A study on training and development of executive in the Himalaya drug

Project Report submitted in partial fulfilment
For the award of the degree of
BACHELORS OF BUSINESS ADMINISTRATION

Submitted By-

Alina Ahmad 19GSOB1010038

Alok Kumar 19GSOB1010352

IN
BACHELORS OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS

Under the Supervision of
Mrs. Pratibha Pandey
Assistant Professor

(Established under Galgotias University Uttar Pradesh Act No. 14 of 2011)

Year (2019-2022)

SCHOOL OF BUSINESS

BONAFIDE CERTIFICATE

Certified that this project report **"A STUDY ON TRAINING AND DEVELOPMENT OF EXECUTIVE IN THE HIMALAYA DRUG"** is the bonafide work of **"ALINA AHMAD AND ALOK KUMAR"** who carried out the project work under my supervision.

SIGNATURE   **SIGNATURE**

Dean of School   **SUPERVISOR**

<u>Approval Sheet</u>

This thesis/dissertation/report entitled "**A STUDY ON TRAINING AND DEVELOPMENT OF EXECUTIVE IN THE HIMALAYA DRUG**" by **"ALINA AHMAD AND ALOK KUMAR"** in partial fulfilment of the requirement in research for the degree of Bachelors of Business Administration has been examined and is recommended for approval and acceptance.

Examiners

_____

_____

Supervisor (s)

_____

_____

_____

Chairman

_____

Date: _____

Place: _____

Statement of Project Report Preparation

1. Thesis title: **A Study on Training and Development of Executive in the Himalaya Drug.**

2. Degree for which the report is submitted: **Bachelors of Business Administration.**

3. Project Supervisor was referred to for preparing the report.

4. Specifications regarding thesis format have been closely followed.

5. The contents of the thesis have been organized based on the guidelines.

6. The report has been prepared without resorting to plagiarism.

7. All sources used have been cited appropriately.

8. The report has not been submitted elsewhere for a degree.

(Signature of the student)

Name: ALINA AHMAD
ALOK KUMAR

Roll No.:19GSOB1010038

19GSOB1010352

Statement of Preparation:
Every student have to submit the statement of thesis preparation

ABSTRACT

Training is a latent tool that can be used to bridge the gap between one's potential and performance. Training has gained importance in the last few decades due to ISO observation and fear of companies caused by the entry of multinationals.

The Himalaya Drug Company is leading pharmaceutical company. Pharmaceuticals, personal care goods, healthcare products, and animal health products are all sold by Himalaya.

This project deals with study of training and development of executive's aim to find out the efficiency of employees before and after training programme. The training is identified through performance appraisal data.

The data was collected through questionnaire. The simple percentage approach, as well as other tools, were employed to conduct the analysis. single proportion test and correlation .The suggestions were, training should be conducted once in a year and there should be a proper training calendar, which has to be followed by the executives. And correlation

CONTENTS

LIST OF TABLES

LIST OF CHARTS

TRAINING AND DEVELOPMENT

INTROUCTION:

Training and development programs are aimed to assist new employees in effectively adjusting to the job. They also include corporations' and other organizations' formal continuing efforts to promote employee performance and self-fulfillment through a range of approaches and initiatives.

Training and development have arisen as formal corporate roles, vital components of corporate strategy, and acknowledged As professions with separate Theories and approaches, as corporations increasingly recognize the basic relevance of employee growth and development, as well as the requirement of a highly competent workforce, in order to increase the success and efficiency of their organizations.

For the most part, training and development are employed in tandem to ensure that an organization's staff are properly acclimated, improved, and educated. While the names and their scope are similar, there are significant variances between them.

WHY TRAINING IS NECESSARY?

The purpose of training aim at the growth of the organization and it's strive for excellence. This requires individuals to continuously Build on their Performance. It gives employees complete faith in their ability to grow and advance within the fir.

From the standpoint of the employees, training serves as an important means for the development of effective or productive work habits, methods of work, and inconsequence it improve job performance.

It prepare the individual for modified jobs, avoids unnecessary absenteeism, turnover arising out of faulty selection or placement and it also prevents chance of accidents. It not only means increased remuneration of the employees but it also increase their loyalty to the organization by providing them a broader outlook on the life emerging from the spirit

of self-reliance, dignity and self-esteem that develops out of it. It gives employees the confidence they need to grow and advance in the organization.

Preparing and advancement of HR will return values to the association with regards to expanded efficiency, heightened morale, reduced cost and greater organizational stability and flexibility to adopt changing external requirements.

Training and development efforts are also helpful in achieving high standards of quality building up satisfactory organizational structure, reducing employee dissatisfaction, eliminating the need for constant supervision and equipping them with capability for promotion for cordial and healthy industrial relation through better handling of complaints and grievances

.

Training is basically done whenever:
- Employees must learn new skills and information,
- And the organization must adjust to structural and functional changes.

NEED IDENTIFICATION

➢ Top management gathers and studies corporate policy and strategies.

➢ Determine the organization's business needs as well as the areas where training is required.

➢ Training department should focus on identification of the individual need as well as departmental needs skills.

➢ Identify the individual who lack in certain skills or who will be required to face new technological advances so that training can be imparted on them.

➢ Training records for the identified potential needs should be kept.

Organizational vision	**Organizational needs**	**Required skill**	**Skill gap**

3

```
        →              →              →

┌──────────────┐   ┌──────────────┐   ┌──────────────┐   ┌──────────────┐
│ Prioritize   │ ← │ Training plan│ ← │ Programme    │ ← │ Programme    │
│ need         │   │              │   │ structure    │   │ framework    │
└──────────────┘   └──────────────┘   └──────────────┘   └──────────────┘
        │
        ↓
┌──────────────┐   ┌──────────────┐   ┌──────────────┐
│ Training     │ → │ Post training│ → │ Assessment of│
│ action plan  │   │ action       │   │ performance  │
└──────────────┘   └──────────────┘   └──────────────┘
```
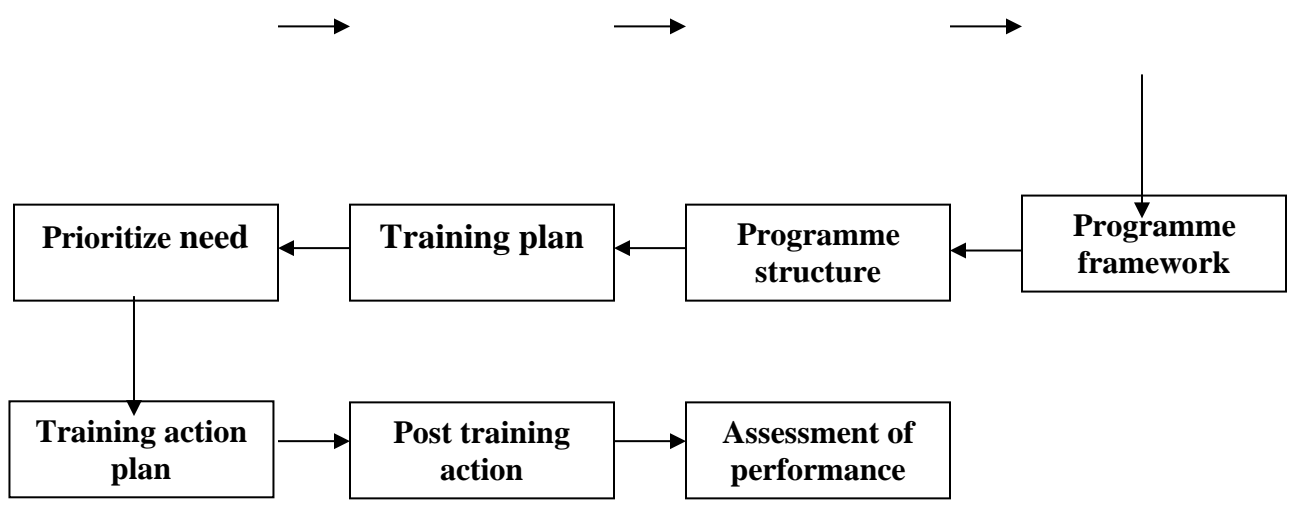
STANDARD OPERATING PROCEDURE OF TRAINING IN THE HIMALAYA DRUG COMPANY:

- The annual performance appraisal system identifies employees' training needs.

- The training needs of workmen are identified by the department heads and forward it to HR department.

- Skills of the workmen are assessed by the dept head and forwarded to HR department will consolidate it and prepare a training schedule for them.

- On receiving the performance appraisal / the training need from the concerned department, the HR department shall consolidate all the training needs of the staff and workmen and prepare a training schedule.

- HR department will organize either an In-house training (if numbers of employees are more than 12) or call an outside training agency to give training for the employees (if numbers of employees are less than 12).

- Each employee's training records are kept and signed by the person in charge.

- Following the training, staff must complete a feedback form in order to assess the program's effectiveness.HR department consolidate all the feedback and forwarded to the top management. Effectiveness of training program is evaluated and it is then forwarded to top management by the HR department.

- A record of the training program delivered by internal resources shall be kept.

CONTEMPORARY TRAINING AND DEVELOPMENT TECHNIQUES

While new instructional methods are always being developed, certain training methods have proven to be very efficient in acclimating new employees, imparting new abilities, and improving existing skills. Structured on-the-job training, role playing, self-instruction, team-building games and simulations, computer-based training, mentoring, and work rotation are some of the options.

ON - JOB-TRAINING

On-the-job training is one of the most prevalent and least expensive techniques of training and development (OJT). Workers—especially new workers—acquire the information and skills they need to execute their responsibilities through a structured training program known as on-the-job training (OJT). By relying on a planned method developed and proved to transfer the necessary skills by the end of the OJT session, structured types of OJT claimed to rectify difficulties associated with unstructured OJT.

Implementing a structured OJT program involves five basic steps: (1) analyzing the tasks and skills to be learned; (2) selecting, training, and supervising trainers; (3) preparing training materials; (4) conducting an OJT program; (5) reviewing the program and making any necessary changes or adjustments.

ROLE PLAYING

In role playing, trainees take on various parts and act them out in groups to learn and practice how to deal with diverse scenarios. A facilitator prepares a scenario that the participants will act out while being coached by the facilitator.

SELF-INSTRUCTION

Self-instruction is a type of instruction that focuses on individual learning. Employees take major responsibility for their own learning in self-instruction programs. In contrast to instructor- or facilitator-led education, trainees have more discretion over topics, learning order, and learning pace.

TEAM BUILDING

The active formation and maintenance of productive work groups with similar aims and objectives is known as team building. Team building is frequently used to address ineffective group functioning, which has a detrimental impact on group dynamics, labour-management relations, quality, or productivity.

EVALUATING TRAINING PROGRAMS

Even though it has generated desired effects for other organizations and similar programs have produced wants for it, once a company adopts a training program, it must evaluate the program's success. First, companies must establish whether trainees are gaining the necessary skills and information. If not, they must determine why not, and if the trainees are failing to acquire these abilities as a result of their own inability or as a result of poor training programs.

Companies must collect relevant data in order to evaluate training programs. According to Jack J. Phillips in Recruiting, Training, and Retraining New Employees, the statistics should include easily measurable and quantifiable information such as costs, production, quality, and time.

TYPES OF TRAINING AND DEVELOPMENT PROGRAMS

Companies can use these numerous training and development approaches to teach the abilities required for various positions in a variety of subjects. Technical training, sales training, clerical training, computer training, communications training, organizational development, career development, supervisory development, and management

development are all areas where companies focus their training and development programs.

TECHNICAL TRAINING

Technical training aims to transfer technical knowledge and skills through the use of standard training methods for the teaching of technical concepts, facts, and procedures, as well as technical processes and principles.

COMMUNICATIONS TRAINING

Communications training focuses on interpersonal communication skills such as writing, oral presentation, listening, and reading. To be successful, any sort of communications training should focus on improving basic skills rather than stylistic considerations.

CAREER DEVELOPMENT

Employee career development refers to the formal advancement of an employee's position within a company by establishing a long-term development strategy and training programs to carry out that strategy and meet individual objectives. Employee wellbeing and long-term demands are becoming increasingly concerned about career development.

DESIGNING TRAINING PROGRAMS

The planning and creation of training and development programs are included in the design of training programs. Training program creation, like training programs themselves, has evolved into a profession that employs systematic instructional systems design models, methods, and processes (ISD). The systematic design and development of instructional methods and materials to facilitate the process of training and development and ensuring that training programs are essential, valid, and effective is known as instructional systems design. Although the instructional design process can take many different forms, it must always include data collection on the tasks or skills to be learned or improved, analysis of these skills and tasks, development of methods and materials, program delivery, and evaluation of the training's effectiveness. The technique is described in greater depth in Table I.

The ideas and theories of many behavioural disciplines, such as psychology and sociology, are frequently used in training and development programs...

Table

a Typical Instructional Systems Design Model

STEP	DESCRIPTION
Needs analysis	Measuring the disparity between current and desired skill levels

STEP	DESCRIPTION
Task assessment	Collection of data on job tasks and the subsequent identification of learning requirements and possible difficulties
Stating objectives	Creation of concise statement of objectives and purpose as a benchmark
Assessment/testing	Development of testing materials designed to measure the performance of the objectives
Development of maternal	Selection of effective instructional strategies followed by the development of materials based on the chosen strategies
Plot programs	Piloting the program to gauge the effectiveness of the materials as well as identify potential weaknesses through subsequent evaluation
Evaluation	Evaluation of the efficacy of the methods and materials

1. **Costs:** budget changes, unit costs, project cost variations, and sales expenses.

2. **Output:** Units produced, units assembled, productivity per hour, and applications reviewed.

3. **Quality:** Error rates, waste, defective products, customer complaints, and shortages.

4. **Time:** On-time shipments, production or processing time, overtime, training time, efficiency, and meeting deadline

INTRODUCTION TO THE ORGANIZATION

THE HIMALAYA DRUG COMPANY

Mr. Mohammed Manal founded the Himalaya Drug Company in the year 1930. Himalaya started its venture with one or two products using Ayurveda as its base. Presently, the company is producing around 136 products. It consists of pharmaceutical products; personal care products, health care products and animal health products. The company's total turnover for the year ended 2005 crossed approximately Rs 350 crores.

Seventy-five years ago, on a visit to Burma, Mr. Mohammad Manal observed restless elephants being fed roots to calm them down. Rauwolfia Serpentina was the plant used to make them. Fascinated by the plant's effects, he had them studied scientifically, which led to the development of Serpin, the world's first antihypertensive medication, in 1934.

The company began operations in Dehradun in 1930, and then expanded to Mumbai and other parts of the country. It opened a manufacturing factory at Makala, Bangalore, in 1975. Later, this location was designated as the company's corporate headquarters. The largest tablet-coating factory in India is located in Makala, and over 2,50,000 doctors in 60 countries trust and prescribe Himalaya Products.

Me raj Manal, son of Mohammad Manal is the Chairman of Himalaya Drug Company. The company has won many credentials like Good Manufacturing Practices (2001), Good Laboratory Practices, and ISO 9001-2000 in the year 2003 and many more. The revenue of the company comprises of 60 percent from pharmaceutical products, 20 percent from personal care products, 10 percent from exports and 5 percent each from general health and animal health products respectively.

The company is broadly divided into several departments. It can be broadly classified as:
- ❖ Manufacturing
- ❖ Marketing

❖ Finance

❖ HR & Administration

❖ Research and Development

❖ Information Technology

     ➢ Manufacturing comprises of Production & Production Planning, Projects, Purchase, and Quality Assurance and Engineering services.

     ➢ Marketing consists of Pharmaceutical division, Consumer products division and Animal Health division and International Marketing.

     ➢ HR & Administration includes Industrial Relations, Time office, Transport, Canteen and Security.

1) PRODUCTION AND PRODUCTION PLANNING

The handling of raw materials and other resources in the factory is the responsibility of this department. After that, there is quarantine, which includes quality assurance and sampling analysis. After being dispensed to manufacturing and batch processing, the materials are subjected to bulk analysis and IPQC (in process quality control) before being filled, sealed, and labeled for final packaging. The finished goods are delivered to the warehouse before being shipped out of the manufacturer. The supervisors monitor the entire process. Transit trials are done when a major change is proposed in packing material. Audits are conducted in various production and service department regarding general cleanliness, display adherence, adequate trained workers, stores etc.

2) PROJECTS

The Projects designs layout for setting up of plant specifying the spacing of machines, facilities, infrastructure etc. The designs are made specifically for production of ointment, liquids and tablets. The Projects prepares the blue print of the layout and oversees the operation of the entire procedure. The various functions include preparing decision document, inspection, quantification, performance and operation.

3) PURCHASE

The Purchase undertakes purchase of the requirements from all the departments, which varies from raw materials, stationary, lab equipments, glass, consumables, and maintenance equipments to herbs for laboratories. The purchase is made from approved sources and is made available at the right time, cost, quantity and quality. A vendor development program is also undertaken. The various documents involve Batch Manufacturing Record (BMR), Indents, Goods received note, Purchase order etc. As per the specifications of ISO 14001, the department needs to have registered dealers and it needs to maintain material safety data sheet (MSDS).

4) ENGINEERING SERVICES

Engineering Services comprises of Air conditioning maintenance, housekeeping, electrical maintenance, environmental concerns, and mechanical and communication services. Under the purview of safety comes emergency preparedness & fire prevention, accident report investigation, medical services, personal protection equipment, high risk operation, healthy and safety training etc. The functions include planning, implementation & operation, training & awareness, communication, documentation, monitoring and correction & prevention. The company is in the final stages of being certified by ISO 14001, the major aspects covered under ISO 14001 are training personnel for environmental management, recycling, waste minimization, setting up treatment plants, incarnation, reduce energy consumption and so on. This department is headed by Senior Manager assisted by managers and executives heads the hierarchy.

5) QUALITY ASSURANCE DEPARTMENT

The Himalaya Drug Company is ISO 9001 certified and the QA department ensures that the quality is maintained in all the products before dispensing it for distribution. IPQC is used for quality control (In process Quality Control). The functions include timely audits for quality control, documentation, handling customer complaints. Head of Quality Assurance leads the department, which is supported by Manager Quality Assurance and executives.

6) MARKETING

*PHARMACEUTICAL DIVISION

70% of the global pharmaceutical market is controlled by Indian pharma. Indian pharma contributes about twenty thousand crores worth medicines to global markets. Out of that Himalaya Drug Company is ranked at the thirty-first place in India. The pharmaceutical products evolved from the launch of Serpin, the hypertension drug in the year 1934. It was followed by launch of the liv.52 in the year 1955, which now stands as the sixth largest selling drug in the world.

The pharmaceutical division in Himalaya concentrates mainly on Product Management, Sales and Training.

This division mainly targets doctors as their primary clients who are contacted directly by the medical representatives. The medical representatives also educate the patients regarding the medicines and their applications. They also do a multi-probe attack on patients, chemists and other medical representatives. The main promotional tools include visual folders, posters, literature, gifts and product information leaflets and so on. For every product this division chalks out an annual marketing plan, which helps them to penetrate into the market. There is an Annual Cycle Meeting conducted with field staffs every year and also a quarterly meeting held in this department to discuss the plans and activities for the next quarter.

At present pharmaceutical division produces and markets about fifty health care products. Pharmaceutical section concentrates mainly on the following sections.

1. General Health
2. Children's Health
3. Women's Health
4. Men's Health

This division uses penetration pricing and the major competitors include Cipla, Ranbaxy, and Dabur.

*CONSUMER PRODUCTS DIVISION

The products can be divided into two categories: well-being and personal care. Honey, lip balm, Chyavanprash, Shahicool, throat drops, and pure herbs are among the well-being goods available. Baby care, oral care, skincare, hair care, and health care are all examples of personal care goods. There are around 89 exclusive retail shops in the United States and one abroad, as well as other multibranded outlets.

*INTERNATIONAL MARKETING

This department deals with exports of Himalaya products. The department is headed by International Marketing Manager who takes care of marketing operations, internal

registration cell and DTP also finalizes the distribution to new countries, monitors stock with distribution, new product development, also sees into the finalization of promotional materials and registration of a product. Executives in the logistics department negotiate air/freight charges, prepares proforma invoice and monitors movement of goods. The international registration cell deals with the submission of registration dossiers to various ministries as per requirement. And updates and reviews registration. The executive at the DTP are involved in designing customized packing, obtain quotations and negotiates cost.

7) RESEARCH & DEVELOPMENT

Research plays a key role in any field of study. Product development, quality control, and standardization are the focus of Himalaya's research and development. All of the goods are the result of extensive research and are made in cutting-edge facilities. Before reaching the market, each Himalaya product involves years of primary research.

Himalaya's research and development department is a combination of pharmacognosy, analytical chemistry, biochemistry, microbiology, immunology, histopathology, animal pharmacology, formulation development, medical departments and documentation.

Initial stages of product development starts from identification of crude herb, which takes the form of a refined product. Eighty scientists work in the research and development. Himalaya is having an art library, which has century old ayurvedic scripts, books and documents of the modern medicine too.

Research and development is divided into 13 sections. And an Executive Director heads the division. Each of these section deals with a new product development.

Before a drug is born and a product is released into the market, it goes through many phases of research, where it is tested, screened, experimented, re-tested and prepared for launch. Only after about ten years of research and development and clinical testing, the company launches a new product into the market.

After a new drug is found out, it will be tested on volunteers or on persons who are suffering from that disease for which the medicine has been developed. If results of that medicine are 80-90% satisfactory then the company goes for registration with drug control authorities. On getting the approval, the drug is ready for manufacturing.

When a new product is introduced, the first 3 batches are manufactured under supervision of research and development and quality assurance personnel to enable effective transfer of technology from research and development to production. The research and development is also involved in product re-formulation necessary for cost saving.

8) HR & ADMINISTRATION

The HR & Administration has the following that come under its purview.

- ❖ Industrial Relations
- ❖ Time office
- ❖ Canteen
- ❖ Security
- ❖ Transport

The main functions of HR comprise of *recruitment, selection*, *placement, induction, training & development, performance appraisal*, *formulation of policies* and *so on*. The *salary, promotion, transfer*, *recruitment, and resignation* all processing is done in this department. The processes involved in recruitment are technical interview, HR interview etc. The welfare measures undertaken by this department are canteen, transportation, medical check up, loans, advances, PF, uniforms, safety measures like gloves, marriage gift, bonus, product purchase scheme, death relief fund and so on. There is 4 office staff headed by the head HR.

INDUSTRIAL RELATIONS

A manager legal who directly reports to the Head HR handles this section. He acts as a liaison between workers and management. He mediates industrial disputes, meets statutory obligations, handles grievances of employees also holds union negotiations. He also takes an active part in the domestic enquiry conducted.

TIME OFFICE

The time office function includes maintenance of attendance as well as all records pertaining to workers. Wages calculation also comes under its purview. There are around 750 workmen in this company. It follows the indexing system for maintaining records. It

also conducts domestic enquiry regarding any matters at the workmen level. Executives of different grades along with 6 office bearers handle the section. The executives directly report to the Head HR.

CANTEEN

The canteen is headed by an executive welfare, which reports to the Head HR. and 3 supervisors. The workers are divided as general workers and canteen helpers, which comes to 60 in number.

SECURITY

The security division is managed on a contract basis. Guards have a 96 strength rating. There are four shifts available. It is supervised by a security officer, six assistant security officers, and twelve head guards. Their primary responsibilities are to preserve and maintain the factory's security. Firefighting and emergency procedures are also taught to the guards. The security officer reports directly to the Head of Human Resources.

TRANSPORT

This department takes care of the transport needs of the company. There are 2 executives of different grades who report to the Head HR. around 326 staff is given free transportation in 12 buses. There are 40 cars for managerial level staff. All together there are 14 drivers and 4 cleaners.

9) INFORMATION TECHNOLOGY

The hierarchy in the IT consists of 2 IT managers who report to CFO. Below the IT manager comes software developers and helpdesk executives. Below them consists of 2 executives respectively. The software developer develops various applications and the helpdesk deals with networking. The company has got in-house developed integrated ERP software, which it uses and soon it plans to get new software called ORION from an outside consultancy. All sections except the finance department use the software. The company

has WIFI in selected areas. The company has a lease line and a back up line which is wireless.

The Internet service providers are Sift and uses HCL for Virtual Private Network .It has got a back up called SAN (storage area network) there is a Rapid Application Tool called "Magic". Moreover it uses DBMS SQL 2000 and is planning to go for ORACLE Server 99.The Operating System used is Windows 2003. The office automation used is MS office. The Value Chain Management Software enables to keep track of sales and stock at different point of time. There are about 300 PC's and 4 or 5 servers in the company. In order to ensure the security system there are E-mail filters, floppy is not allowed, there is an online anti virus and copying is done only at a central location.

10) FINANCE:

Finance is headed by the CFO (Chief Financial Officer). Himalaya is a partnership firm. And has got an in-house capital structure with no division of shares. Budgeting is done annually. Official bank is Union *Bank of India* and *Citi Bank*. Followed by CFO is the Manager Cost accounts, Manager Financial Planning and Analysis and Manager legal and treasurer, who look after tax, working capital management etc. Executives are assigned for various functions like, accounts payable, receivable, general ledger, payroll etc.

Company's Mission

- ❖ We will meet the health demands of each customer by using well-researched, effective, and safe treatments derived from nature's bounty.
- ❖ We'll think about the rest of the globe, as well as our own market, and make international quality standards our passion.

Through the whole devotion of each member of the Himalaya family, we will maintain customer-friendly prices and proudly participate in securing India's rightful place in the global economy.

QUALITY POLICY

Researching Nature – enriching Life – Since 1930

Developing pharmaceutical-grade health and personal care products that are safe and effective

- ∾ Maintain international quality standards and ensure India's rightful role in the global economy by meeting or exceeding customer expectations on a continual basis.
- ∾ Each Himalaya employee's commitment to excellence is reflected in their quality performance. It is accomplished through collaboration and a continuous improvement process.
- ∾ Our love for Himalaya is unconditional, and we are fully committed to its principles. Nothing less than complete satisfaction is acceptable for anyone who comes into contact with Himalaya.

ENVIRONMENTAL POLICY

In accordance with the environmental principle of The Himalaya Drug Company to line in harmony with the environment, The Himalaya Drug Company is committed to the protection of health and environment.

To fulfil the policy requirement, the Himalaya Company accepts responsibility for the following:

- Waste minimization will be pursued throughout the site and when wastes have to be disposed off; they will whenever practicable be reused or recycled by third parties.
- Minimizing the cause of significant environment effect by identifying, evaluating and assign appropriate responsibility.
- Training the personnel at all levels in Environmental management and assigning appropriate responsibility.
- In managing emission to air, water and land, The Himalaya Drug Company will observe the principle of eliminate, reduce, reuse, recycle, dispose.
- Reduce energy consumption and air emission by monitoring on a continual basis.
- Reduce noise at source itself.
- Make available the environmental policies to the public and government pollution control authorities.

LITERATURE REVIEW

Training is the process of supporting a person in increasing his or her efficiency and effectiveness at work by enhancing and updating his or her professional knowledge, developing work-related abilities, and fostering proper behaviour and attitude toward work and people.

Training could be designed either for improving present at work or for preparing a person for assuming higher responsibilities in further which would call for additional knowledge and superior skills. Training is different education particularly formal education. While education is concerned mainly with enhancement of knowledge, training aims essentially at increasing knowledge, stimulating attitude and imparting skills related to a specific job. It is a continuous and life long process. Training provides an atmosphere of sharing and synthesizing, with the help of the trainers, the information already available on the subject. Training is a time bound activity program. Thus there is a separate specialized discipline of trainers socializing in the field of human activity.

RESEARCH METHODOLOGY

INTRODUCTION:

Methodology for conducting research is a method for solving the research problem in a systematic manner. It's a meticulous investigation. Alternatively, liquidity. especially well-executed Look for new information in any field of study.

SOURCE OF DATA

Both primary and secondary data gathering methods are used to obtain data.

PRIMARY DATA

The data are collected through:

> ➢ An Interview is conducted from the executives
>
> ➢ A Questionnaire is constructed and is given to the E-level and M-level people of the organization department for their response.

SECONDARY DATA

That data were collected through

> ➢ Previous reports
>
> ➢ Company newsletters and Websites
>
> ➢ Management books, documents

RESEARCH DESIGN

This is descriptive in nature, which aimed to capture cause & effect relationship by eliminating compacting explanation of observed findings.

RESEARCH INSTRUMENT

The instrument used in collecting the primary data was structured questionnaire.

SAMPLING PLAN

It is not possible to collect information from the whole universe, the researcher reports to sampling method "sample" is that portion of the universe of population, which is selected as representative for the purpose of the study. If in a known fact, that smaller the sample size higher will be the statistical error. Hence optimum size of 'so' is chosen. The dependents freely expressed their ideas, convenience sampling is applied in this study.

1. Sample unit/ Sample size

The data is collected from the population constitute the sample size. The study covers the employees of Executive level and manager level people in the company. The total population is 2100. The strength of executives and manager is 654. The sample size for the study is
50.

Data collection

With the prior permission of the head of the department the researcher meets the dependents that are freely able to answer. First of all a rapport is created with the respondents by clearly informing them the nature & objects of the study. The respondents are asked to take his own time & doubt if any regarding question are classified. In order to gather relevant & true data, the respondent are given assurance that the data gathered are highly confidential in nature & are purely for the purpose of research study.

Tools used for analysis

Simple percentage analysis method

Here the researcher collected info. From the sample "sample" is that portion of the universe of the population, which is selected on the representative for the purpose of the study. Smaller the sample size higher will be the statistical error.

Method to collect simple percentage Analysis

$$SPA = \frac{\text{No. Of respondents}}{\text{Total No. Of respondents}} \times 100$$

Method to calculate Likert's scale analysis. The schedule is saved on Likert's scale, the mean value of each factor is found out. If the mean value is greater than 3, it is interpreted that the respondents are favourable to the statement that in they are not satisfied with the statement.

Assigning the point's value to the satisfier & analyzing them. The researcher denoted the level of satisfaction below.

Level of satisfaction	Frequency
Strongly agree	5
Agree	4
Neutral	3
Disagree	2
Strongly disagree	1

Correlation

Correlation refers to the relationship of two or more variables. Correlation is the statistical analysis, which measures and analysis the degree or extents to which two variables fluctuate with reference to each other.

Karl Pearson's **coefficient of correlation**

$$r = \frac{\Sigma xy}{}$$

$$\sqrt{\Sigma x^2 . \Sigma y^2}$$ If r= +1 then it is positive correlation and when r= -1 then it is negative correlation.

Single proportion test

Here null hypothesis and alternative hypothesis is arrived the formula used to calculate is:

P= 0.5 Q= 0.5

$$Z = \frac{p - P}{\sqrt{PQ/N}}$$

If the calculated value is greater than the table value, alternative hypothesis accepted and the null hypothesis is rejected and vice versa.

SCOPE OF THE STUDY

The development of any organization depends on its employees. For organizational productivity training and development assumes great significance. Training aims at increasing the knowledge and skills of the employee whereas organizational development on the other hand refers to overall improvement of the organization such as its structure, objectives, policies and procedures including managers and employees. Organizational development can be achieved by hiring the services of the professional's consultants. Training and development programs are often viewed as part of organizational development.

A better knowledge about these things can facilitate the trainer as well as the trainee in conducting and benefiting from the training. But training being a very complex process makes it a bit difficult. So the best way to achieve it is by studying and analyzing the feedback of employees as well as managers. The project includes collecting information from staffs of Himalaya Drug, analyzing it, interpreting it, and concluding useful suggestions from it.

OBJECTIVES OF THE STUDY

1. To identify the need of Training & Development and impact of the programme conducted already.

2. To improve the new entrants the basic knowledge & skill they need for an intelligent performance of definite tasks.

3. To find out what extent the trainees are involved in the training programme.

4. To identify the individual who lack in certain skill or who will be required to face new technology.

LIMITATION OF THE STUDY

1. The duration for the project is short & so the researches could not go in depth of the study.

2. As the study is wide in nature all matter regarding the study could not be analyzed & taken for consideration.

3. Response is confined to the limited samples.

4. Data totally depending on the respondent's view which could change drastically or slowly

5. Relocate of the execution in answering vital question was there, even though confidentiality was proved.

ANALYSIS AND INTERPRETATION

TABLE 1

TABLE SHOWING THE YEARS OF EXPERIENCE

S.No.	Frequency	No. of Respondents	Percentage (%)
1.	0-5 yrs	16	32
2.	5-10 yrs	18	36
3.	10-20 yrs	13	26
4.	20-30 yrs	3	6
	Total	**50**	**100**

Interpretation

The above table shows that 32% of the respondents belongs to the age group 0-5 and 36% of respondents belongs to 5-10 and 26% of respondents belongs to age group 10-20 and 6% of respondents belongs to age group of 20-30.

CHART NO. 1
CHART SHOWING THE YEARS OF EXPERIENCE
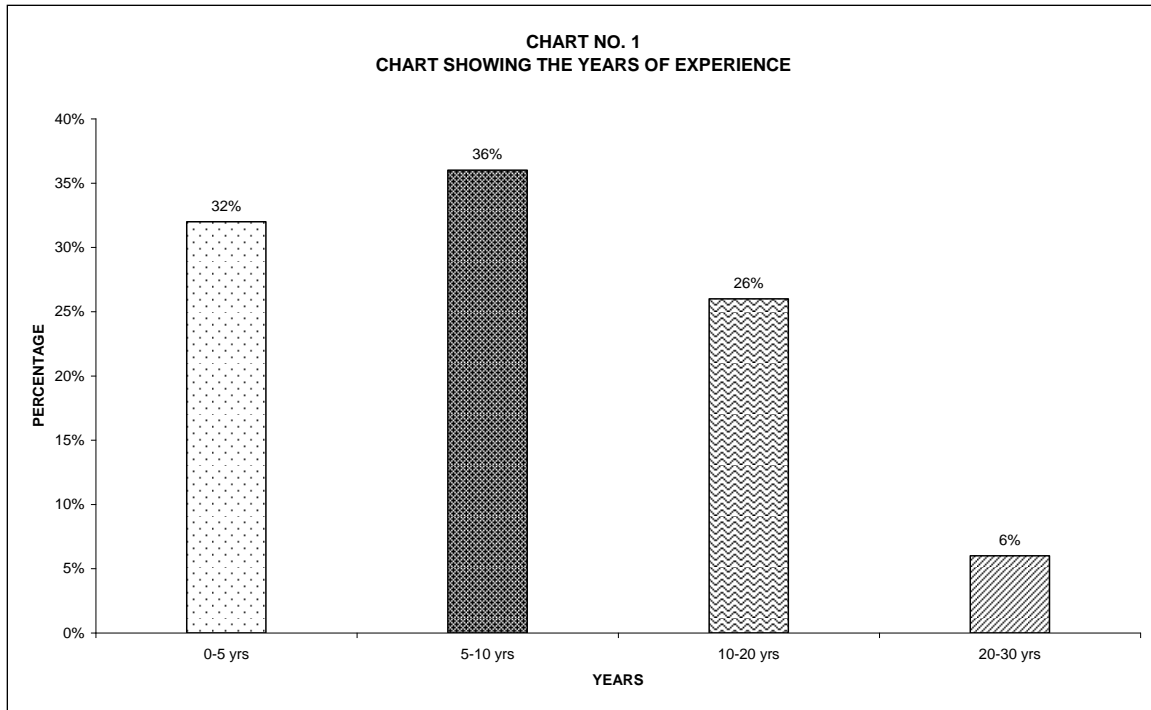
TABLE 2

TABLES SHOWING THE TRAINING NEED INDENTIFICATION

S.No.	Frequency	No. of Respondents	Percentage (%)
1.	Skill Matrix	5	10
2.	Performance Appraised	40	80
3.	Department needs	3	6
4.	Nomination	2	4
	Total	**50**	**100**

Interpretation

The above table indicates that about 10% of respondents is identified through skill matrix and 80% of respondents through performance appraised and 6% of respondents through department needs and 4% of respondents through nomination.

CHART NO. 2
CHART SHOWING THE TRAINING NEED INDENTIFICATION
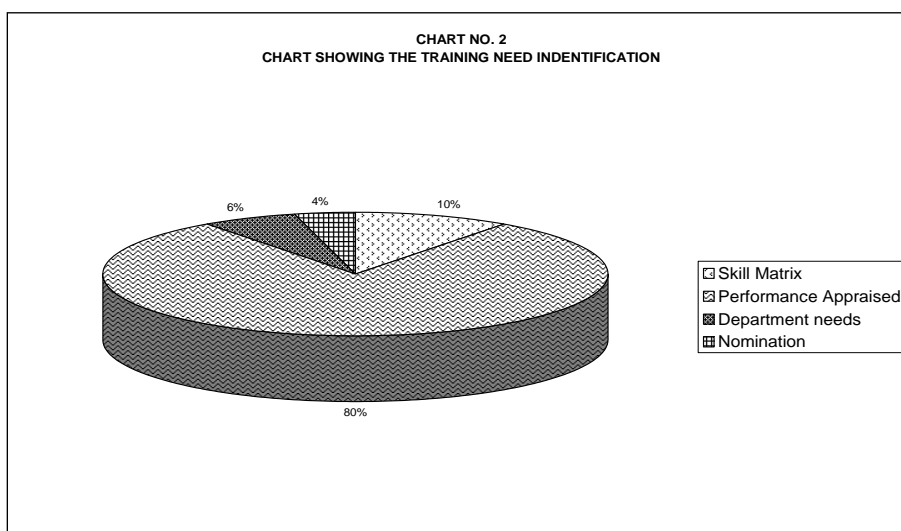
TABLE 3

**TABLE SHOWING HOW OFTEN THE TRAINING PROGRAMME IS BEING
CONDUCTED**

S.No.	Frequency	No. of Respondents	Percentage (%)
1.	Monthly	3	6
2.	Quarterly	9	18
3.	Yearly	19	38
4.	Frequently	19	38
	Total	**50**	**100**

Interpretation

The above table shows that 6% of the respondents are of the opinion training
programme is conducted monthly and 18% of respondents have undergone
quarterly and 38% of respondents have undergone yearly and 38% of
respondents have undergone frequently.

CHART NO. 3
CHART SHOWING HOW OFTEN THE TRAINING PROGRAMME IS BEING CONDECTED
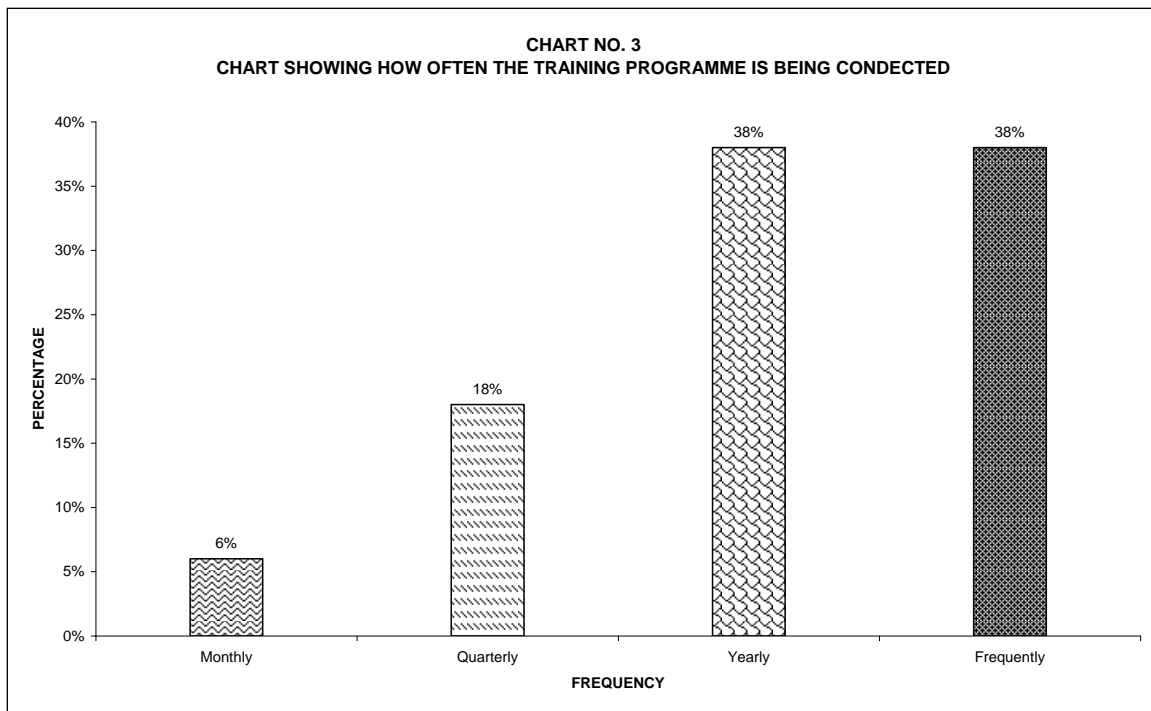
TABLE 4

**TABLE SHOWING HOW EMPLOYEES ARE NOMINATED FOR THE
TRAINING PROGRAMME**

S.No.	Frequency	No. of Respondents	Percentage (%)
1.	Randomly	4	8
2.	Self-nomination	2	4
3.	Department wise	8	16
4.	Need base	36	72
	Total	**50**	**100**

Interpretation

This table indicates that 8% of respondents are nominated for the training
programme randomly and 4% of respondents are nominated by self
nomination and 16% of respondents are nominated Department wise and
72% of respondent are nominated through need base.

CHART NO.4
CHART SHOWING HOW EMPLOYEES ARE NOMINATED FOR THE TRAINING PROGRAMME
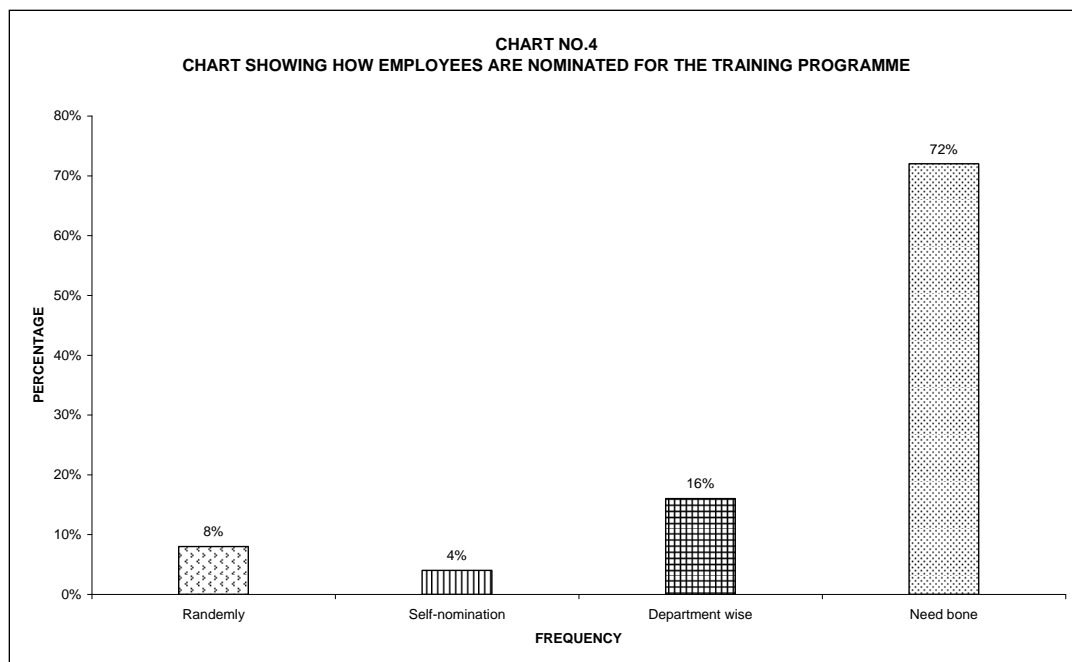
TABLE 5

TABLE SHOWING THE TRAINING PROGRAMME UNDERGONE

S.No.	Frequency	No. of Respondents	Percentage (%)
1.	Technical training	11	22
2.	On Job Training	14	28
3.	Soft Skill	9	18
4.	If other, please specify	16	32
	Total	50	100

Interpretation

The above table shows that 22% of the respondents have undergone technical training recently and 28% of respondents have undergone On Job Training and 18% of respondents have undergone soft skill training and 32% respondents have undergone none of the above training programme.

CHART NO.5
CHART SHOWING THE TYPE OF TRAINING PROGRAMME UNDERGONE
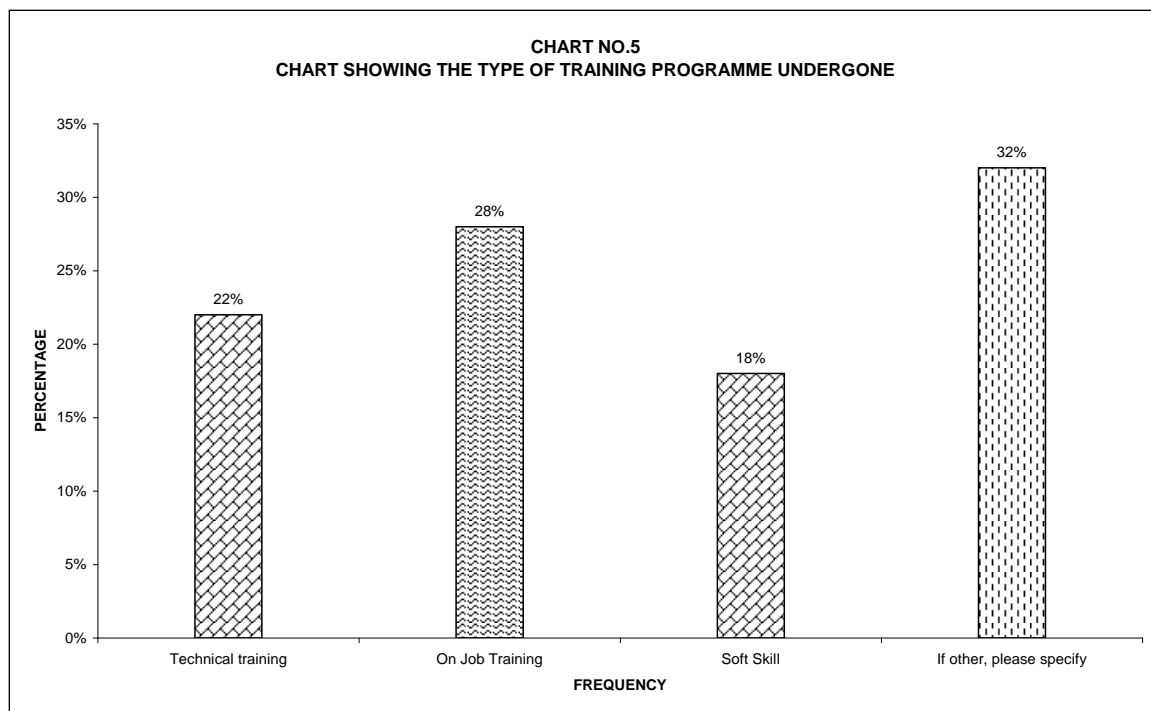
TABLE 6

TABLE SHOWING THE EFFECTIVENESS OF TRAINING PROGRAMME

S.No.	Frequency	No. of Respondents	Percentage (%)
1.	Excellent	6	12
2.	Very good	27	54
3.	Average	14	28
4.	Below Average	3	6
	Total	50	100

Interpretation

This table show that 12% of respondent are of the opinion that training programme is excellent and 54% of respondents are of the opinion that training is very good and 28% of respondent are of the opinion that training programme is average and 6% of them below average.

CHART NO. 6
CHART SHOWING THE EFFECTIVENESS OF TRAINING PROGRAMME
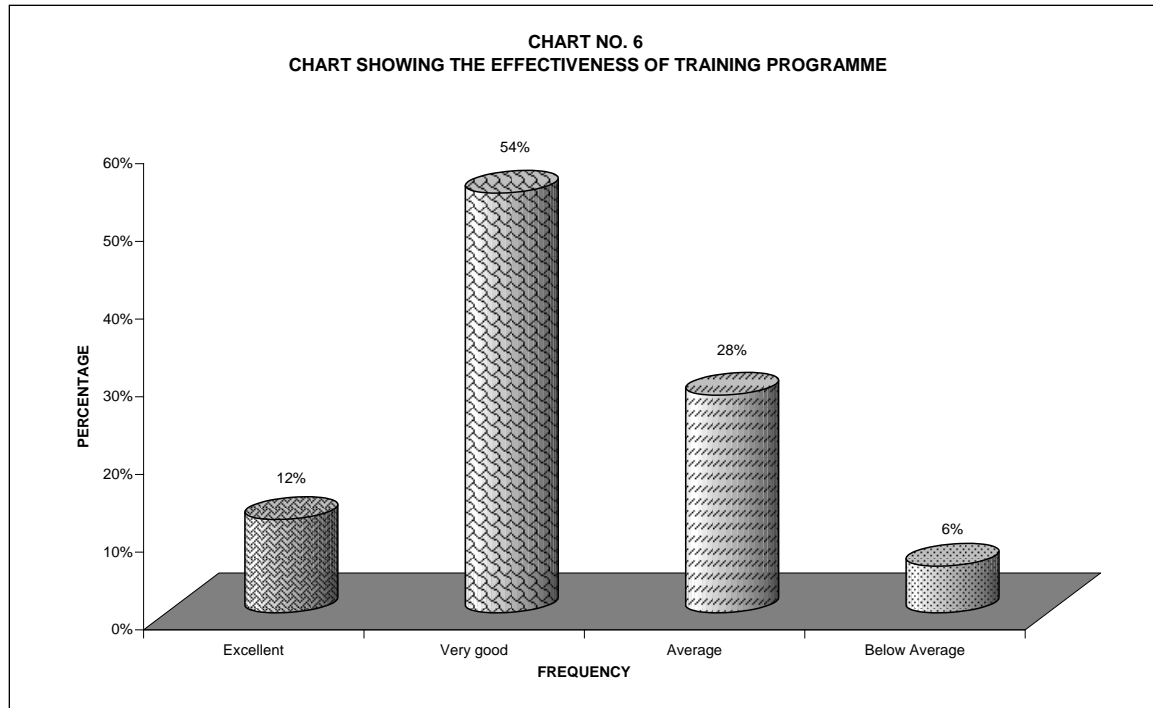
TABLE 7

**TABLE SHOWING HOW SUPERVISORS MAKES A FAIR JUDGEMENT
REGARDING THE TRAINING EFFECTIVENCESS**

S.No	Frequency	No. of Respondents	Likert scale	Likert Value
1.	Strongly agree	12	5	60
2.	Agree	37	4	148
3.	Neutral	-	3	-
4.	Disagree	-	2	-
5.	Strongly disagree	1	1	1
	Total	**50**		**209**

$$\overline{X} = \frac{\Sigma FX}{N} = \frac{209}{50} = 4.1 \qquad \text{Mean} = 4.18$$

Interpretation

This table shows that 98% of the respondents agree that the supervisor regarding the training effectiveness makes a fair judgment and only 2% of the respondent disagree the above statement.

Likert scale

The table shows that the average respondent score is 4.18. It shows that the supervisor makes a fair judgment regarding the training effectiveness.

CHART NO. 7
CHART SHOWING THAT SUPERVISOR MAKES A FAIR JUDGEMENT REGARDING THE TRAINING
EFFECTIVENESS

1%
0%
0%
60%
148%

☑ Strongly agree
▨ Agree
▨ Neutral
▨ Disagree
▨ Strongly disagree
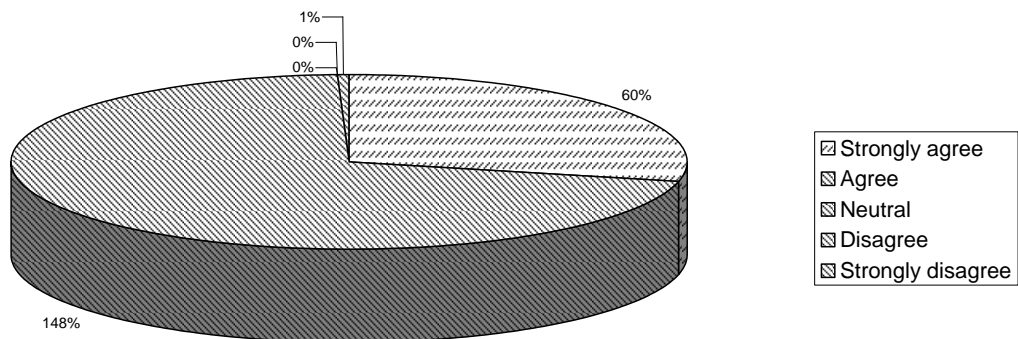
TABLE 8

**TABLE SHOWING MANAGEMENT SUPPORTS TO DEVELOP &
CONTRIBUTE BETTER TO THE ORGANISAITON**

S.No.	Frequency	No. of Respondents	Likert scale	Likert Value
1.	Strongly agree	12	5	60
2.	Agree	38	4	152
3.	Neutral	-	3	-
4.	Disagree	-	2	-
5.	Strongly disagree	1	1	1
	Total	**50**		**212**

$$\bar{X} = \frac{\Sigma FX}{N} = \frac{212}{50} = 4.24 \qquad \textbf{Mean = 4.24}$$

Interpretation

This table shows that 76% of the respondent agrees that a fair
judgment support them to develop their potentials and contribute better to
the organization and 24% of the respondent strongly agree and none of them
disagree to the statement.

Likert scale

The above table shows that the average respondent score is 4.24. It shows that management supports them to develop their potentials and contribute better to the organization.

CHART NO. 8
CHART SHOWING THAT MANAGEMENT SUPPORTS TO DEVELOP POTENTIALS AND CONTRIBUTE BETTER TO THE ORGANISATION

1%
0%
0%
60%
152%

- ☑ Strongly agree
- ⊞ Agree
- ⊞ Neutral
- ⊞ Disagree
- ⊞ Strongly disagree
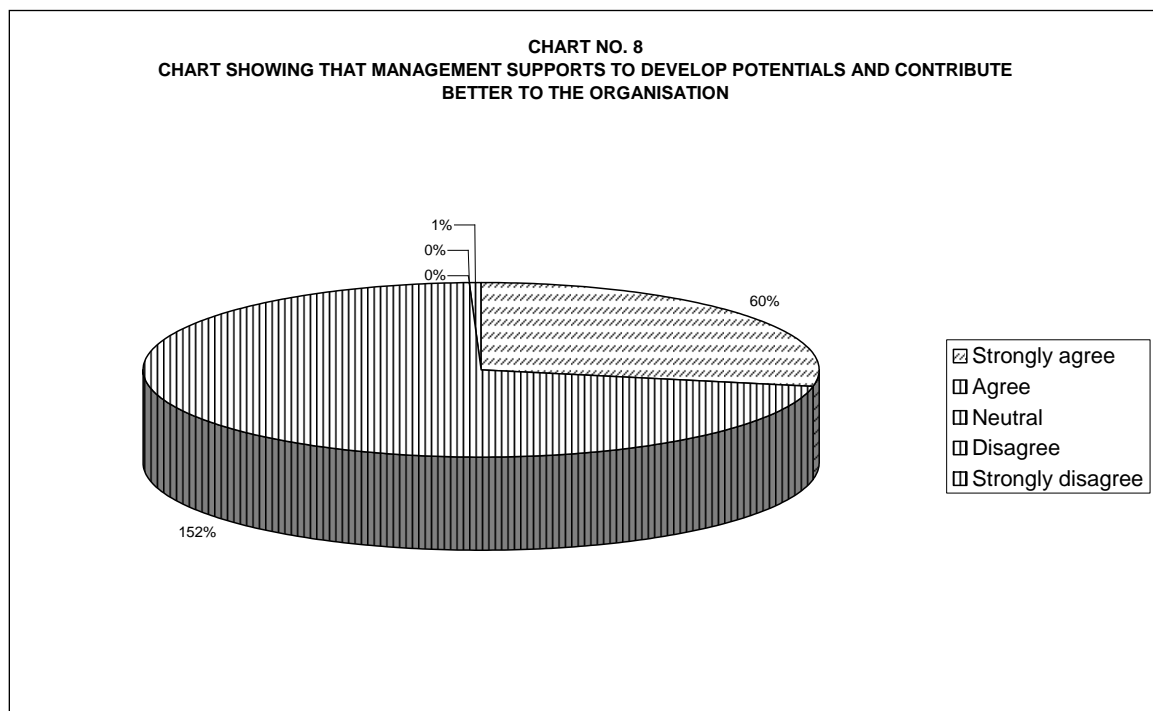
TABLE 9

TABLE SHOWING THE BENEFITS TO THE ORGANISAITON THROUGH TRAINING PROGRAMME

S.No	Frequency	No. of respondents	Percentage (%)
1.	Increased productivity	1	2
2.	Heightened moral	-	-
3.	Organizational stability	1	2
4.	Standardized quality	2	4
5.	Goal Orientation	2	4
6.	Foster a spirit of team work	-	-
7.	Customer friendly relationship	-	-
8.	All of the above	44	88
	Total	**50**	**100**

Interpretation

This table shows that 2% of respondent are of opinion that training programme benefits the organization in term of increased productivity, organizational stability and 4% of the respondent are of the opinion that training programme benefits the organization in term of standardized quality goal orientation and 83% of respondent are of the opinion that all the above term benefit the organization.

CHART NO.9
CHART SHOWING THE BENEFIT TO THE ORGANISATION THROUGH TRAINING PROGRAMME
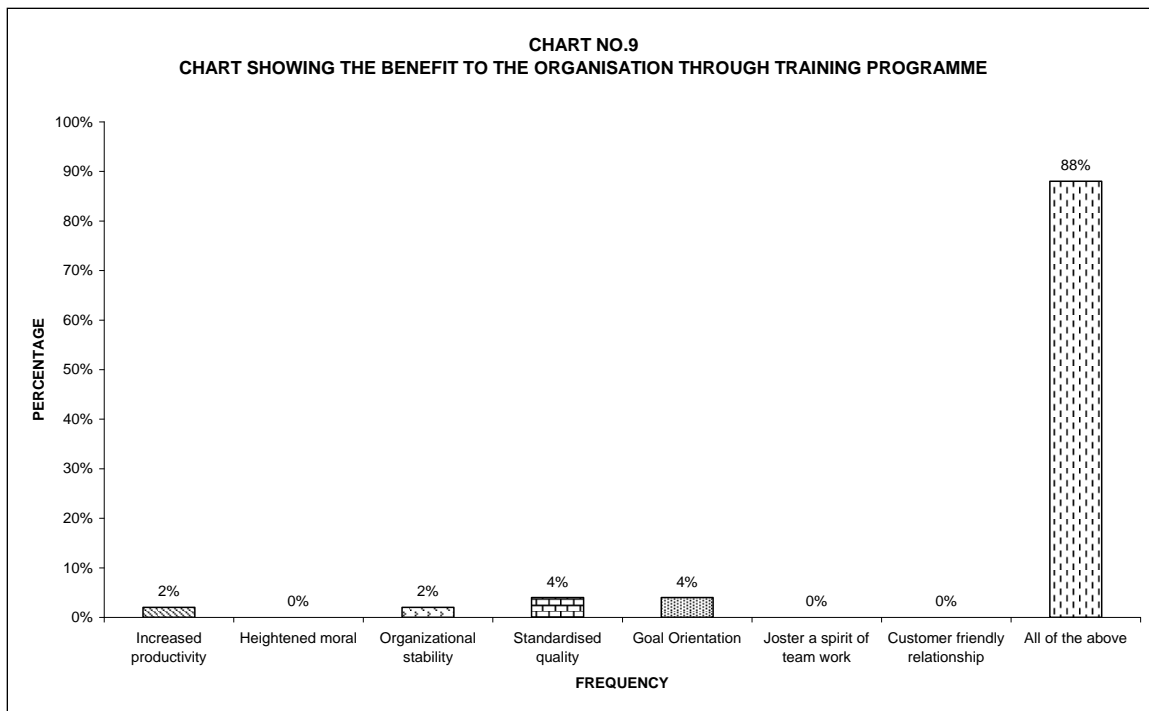
TABLE 10

TABLE SHOWING THE TRAINING PROGRAM PROVIDED TO THE EXECUTIVES

S.No	Frequency	No. of Respondents	Percentage (%)
1.	Relevant to my job	4	8
2.	Helps me to perform better	3	6
3.	Helps me to move	-	-
4.	Ahead in my career	-	-
5.	Is at per with the current technology	-	-
6.	All of the above	43	86
7.	Any other specify	-	
	Total	**50**	**100**

Interpretation

This table shows that about 8% of respondents are of the opinion that training is relevant to there job and 6% of the respondents are of the opinion that training helps to perform better and 86% of respondents are of the opinion that all of the above criterions are at par.

CHART NO. 10
CHART SHOWINGH THE TRAINING PROGRAM PROVIDED TO THE EXECUTIVES

TABLE 11

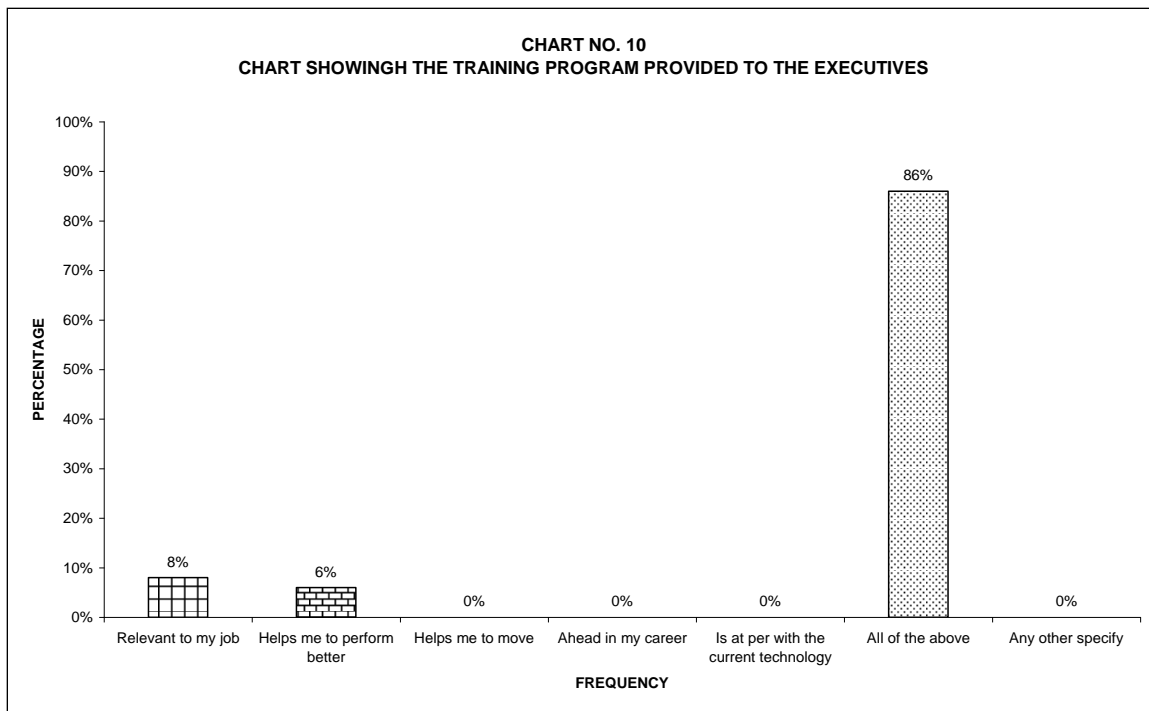**TABLE SHOWING THE CAREER PLANNING PROSPECTS ARE BASED ON THE TRAINING EFFECTIVENESS**

S.No.	Frequency	Number of Respondents	Percentage (%)
1.	Yes	36	72
2.	No	14	28
	Total	**50**	**100**

Single proportion test

H_0: Majority of the respondent disagree, that the career planning prospects are based on the training effectiveness

H_1: Majority of the respondent agree, that the career planning prospects are based on the training effectiveness

$$p = 36/50 = 0.72$$

Test statistic

P= 0.5   Q= 0.5

$$Z = \frac{p - P}{\sqrt{PQ/N}} = \frac{0.72 - 0.5}{\sqrt{0.5 \times 0.5/50}} = 3.14$$

Calculated value = 3.14
Table value = 1.645

Interpretation

The calculated value is greater than the table value so we accept the alternative hypothesis and reject the null hypothesis. Majority of the respondent agree that the career planning prospects are based on the training effectiveness.
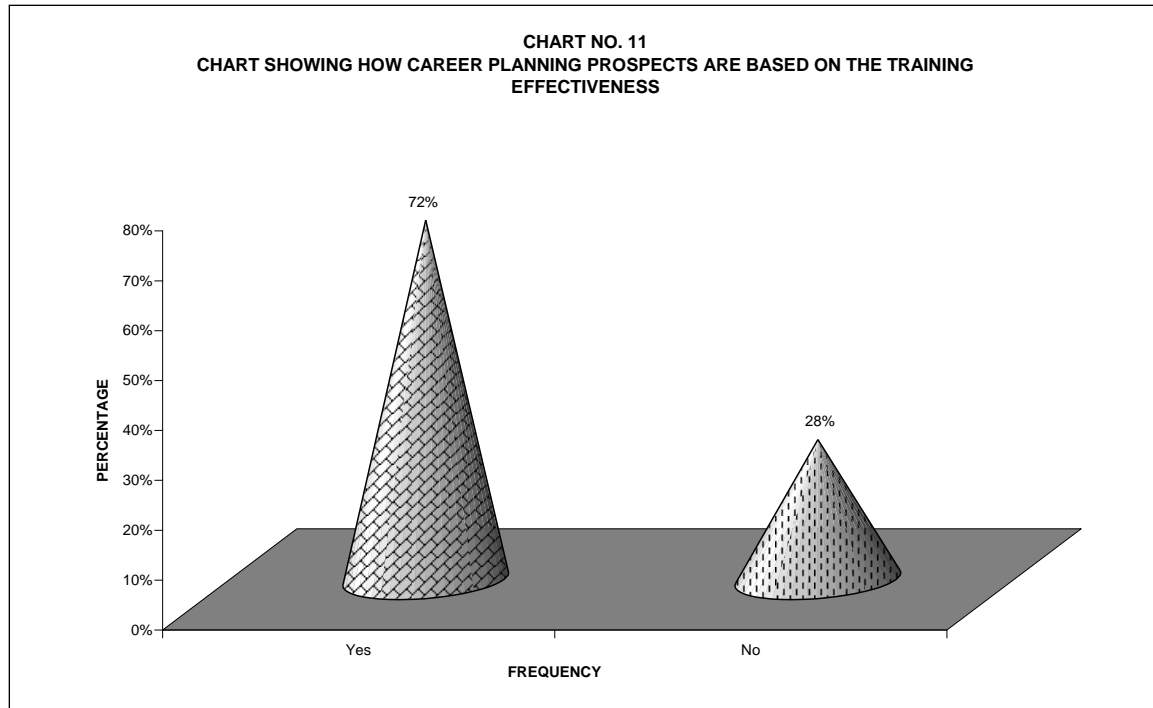
CHART NO. 11
CHART SHOWING HOW CAREER PLANNING PROSPECTS ARE BASED ON THE TRAINING
EFFECTIVENESS

TABLE 12

TABLE SHOWING THE MAJOR LEARNING AND EXPERIENCE FROM THE TRAINING PROGRAMME

S.No	Frequency	No. of respondents	Percentage (%)
1.	Decision making	3	6
2.	Self development	13	26
3.	Job satisfaction	-	-
4.	Leadership	4	8
5.	Interpersonal skills	2	4
6.	Technical skill	7	14
7.	All of the above	21	42
	Total	**50**	**100**

Interpretation

This table shows that 6% of the respondents the their major learnings and experience is decision making and 26% of respondent is self development 8% of respondent learned leadership, 4% of the respondent have learned interpersonal skills and 14% of the respondent have learned technical skill and 42% of the respondent learned all of the above.
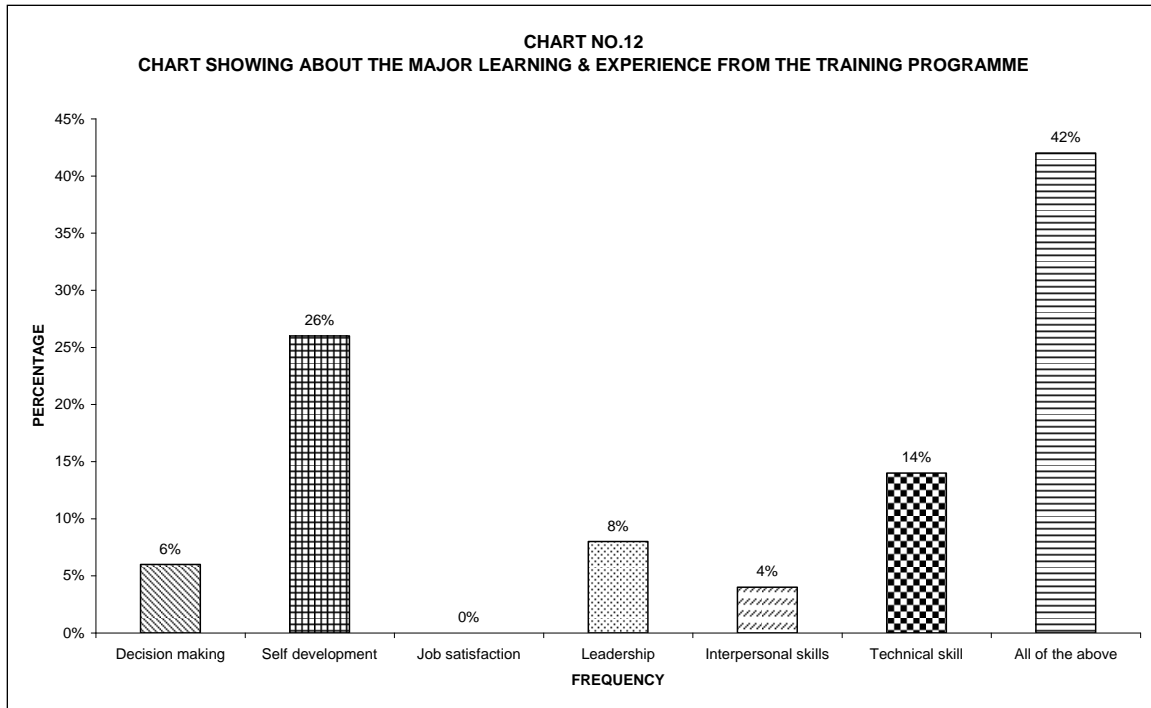
48

CHART NO.12
CHART SHOWING ABOUT THE MAJOR LEARNING & EXPERIENCE FROM THE TRAINING PROGRAMME

TABLE 13

TABLE SHOWING THE OPINION AND SUGGESTION ARE CONSIDERED DURING THE TRAINING PROGRAMME FEEDBACK SESSION

S.No.	Frequency	No. of Respondents	Percentage (%)
1.	Yes	48	96
2.	No	2	4
	Total	50	100

Single Proportion Test

H0: Majority of the respondent disagree that opinion and suggestion are considered during the training program feedback session.

H1: Majority of the respondent agree, that their opinion and suggestion are considered during the feedback session

$p = 48/50 = 0.96$

Test statistic:

P= 0.5 Q= 0.5

$$Z = \frac{p - P}{\sqrt{PQ/N}} = \frac{0.96 - 0.5}{\sqrt{0.5 \times 0.5/50}} = 6.57$$

Calculated value = 6.57

Table value = 1.645

Interpretation

The calculated value is greater than the table value so we accept the alternative hypothesis and reject the null hypothesis. Majority of the respondent agree to the above statement.

CHART NO. 13
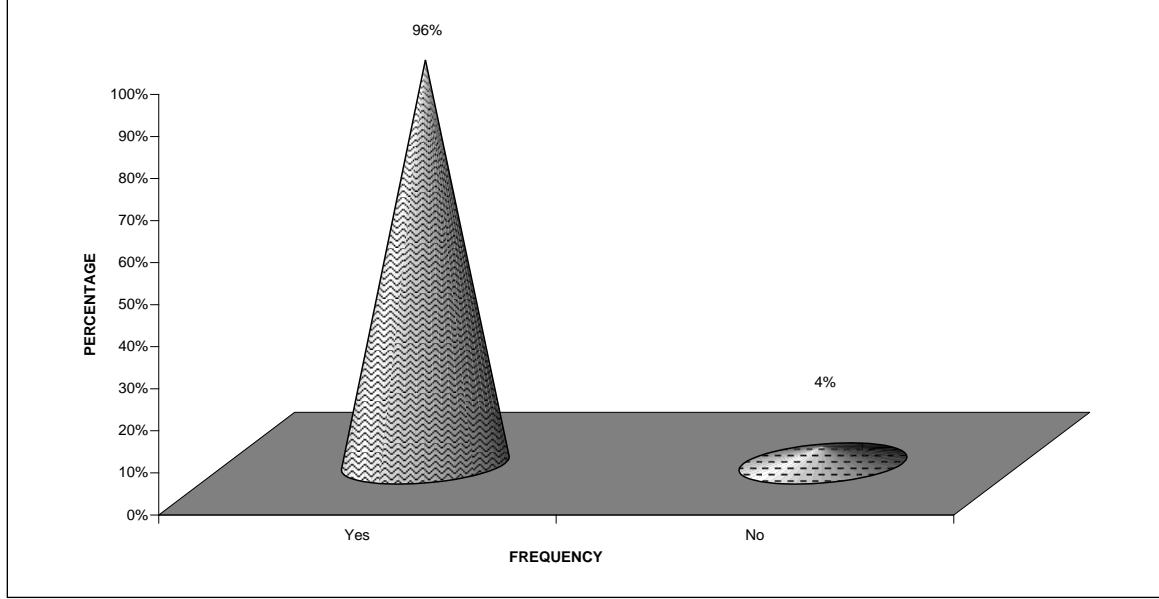**CHART SHOWING THAT OPNINION & SUGGESTION ARE CONSIDERED DURING FEEBACK SESSION**

TABLE 14

TABLE SHOWING THE EFFECTIVE IMPLEMENTATION THROUGH TRAINING PROGRAMME

S.No.	Frequency	No. of respondents	Percentage (%)
1.	Yes	46	92
2.	No	4	8
	Total	50	100

Single Proportion Test

H_0: Majority of the respondent disagree that opinion and suggestion are considered during the training program feedback session.

H_1: Majority of the respondent agree, that their opinion and suggestion are considered during the feedback session

$p = 46/50 = 0.92$

Test statistic:

$$Z = \frac{p - P}{\sqrt{PQ/N}}$$

Calculated value = 6
Table value = 1.645

Interpretation

The calculated value is greater than the table value so we accept the alterative hypothesis and reject the null hypothesis. Majority of the respondent agree to the above statement.

CHART NO. 14
CHART SHOWING THE EFFECTIVE IMPLEMENTATION THROUGH TRANING PROGRAMME
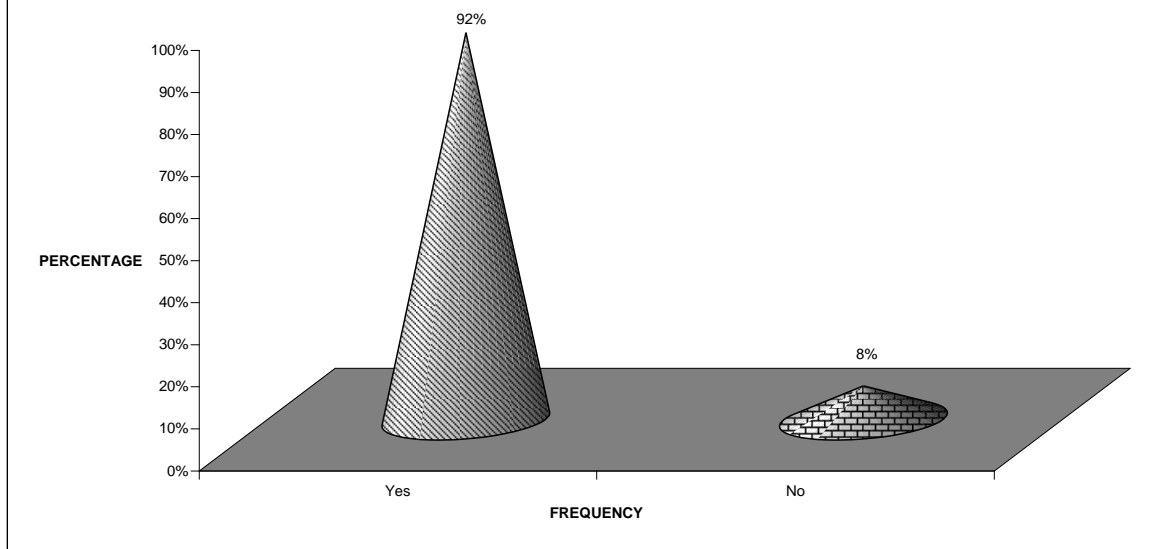
TABLE 15

TABLE SHOWING THE TRAINING AREA, WHICH NEEDS IMPROVEMENT

S.No.	Frequency	No. of Respondents	Percentage (%)
1.	Technical knowledge	14	28
2.	Software skill	16	32
3.	Communication skill	10	20
4.	Leadership& Team building	10	20
	Total	50	100

Interpretation

This tables show that 28% of the respondent need improvement in technical and 32% of the respondent need improvement in software skill and 20% of the respondent in communication and 20% of the respondent need improvement in leadership and team building.

54

CHART NO. 15
CHART SHOWING THETRAINING AREA, WHICH NEED TO IMPROVEMENT

20%   28%

20%

32%

☑ Technical knowledge
☒ Software skill
⊟ Communication skill
◨ Leadership& Team building
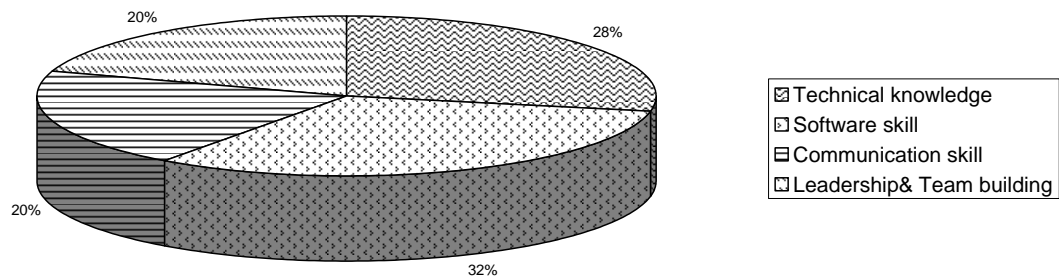
FINDINGS

- 68% of the respondent have ape below 10 & 32% of the respondent have above 10 years of experience.

- 80% of the respondents have the opinion that training need is identified through performance approval.

- Most of the respondents (38%) have the opinion that the training programme in conducted yearly or frequency.

- Majority of the respondents (72%) are nominated for the training programme through need base.

- Majority of the respondent (94%) have the opinion that training programme is effective.

- Majority of the respondent (98%) agree with the supervisor judgment regarding the leaning effectiveness.

- Majority of the respondent (66%) have the opinion that training program like personality development programme needs improvement.

SUGGESTIONS

- The duration & the content of the training programme should be systematized to suit the needs of the employees.

- There should be a proper training calendar, which has to be followed by the executives.

- Executives should be provided with additional monetary benefits or promotion as a result of the training undergone by them.

- Training programme should not be rigid.

- The company should take great care in explaining the importance and benefits of such training programme to all its employees, so that employees will voluntarily participate in the programme.

- Companies also can use qualitative data such as work habits, attitudes, development, adaptability, and initiative to evaluate training programs.

- If the performances of the individuals are not improved as desired they should be given re-training.

CONCLUSION

The greatest discovery of this generation: human being can alter their lives by altering their attitude which can be done only through training.

Training the human resources is more important in order to utilize manpower effectively & efficiently modernization needs more training for employees in order to meet necessities for improving quality, production etc. So training is an important area where manpower is moulded & retained to work better.

The training & development activity in the Himalaya Drug Company is carried out very effectively. Training need are assessed based on performance appraisal and achievements of key resulting areas (KRA's).

The company should provide training frequently in order to improve their work style. It is clearly seen in this organization that the Human Resource Development aspects are effectively implemented By way of efficient training and development programme.

BIBLIOGRAPHY

KOTHARI C.R   RESEARCH METHODOLGY
                                      VISHWAM PRAKASHA
                                      NEW DELHI - 1999

MEMORIA C.B   PERSONAL MANAGEMENT
                                      HIMALAYA PUBLISHING

S.C GUPTHA &   "ELEMENT OF STATISTICS"
V.K KAPOOR   SULTHAN CHAND & SONS

COMPANY WEBSITE   www.himalayahealthcare.com
                                      www.eikipedia.com

Questionnaire

GENERAL INFORMATION:

1. AGE   :

2. DESIGNATION   :

3. DEPARTMENT   :

4. YEARS OF EXPERINCE   :

     a) 0 – 5 years

     b) 5 - 10 years

     c) 10 – 20 years

     d) 20 – 30 years

SPECIFIC INFORMATION:

(Please tick your answers)

5. My training needs are identified through following basis:

     a) Skill matrix   b) Performance appraisal

     c) Department heads   d) Nominations

6. How often the training programme is being conducted:

     a) Monthly   b) Quarterly

     c) Yearly   d) Frequently

7. The employees are nominated for the training programme:

     a) Randomly   b) Self – nomination

     c) Department wise   d) Need base

8. The training programme, which I have undergone recently:

      a) Technical training   b) On job training

      c) Soft skill   d) if other, please specify

                             …………………………….

9. The current training programme is:

      a) Excellent   b) Very average

      c) Average   d) below average

10. My supervisor makes a fair judgment regarding the training effectiveness:

      a) Strongly agree   b) Agree

      c) Neutral   d) Disagree

      e) Strongly disagree

11. Management supports me to develop my potentials and contribute better to the organization:

      a) Strongly agree   b) Agree

      c) Neutral   d) Disagree

      e) Strongly disagree

12. Training programme benefits the organization in the following terms:

      a) Increased productivity   b) Heightened morale

      c) Organizational stability   c) Standardized quality

      d) Goal orientation   e) Foster a spirit of team work

      g) Customer friendly relationship   h) All of the above

13. The training programme provided is:

      a) Relevant to my job

b) Help me to perform better

c) Helps me to move ahead in my career

d) Is at par with the current technology

e) All of the above

f) Any other specify

14. My career planning prospects are based on the training effectiveness:

    a) Yes   b) No

15. My major learning and experience from the training programme:

    a) Decision making   b) Self – development

    c) Job satisfaction   d) leadership

    e) Interpersonal skill   f) Technical skill

    g) All of the above

16. My opinion and suggestion are considered during the training programme feedback session:

    a) Yes   b) No

17. I have implemented whatever I have learnt in the training programme:

    a) Yes   b) No

18. The training area, which I need to improve:

    a) Technical knowledge   b) Software skill

    c) Communication skill   d) Leadership and team building

19. The training area, which need improvisation: True   False

    a) Effective trainers

b) Cost effectiveness

c) More oriented towards personality development

d) Interactive session

e) Usage of material and equipment

20. Suggestions for the improvement:

a) Should not be rigid

b) Should focus on changing technologies

c) Able to generate better work condition

d) Development of overall personality

e) Foster a spirit of teamwork

Please specify any other suggestions for improving the training programme in The Himalaya Drug Company.

………………………………………………………………………..

………………………………………………………………………..

………………………………………………………………………..