, which enable the participants to gain skills, learn theoretical concepts and help acquire vision to look into the distant future. In addition to these, there is a need to impart ethical orientation, emphasize on attitudinal changes and stress upon decision-making and problem-solving ability.

Inputs	Operatives	Low levelmanagers	Middle-level Managers	Top-level Managers
Specific job skills	Yes	-	-	-
Motor skills	Yes	Yes	Yes	Yes
Interpersonal skills	Yes	Yes	Yes	Yes
Education	-	-	Yes	Yes
Development	-	-	Yes	Yes
Ethics	-	-	Yes	Yes
Attitudinal changes	Yes	Yes	Yes	Yes
Decision – making and problem solving	-	-	Yes	Yes

Benefits of Training:

How Training benefits the organization?

1. Leads to improve profitability and /or more positive attitudes towards profit orientation
2. Improves the job knowledge and skills at all levels of the organization
3. Improves the morale of the work force
4. Helps people identify with organizational goals
5. Helps Create a better corporate image
6. Fosters authenticity openness and trust.
7. Improves relationship between Boss and subordinate
8. Aids in organizational development.
9. Learn from the trainee
10. Helps prepare guidelines for work.
11. Aids in understanding and carrying out organizational police.
12. Provides information for future needs in all areas of the organization.
13. Organization gets more effective decision making and problem-solving skills
14. Aids in developing Leadership skills, Motivation, loyalty, Better Attitudes and other aspects that the successful workers and managers usually display.
15. Aids in increasing productivity and or Quality of work.
16. Aids to development for promotion from within.
17. Helps keep costs down in many areas.
18. Develops a sense of responsibility to the organization for being competent and knowledgeable
19. Improves labor –management relations.
20. Reduces outside consulting costs by utilizing competent internal consultation.
21. Stimulates primitive management as opposed to putting out fires.

22. Eliminates sub optimal behavior
23. Creates an appropriate climate for growth, communication.
24. Aids in improving organizational communication
25. Helps employees adjust to change.

Benefits To The Individual, Which In Turn Ultimately Should Benefit The Organization:

1. Helps the individual in making better decisions and effective problem solving
2. Provide information improving the leadership, knowledge, communication skills and attitudes.
3. Increases job satisfaction and recognition.
4. Moves a person towards personal goals while improving interactive skills
5. Satisfies personal needs of the trainee
6. Provides the trainee an avenue for growth and say in his/her own future.
7. Develops a sense of growth in learning.
8. Helps a person develop speaking and listening skills also writing skills when exercise is required
9. Helps eliminate fear in attempting new tasks.

Benefits In Personal And Human Relations, Intergroup And Intergroup Relations And Policy Implementation:

1. Improves communication between groups and individuals.
2. Aids in orientation for new employee and those taking new job through transfer or promotion.
3. Provides information on equal opportunity and affirmative action.
4. Provides information on other government laws and administrative policies.

5. Makes organizational policies rules and regulations viable.
6. Improves morale.
7. Builds cohesiveness in-groups.
8. Provides a good climate for learning growth and coordination.
9. Makes the organization a better place to work and live.

It is the intentional act of providing means for learning; this act enhances the knowledge and skill of an employee for doing a particular job.

NEED FOR TRAINING:

Every organization big or small, old or newly established should provide training to all employees irrespectively of their qualification, skill, and suitability for the job etc. Thus, no organization can choose whether or not to train employees.

Specifically, the need for training arises due to the following reasons:

To Match The Employee Specifications With The Job Requirement And Organizational Needs:

An employee's specifications may not exactly suit to the requirements of the job and organization irrespectively of his past experience, qualifications, skills, knowledge etc. Thus, management may find deviations between employee's present specification and job requirements and organization needs

Organizational Viability And Transformation Process:

The primary goal of most of the organizations is their viability and efficiency. But environmental pressures continuously influence the.

organizational viability. If the organization does not adapt itself to the changing factors of the environment, it will lose its market share. If the organization desires to adopt to these changes, first it has to train employees to impart specific skill and knowledge in order to contribute to the organizational efficiency and to cope with changing environment the productivity of the organization can be improved by increasing the efficiency and to cope of transformation process, which in turn depends on enhancement of existing levels of skills and knowledge of the employees. Employee effectiveness can be secured by proper training.

Technological Advances:

Every organization, in order to survive and to be effective, should adopt the latest technology i.e., mechanization, computerization and automation. Technology alone does not guarantee success unless people possessing required skills and knowledge from time to time support it.

Organizational Complexity:

With the emergency of increased mechanization and manufacturing of multiple products and by products or dealing in services of diversified lines, extension of operation to various regions of the country or in overseas countries, organization of most of the companies has become complex. This leads to the growth in number and kind of employees and layers in organizational hierarchy. This in turn creates the problems of coordination and integration and adaptability to the requirements of growth diversification and expansion. Training is responsible for much of the planned change and effective of the organization.

Training is also need for:

1. Increased productivity
2. Improve quality of the product/ service
3. Help a company to fulfill its future personnel needs
4. Improve health and safety
5. Effect personnel growth
6. Minimum the resistance to change

Assessment of Training Needs:

Training needs are identified on the bases of organizational analysis and man analysis. Training program, training methods and course content are to be planned on the basis of training needs. Training needs are those aspects necessary to perform the job in the organization in which employee. Training needs = job and organization requirements –employee specifications.

Training Needs Can Be Identified Through Identified The Organizational Needs Based On:

Strengths and weakness in areas likes accidents, excessive scrap, frequent breakage of machinery, excessive labor turnover, market share and marketing areas, quantity and quality of the output, production schedule, raw materials and other production areas personal finance. Department strength and weaknesses including specific problems of the department or a common problem of a group of employees like acquiring skill and knowledge in operating computer by accounting personnel. The following methods are used to assess the training needs:

1. Organizational requirements & weakness
2. Departmental strength & weakness
3. Job specification and employee specification
4. Identifying specific problems

5. Anticipating future problems
6. Management's request
7. Observation
8. Interviews
9. Group conferences
10. Test or examinations
11. Checklists
12. Performance appraisal

METHODS OF TRAINING:



A healthy organization climate represents its commitment and expresses it through successful and smooth training policy, which will govern and influences the standard of program it undertakes. Training needs have to be related both in terms of organization needs and individual demand.

As results of research in the field of training a number a number of programs are available. Some of these are new methods while other improvements over traditional methods. The training programs commonly used to train operative and supervisory personnel are discussed below. These programs are classified into on-the-job training programs and off-the-job training programs.

On-The-Job Training Methods

This type of training, also known as job instruction training, is most commonly used methods. Under this method, the individual is placed on a regular job and taught the skills necessary to perform that job. The trainee learns under the supervision and guidance of a qualified worker or instructor.

Job Rotation:

This type of training involves the movement of the training involves the movement of the trainee from of one job to another. The trainee receives job knowledge and gains experience from his supervisors or trainer in each of the different job assignment.

Through this type of training is common in training managers for general management positions, trainees can also be rotated from job to job in workshops jobs. This method gives an opportunity to the trainee to understand the problems of employees on other jobs and respect them.

Coaching:

The trainee is placed under a particular supervisor who functions as a coach in training the individual. The supervisor provides feedback to the trainee on his performance and offers him some suggestions for improvement. Often the trainee shares some of the duties and responsibilities of the coach and relieves him burden. A limitation of this method of training is that the trainee may not have the freedom or opportunity to express his own ideas.

Job Instruction:

This method is also known as training through step by step. Under this method, trainer explains the trainee the way of doing the jobs, job knowledge and skills and allows him to do the job.

The appraises performance of the trainee, provides feedback information and corrects the trainee as shown below

Step 1. Prepare the employee for instruction.

Step 2. Present the job.

Step 3. Have him to do the job.

Step 4. Follow through

Committee Assignments:

Under this group of trainees are given and asked to solve an actual organization problem. The trainees solve the problem jointly. It develops teamwork.

Off-the-job Training methods:

Under this method of training, trainee is separated from the job situation and his attention is focused upon learning the material related to his future job performance.

Vestibule Training:

In this method of training, actual work conditions are stimulated in a classroom. Material, files equipment those are used in training. This type of training is commonly used for clerical and semiskilled jobs.

Role-Playing:

It is defined method of human interaction that involves action, doing and practice. The participants play the role of certain characteristics, such as production manager, mechanical engineers, superintendents and the like. This method is mostly used for developing interpersonal interactions and relations.

Lecture Method:

This lecture is traditional and direct method of instruction. The instructor organizes the material and gives it to group of trainees in the form of a talk. To be effective, the lecture must motivate and create interest among the trainees. An advantage of lecture method is that it is a direct and can be used for a large group of trainees. Thus, the cost and time involved are reduced. The major limitation of the lecture method is that it does not provide for transfer of training effectively.

Conference of discussion method:

It is a method in training the clerical, professional and supervisory personnel. This method involves a group of people who make assumptions, and draw conclusions, all of which contribute to the improvement of job performance. Discussion has the distinct advantage over the lecture method in that the discussion involves two-way communication and hence feedback is provided.

Programmed Instruction:

In recent years this method had become popular. The subject matter to be learned is presented in a series of carefully planned sequential units. These units are arranged from simple to more complex level of instruction. The trainee goes through these units by answering questions or filling the blanks. The method is expensive and time consuming.

Simulation:

The simulation Method of training is most famous and core among all of the job training methods. In the simulation training method, trainee will be trained on the especially designed equipment or machine seems to be really used in the field or job.

Case Studies:

It is a written description of an actual situation in the past in same organization or somewhere else and trainees are supposed to analyze and give their conclusions in writing. This is another excellent method to ensure full and whole hearted participation of employees and generates good interest among them. Case is later discussed by instructor with all the pros and cons of each option. It is an ideal method to promote decision-making abilities within the constraints of limited data.

In Basket Exercise

Recently, the in-basket has become a focus of interest because of its handiness in selection across a wide variety of jobs. A range of techniques have been used to develop in-baskets. In a traditional in- basket exercise, candidates are given time to review the material and initiate in writing whatever actions they believe to be most appropriate in relation to each in-basket item. When time is called for the exercise, the in-basket materials and any notes, letters, memos, or other correspondence written by the candidate are collected for review by one or more evaluators. Often the candidates are then interviewed to ensure that the evaluators understand actions taken by the candidate and the rationale for the actions. If an interview is not possible, it is also quite common to have the candidate complete a summary sheet (i.e., a questionnaire).

BUSINESS GAMES:

A Training Game is defined as spirited activity or exercise in which trainees compete with each other according to the defined set of rules. Simulation is creating computer versions of real-life games. This method of planning is about imitating or making judgment or opining how events might occur in a real situation. It can entail intricate numerical modeling, role playing without the support of technology, or combinations.

GRID TRAINING:

The Grid Training Programme is designed in such a way that it enables the individuals as well as the groups to ascertain their strengths and weaknesses and focus on their skills, knowledge and processes that are essential to perform effectively at different levels in the organization.

Getting Ready To Teach:

This stage of the program is class hour teaching involving the following activities:

1. Planning the program
2. Preparing the instructor's outline
3. Does not try to cover too much material.
4. Keeping the session moving along logically,
5. Discussing each item in depth,
6. Repeat, but in different words.
7. Take the material from standardized tasks when it is available.

When the standardized text is not available, developing the program and course content based on group approach. Group consists of employer, skilled employees, supervisors, trade union leaders and others familiar with job requirements, group prepares teaching material. Teaching about the standards for the trainee like quality, quantity, waste or scrap. Ability to work without supervision, knowledge of procedures, safety rules, human relations etc.

Remembering the standards, before he/ she teach. Taking periodical progress of the trainees, and application onto account.

TRAINING PROCESS:

Step 1: Decide If Training is needed

The first step in the training process is a basic one: to determine whether a problem can be solved by training. Training is conducted for one or more of these reasons: 1) Required legally or by order or regulation 2) to improve job skills or move into a different position 3) for an organization to remain competitive and profitable. If employees are not performing their jobs properly, it is often assumed that training will bring them up to standard. This may not always be the case. Ideally, training should be provided before problems or accidents occur and should be maintained as part of quality control.



Step 2: Determine What Type of Training is needed

The employees themselves can provide valuable information on the training they need. They know what they need/want to make them better at their jobs. Just ask them! Also, regulatory considerations may require certain training in certain industries and/or job classifications. Once the kind of training that is needed has been determined, it is equally important to determine what kind of training is not needed. Training should focus on those steps on which improved performance is needed. This avoids unnecessary time lost and focuses the training to meet the needs of the employees.

Step 3: Identifying Goals and Objectives

Once the employees' training needs have been identified, employers can then prepare for the training. Clearly stated training objectives will help employers communicate what they want their employees to do, to do better, or to stop doing! Learning objectives do not necessarily have to be written, but in order for the training to be as successful as possible, they should be CLEAR and thought-out before the training begins.

Step 4: Implementing the Training

Training should be conducted by professionals with knowledge and expertise in the given subject area; period. Nothing is worse than being in a classroom with an instructor who has no knowledge of what they are supposed to be teaching! Use in-house, experienced talent or an outside professional training source as the best option. An effective training program allows employees to participate in the training process and to practice their skills and/or knowledge. Employees should be encouraged to become involved in the training process by participating in discussions, asking questions, contributing their knowledge and expertise, learning through hands-on experiences, and even through role-playing exercises.

Step5: Evaluation Training

One way to make sure that the training program is accomplishing its goals is by using an evaluation of the training by both the students and the instructors. Training should have, as one of its critical components, a method of measuring the effectiveness of the training. Evaluations will help employers or supervisors determine the amount of learning achieved and whether or not an employee's performance has improved on the job as a result.

Five Stages of Training Evaluation

Our Training Evaluation Model sets the framework for developing instruments. It accommodates individual training programs based on the type of training, the appropriate evaluation method, and the best way to implement the evaluation.

Describe the outputs: Outputs are descriptive data about the training programs and participants, including demographic data.

Pre-training Assessment: This step uncovers the participants' past experience as well as current competencies, learning needs, and expected application of learning.

Post-Assessment (reactions): This addresses participants' reactions to the training experience— for example, their learning environment, format and instructor methods, general satisfaction.

Post-Assessment (learning): This piece is a self-assessment of knowledge or skills gained and the participants' expected application of learning.

Follow-up: This process may include several methods to assess the outcomes and effect of training programs over time.

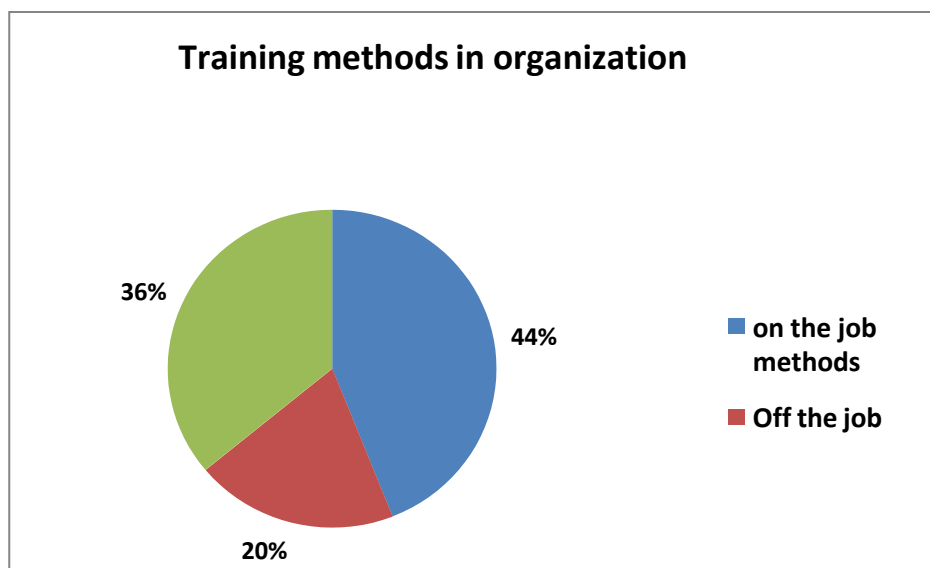
CHAPTER-V

DATA ANALYSIS & INTERPRETATION

1. What kind of training methods do you prefer?

- a) On the job training methods
- b) Off the job training methods
- c) Both

S.NO	NO. OF RESPONDENTS.	% OF RESPONDENTS.
1	24	44%
2	11	20%
3	20	36%
Total	55	100%



Data Interpretation: 44% of the employees say that they prefer on the job training. 20% of the employees say that they prefer off the job training 36% are said that they prefer both the type of training methods.

Data Analysis: Above analysis say that company mostly offers on the job training.

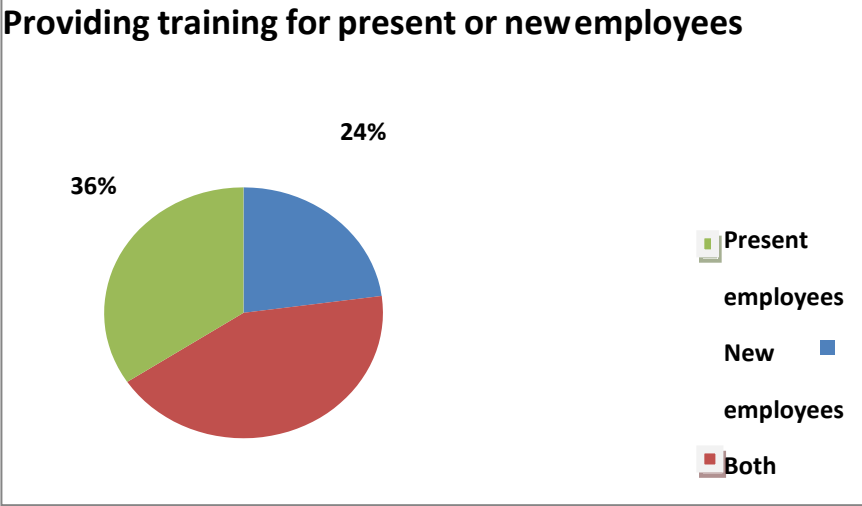
2.Does the Organization provide training for present employees or new employees?

- a) Present employees b) New employees c) Both

S.NO	NO. OF RESPONDENTS	% OF RESPONDENTS
1	13	24%
2	25	45%
3	17	36%
Total	55	100%

Data Interpretation: 36% of the employees say that they are giving training to new employees and 24% of the employees say that they are giving training to present employees and 45% of the employees say that they are giving training to both

Data Analysis: Above analysis say that company provides training to the new employees in order to increase their efficiency and productivity and training is also provided to the existing employees to update their knowledge and skills.



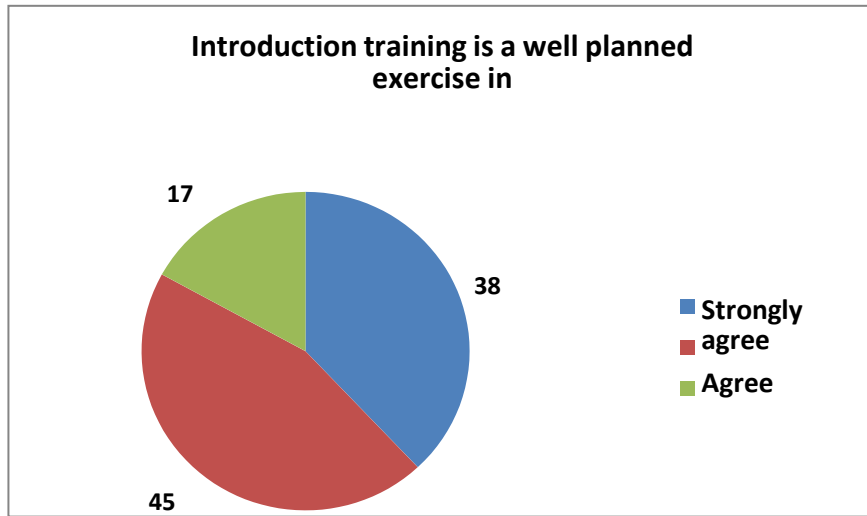
3.The introduction training is a well-planned exercise in organization?

- a) Strongly agree b) Agree c) Disagree.

S.NO	NO. OF RESPONDENTS	% OF RESPONDENTS
1	21	38%
2	25	45%
3	09	17%
Total	55	100%

Data Interpretation: 38% of employees strongly agree that induction is a well-planned exercise in the organization. 45% employees agree and 17% of the employees disagree that training is a well-planned exercise in the organization

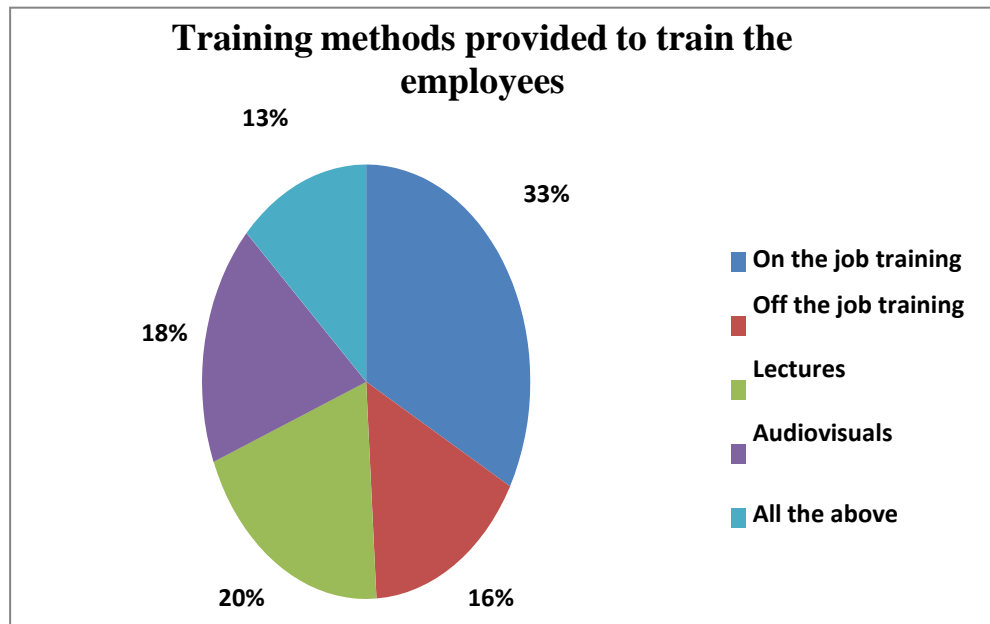
Data Analysis: The above analysis makes it clear that the company provides induction training to the new employees.



4.What kind of training methods does the organization provide to train the employees?

- a) On the job training methods b) Off the job training methods
- c) Lectures d) Audio visuals e) All the above

S.NO	NO. OF RESPONDENTS.	% OF RESPONDENTS.
1	15	27%
2	7	13%
3	10	18%
4	23	42%
Total	55	100



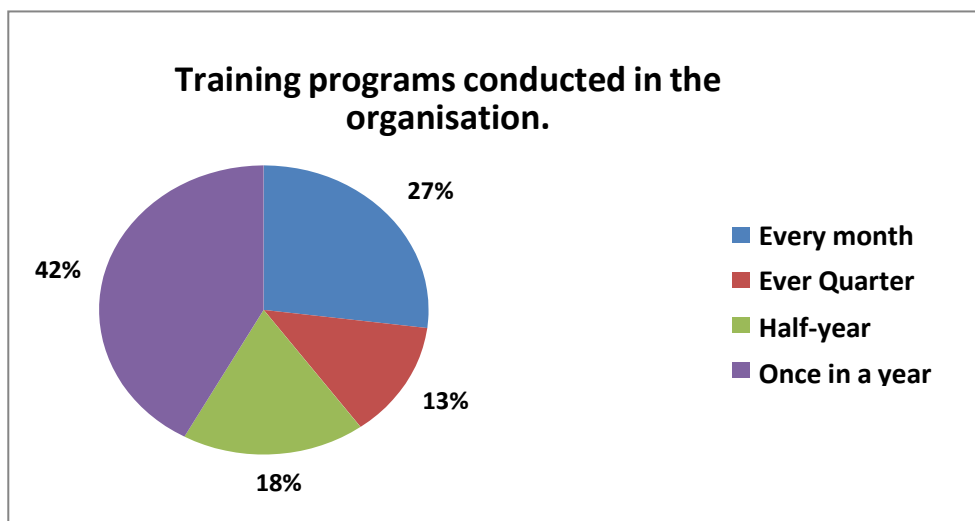
Data Analysis: The above analysis says that the company gives priority to on-the-job training methods.

Data interpretation: 33% of employees say that the company provide on the job training method. 16% says that the company provides off the job training method. 20% Says that the company provide lectures, 18% says that it provides audio visuals and 13% says that company provide all above methods.

5.How often the training programs or conducted in your organization?

- a)Every month
- b) Every Quarter
- c) Half yearly
- d) Once in a year

S.NO	NO. OF RESPONDENTS.	% OF RESPONDENTS.
1	15	27%
2	7	13%
3	10	18%
4	23	42%
Total	55	100



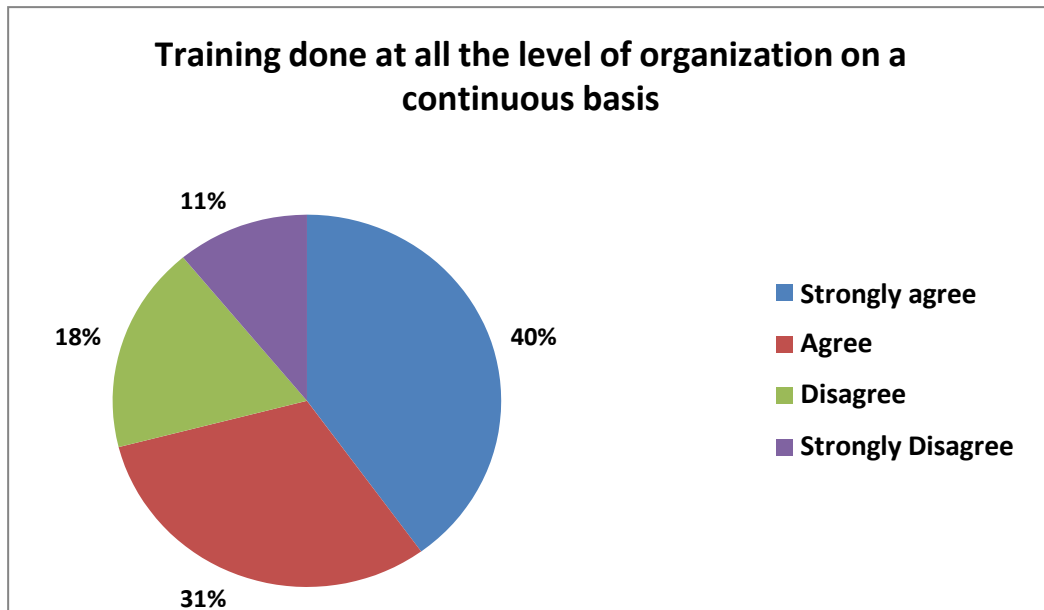
Data interpretation: 27% of employees say that the training program conducted in the organization every month. 13% Says that training program conducted every year. 18% says that the training program conducted half-yearly. 42% says that the training program conducted once in a year.

Data analysis: The above analysis says that the company gives provides training depending on need and situation.

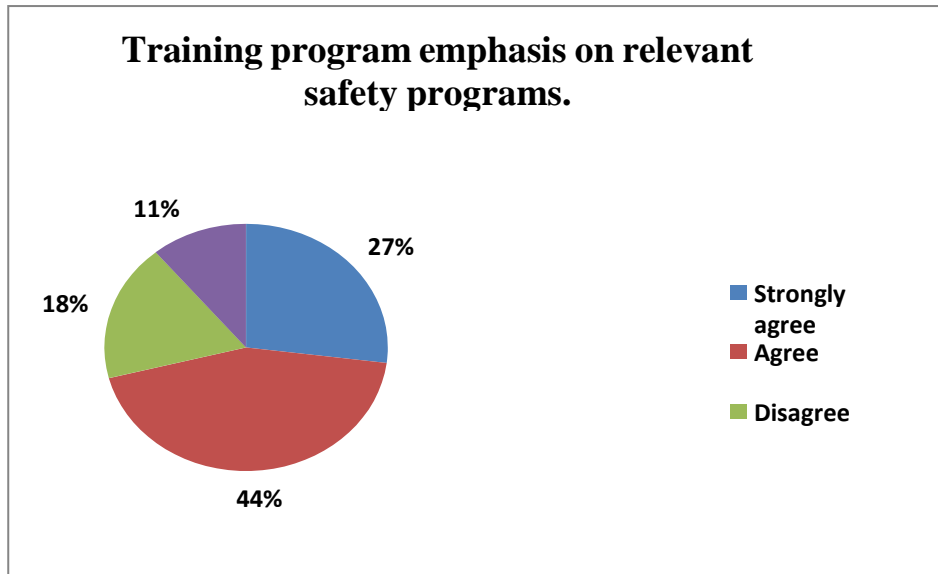
6. Training is done at all levels of organization on a continuous basis?

- a) Strongly agree b) Agree c) Disagree d) strongly disagree

S.NO	NO. OF RESPONDENTS.	% OF RESPONDENTS.
1	22	40%
2	17	31%
3	10	18%
4	6	11%
Total	55	100



Data Analysis: The above analysis makes it clear that the company provides training to all the levels of Organization.



Data Analysis: The above analysis says that the company takes care of employees through safety and welfare measure.

Data Interpretation: 27% of the employees strongly agreed, 44% of the employees agree, 18% of the employees disagree and 11% of the employees strongly disagree that the training program was emphasis on relevant safety programs.

12.Does the training help you to upgrade soft skills like communication skills, leadership, team building etc.?

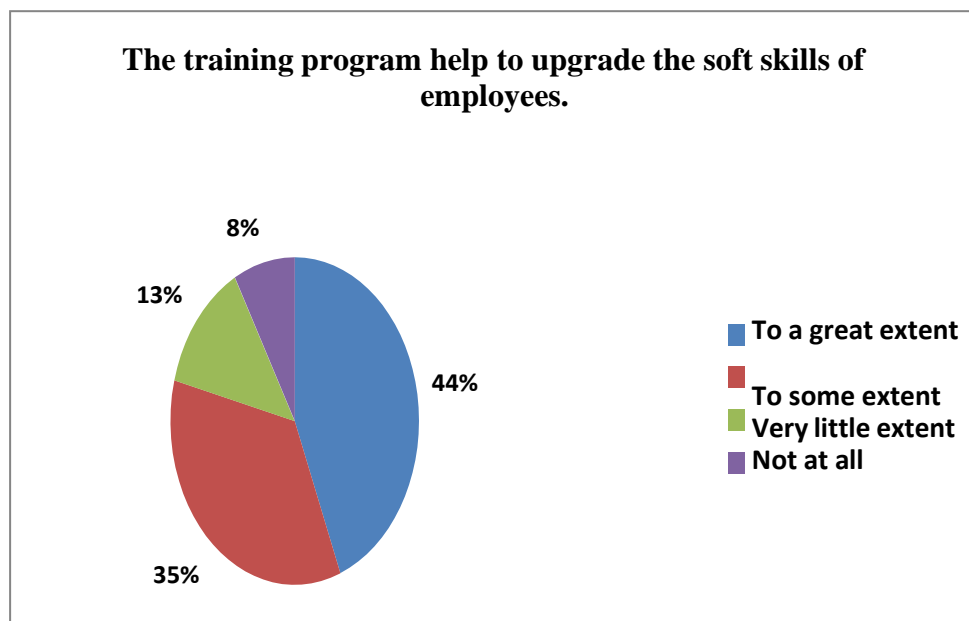
a)To a great extent b) To some extent

c) Very little extent d) not at all.

S.NO	NO. OF RESPONDENTS.	% OF RESPONDENTS.
1	24	44%
2	19	35%
3	7	13%
4	5	8%
Total	55	100%

Data Interpretation: 44% of the employees strongly agreed to a great extent, 35% of employees agree to some extent, 13% are says very little extent and 8% are says not at all that training does not help to upgrade soft skills like communication skills, leadership and team.

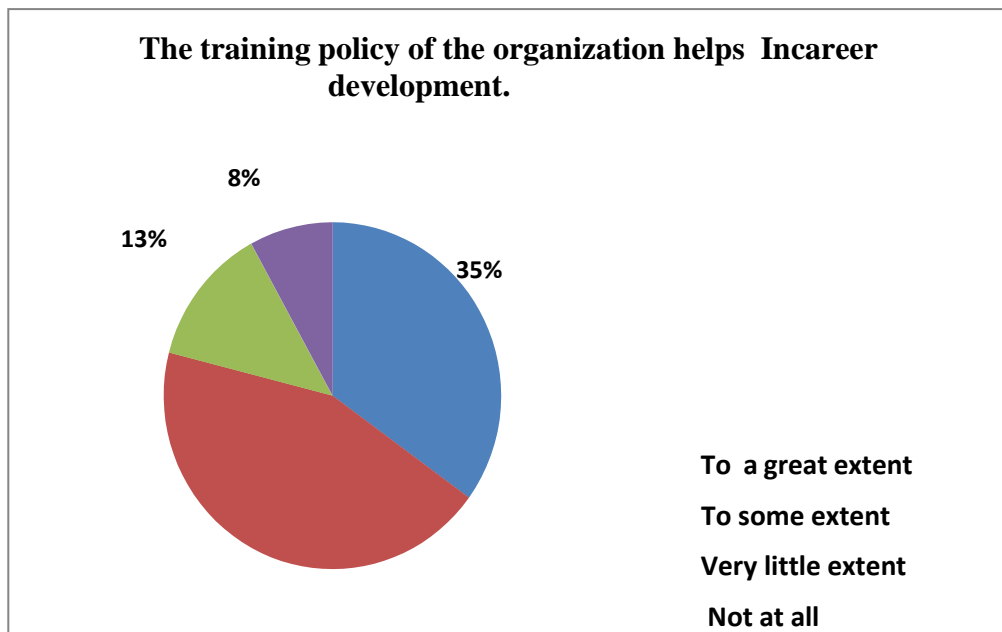
Data Analysis: The above analysis says that the training in the company helps to upgrade the soft skills of the employees.



13. Did the training policy of your organization help in your career development?

- a) To a great extent b) To some extent
 c) Very little extent d) Not at all

S.NO	NO. OF RESPONDENTS.	% OFF RESPONDENTS.
1	19	35%
2	24	44%
3	7	13%
4	5	8%
Total	55	100%



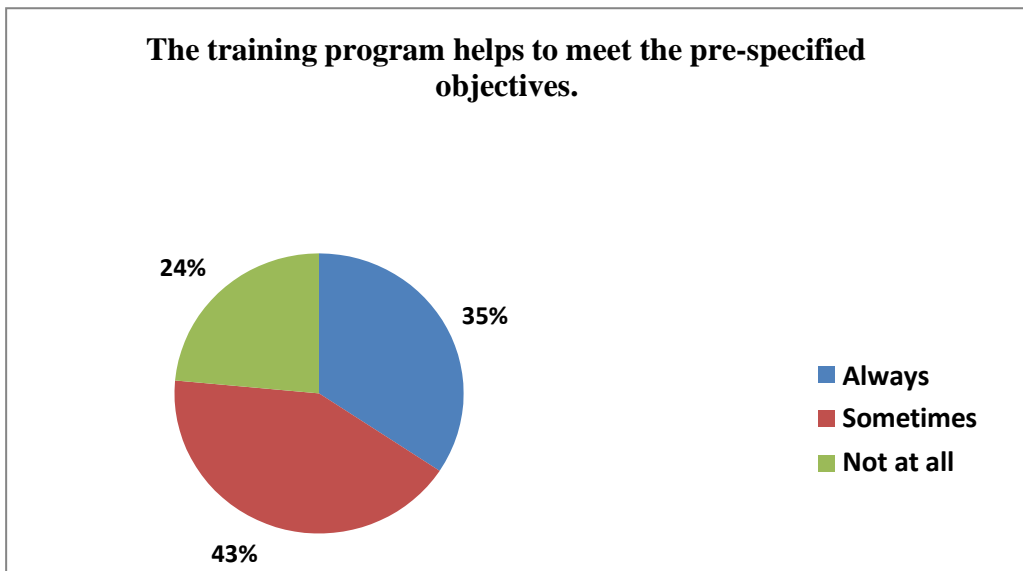
Data Interpretation: 35% of the employees agree to a great extent, 44% of employees agree to some extent, 13% says to a little extent, 8% of employees says not at all the training program helps to upgrade their skills.

Data Analysis: The above analysis says that the company's training program helps the employees in their career development to some extent.

14.The training program has emphasis on relevant safety programs?

- a) Always b) Sometimes c) Not at all

S.NO	NO. OF RESPONDENTS.	% OF RESPONDENTS.
1	19	35%
2	23	43%
3	13	24%
Total	55	100%



Data Interpretation: .35% of the employees says that training program helps always to meet the pre-specified objectives, 43% of the employees says it help in some time and 24% of the employees says it not at all helps to meet the pre-specified objectives.

Data Analysis: The above analysis says that the company achieves its predetermined objectives of training

15.The training program has emphasis on relevant safety programs

- a) Within the organization b) Outside the organization. c) Both

S.NO	NO. OF RESPONDENTS.	% OF RESPONDENTS.
1	32	58%
2	12	22%
3	11	20%
Total	55	100%

Data Interpretation: 58% of the employee says that company prefers trainers within the organization, 22% are from outside the organization and 20% says company prefers both type of trainers

Data Analysis: The above analysis says that the company prefers in-house training experts has they will better understand the training needs that are to be given to the employees.

CHAPTER-VI

FINDINGS

Training programs provided is almost good.

- All employees are satisfied with the training programs.
- Training will be very useful to employees in their present job.
- Training program helps employees to take new challenges in their present job.
- Most of the employees are using new skills in their present job.
- According to the training program employees to take new roles in the organization.
- With the help of training program employees will increase their productivity.
- After this Training program they are doing their job more confidently.
- Training program brought positive impact on employee behavior.
- I have learnt that company mostly offers on the job training
- I have found that company provides training to the new employees in order to increase their efficiency and productivity and training is also provided to the existing employees to update their knowledge and skills.
- Company provides induction training to the new employees.
- I have found that 100% of the employee feels that trainer does not show any partiality towards employee.
- I have found that the company prefers in-house training experts as they will better understand the training needs that are to be given to the employees.

SUGGESTIONS:

- Employees want the company to take feedback regarding services
- Employees want more improvement in training
- Company should solve the concerns of the employees
- Company can also increase their training services.

CONCLUSION:

The main purpose of this study is the report in training and development in Dr. REDDY LABORATORIES has brought into light the total picture of the employee's attitude towards training and development, most of the respondents have expressed that they are interested in the on- the- job method. Most respondents expressed that feedback is collected from all the participants in the program.

The overall study it is observed

1. Most of the employees are very much satisfied about the selection of the candidates for training.
2. Most of the employees are expressed that the training Programme is imparting the latest technology in the market.
3. Most of the employees agree with the training Programme meet pre-specified objectives.
4. Most of the employees are respond positive with the training Programme conducted in the organization. It is found that some of the employees are not aware or the training policy in Dr. REDDY LABORATORIES
5. Hence, they are made to be aware.
6. Most of the employees agree with the training help you to upgrade soft skills like a communication skills, leadership, team building etc.

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1. What kind of training methods do you prefer?
 - a) On the job training methods
 - b) Off the job training methods
 - c) Both

2. Does the Organization provide training for present employees or new employees?
 - a) Present employees
 - b) New employees
 - c) Both

3. The induction training is a well-planned exercise in the organization?
 - a) Strongly agree
 - b) Agree
 - c) Disagree

4. What kind of training methods do the organization provide to train employees?
 - a) On the job training methods
 - b) Off the job training methods
 - c) Lectures
 - d) Audio visuals
 - e) All the above

5. How often the training programs are conducted in your organization?
 - a) Every month
 - b) Every Quarter
 - c) Half yearly
 - d) Once in a year

6. Training is done at all levels of organization on a continuous basis?
 - a) Strongly agree
 - b) Agree
 - c) Disagree
 - d) strongly disagree

7. Are you participating in training actively?
 - a) Yes
 - b) Agree

8. Are you satisfied with present method of selection of candidates for training?
 - a) Yes
 - b) No



THE ARYAPURAM
CO-OPERATIVE URBAN BANK LTD
RAJAHMUNDRY - 533 104.

Date: 06-08-2021

CERTIFICATE

This is to certify that **ABBIREDDY VEERA NAGA DURGA VASUNDHARA** bearing Regd No: **14191001** Student of **M.B.A (HRM)** Final Year in **Department of Management Studies V.S.M COLLEGE (A), RAMACHANDRAPURAM** has done project work with reference to **"RECRUITMENT AND SELECTION"** in **" THE ARYAPURAM CO OPERATIVE URBAN BANK"**, **RAJAHMUNDRY** in our Organization during the period from **15-04-2021 to 30-05-2021**.

During the above period her Character and Conduct was found to be satisfactory.

Date :06-08-2021

For The Aryapuram Cooperative Urban Bank,

Place : Rajahmundry

For THE ARYAPURAM
Co-Operative Urban Bank Ltd
RAJAHMUNDRY - 533 104

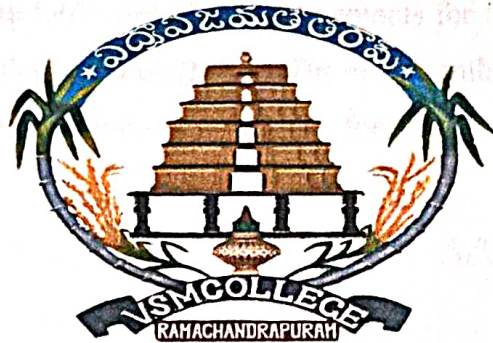
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Department of Management Studies

(AFFILIATED TO ADIKAVI NANNAYA UNIVERSITY)


RAMACHANDRAPURAM



CERTIFICATE

This is to certify that this project report entitled study on **RECRUITMENT AND SELECTION** with reference to THE ARYAPURAM CO-OPERATIVE URBAN BANK LTD is a bonafide work of SRI KSVS PRAKASH submitted in partial fulfilment of the requirement for the award of the Degree of Masters of Business Administration from ADIKAVI NANNAYA UNIVERSITY, RAJAMAHENDRAVARAM.


SRI KSVS PRAKASH
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Mutual Fund

ef/admin/manager/project/2017

Date: 06-08-2021

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During the above period her Character and Conduct was found to be satisfactory.

Date :06-08-2021

Place : Rajahmundry

For Reliance Mutual Funds,



Manager

VSM COLLEGE(AUTONOMOUS)

Department of Management Studies

(AFFILIATED TO ADIKAVI NANNAYA UNIVERSITY)

RAMACHANDRAPURAM



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RAMACHANDRAPURAM - 533 255

Date: 06-08-2021

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During the above period his Character and Conduct was found to be satisfactory.

Date :06-08-2021

Place : Visakhapatnam

For Edelweiss Financial Services Limited,


Authorizes Signature 

VSM COLLEGE (AUTONOMOUS)

Department of Management Studies

(AFFILIATED TO ADIKAVI NANNAYA UNIVERSITY)

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RAJAMAHENDRAVARAM.

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HEAD OF THE DEPARTMENT


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Mutual Fund

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Date :06-08-2021

Place : Rajahmundry

For Reliance Mutual Funds,



Manager

VSM COLLEGE(AUTONOMOUS)

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CERTIFICATE

This is to certify that this project report entitled study on **PERFORMANCE EVALUATION OF MUTUAL FUNDS** with reference to **RELIANCE MUTUAL FUNDS, RAJAHMUNDRY** is a bonafide work of **A.JHANSI KALYANI** submitted in partial fulfilment of the requirement for the award of the Degree of Masters of Business Administration from **ADIKAVI NANNAYA UNIVERSITY, RAJAMAHENDRAVARAM.**


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