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Major Project on

**“Effectiveness and Assessment of Training and
Development at High Beam Global”**

Submitted By
Gayatri Singh
2K19/DMBA/033

Under the Guidance of
Dr. Meha Joshi
Assistant Professor



DELHI SCHOOL OF MANAGEMENT
Delhi Technological University
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CERTIFICATE

This is to certify that the project work done on “Effectiveness and Assessment of Training and Development at High Beam Global” an original work carried out by **Gayatri Singh**, MBA Student of DSM, DTU, Bawana Road Delhi-42 under my supervision and guidance. The project report is submitted towards the fulfillment of two-year, Full time Master of Business Administration.

This work has not been submitted anywhere else for any other degree/diploma.

Dr Meha Joshi

Assistant Professor

DSM, DTU, Bawana Road Delhi-42

Declaration

I hereby declare that this project titled “**Effectiveness and Assessment of Training and Development at High Beam Global**” submitted to DSM has been carried out by me. Further I declare that this is my original work carried out under the guidance of my seniors in partial fulfillment of MBA program.

All the contents of this project report are true and to my best of knowledge have not been submitted earlier to any University of institution for award of Degree/ Diploma/ Certificate or published anytime earlier.

Gayatri Singh

Roll number- 2K19/DMBA/033

Acknowledgement

I take this opportunity to express my heartiest gratitude to **Delhi School of Management, Delhi Technological University** for permitting me to undertake this research and supporting me during this research.

I would like to thank **Dr. Meha Joshi** who not only played the role of guide but also mentored me at every stage of my project work. I would like to extend my hearty thanks to entire faculty members of MBA for their constant cooperation and support to take decision during my research. Indeed, I shall remain ever grateful to them.

The experience I gained during this research project is of immense importance in the academically and more on professionally.

Executive Summary

As and environment is changing day to day, it is important for all the organization to progress in the same direction with its manpower to sustain and succeed. An organization's role in improving an employee's performance and" their carrier is fulfilled through proper training programs. For apt trainings, which are to be provided to employees, proper training needs must be identified so that" training proves to be fruitful and purposeful.

TNI (Training need identification) system of the organization takes care of such aspects.

In my research project I have discussed about the TNI system as carried out at Smart Utility System. This report evaluates the effectiveness of TNI system of the Organization carried out for the employees.

First section of the project deals with the detailed organization's profile including the information about the company- mission, Vision, Corporate philosophy, competitors. Objectives and the scope of the study is also covered in this section.

Second section gives an overview of the TNI system and analysis of the effectiveness. This section contains the brief conceptional explanation to the system. It contains the definition, process, TNI process followed by the organization.

Final section includes the conclusion drawn from the research and recommendations make to improve upon the system.

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Chapter-1

Overview of the company and the Industry



Company Overview

High Beam Global is a full assistance Market Research Firm in India committed to conveying standard execution is coordinating with correct need to have right arrangement. We band together to customers everywhere areas and districts offers elite information assortment, announcing and examination arrangements.

Our administration contributions incorporate multi-mode Data Collection (both quantitative and subjective strategies), Surveys Programmed and Hosting Data Processing and Analytics. High Beam Global consolidates a customer centered methodology with vigorous task the executives to offer an extraordinary encounter to its customers. So the rich involvement with businesses like, Healthcare, Information Technology and Industrial Products (to give some examples), High Beam Global assists its customers with giving standard bits of knowledge on focused and expected business sectors, brands wellbeing, shopper inclinations and other market elements.

Subsequent to conveying more than 800 fruitful ventures over the most recent 6 years of, High Beam Global has arisen in solid or dependable accomplice for organizations going from store research's offices, the executives counseling firms, statistical surveying firms and other industry partnerships, all around the world.

Our center group comprises of energetic promoting research experts with rich multi-work insight in homegrown and global statistical surveying and information the executive's measures.

Our administration contributions incorporate multi-mode Data Collection (both quantitative and subjective methods), Surveys Programmed and Hosting, Analytics and Data Processing. High Beam Global consolidates as customer centered methodology in hearty venture the

executives to offer an exceptional encounter to its customers with their custom exploration arrangements.

In the wake of conveying more than 200 effective activities over the most recent 2 years High Beam Global has arisen so as solid and dependable accomplice for organizations going from store research's offices, counseling firm's and statistical surveying goliaths, internationally.

Our Strengths:

- Multi-lingual CATI centers with over 100 interviewers
- Partner network covering over 40 locations worldwide
- Handpicked partners, ensuring better quality of work and understanding of the local geography
- Top class syndication services for online and offline data collection
- Robust Project Management
- Responsiveness to customer needs
- Value added services
- Adherence to Deadlines
- Measurable Results

HBG Solutions

HBG offers the following market research solutions for all its global and Indian clients. We work closely with you throughout the research process translating your business objectives into research questions and then implementing a research program to answer them. Our research design capabilities, quality assured data collection and consumer analytics capabilities means that we bring you targeted, meaningful and actionable insights for your business questions.

Business to Business Research

One of our traditional strengths is the ability to reach top-level executives across different industry verticals using a highly trained team of CATI and phone-to-we interviewers. Our major offerings in this area include:

- **Research on Industry Trends:** Understand what top level executives in your industry think about new trends in your industry including strategic outlook, technology trends, business process changes etc.
- **Technology Adoption Studies:** Understand receptivity and current adoption of new technology, willingness to invest, technology shifts, obsolescence and replacement.
- **Channel Partner Studies:** Understand channel partner vendor preferences, evaluation of vendors on different KPIs, overall satisfaction, industry outlook, emerging business models.

Business to Consumer Research

- **Customer Satisfaction and Loyalty:** Comprehend generally speaking consumer loyalty and fulfillment on various KPIs versus contenders. Comprehend what ascribes drive consumer loyalty opposite own and rivals' exhibition on these qualities. Decide noteworthy methodologies for improving consumer loyalty including correspondence techniques to expand pertinence of properties where you are performing great. Figure out what drives client devotion and verbal. The fulfillment reliability lattice – which level of your fulfilled clients are likewise faithful? Which levels of faithful clients are really fulfilled? The critical qualities of those portions? Direct successful result oriented consumer loyalty studies.
- **Usage and Attitude (U&A) Studies:** Comprehend buyer use of the item classification and mentalities towards utilization. Get bits of knowledge on boundaries like utilization recurrence, events of use, week after week/occasional examples, way of life decisions and perspectives impacting use. This assists you with bettering position of promoting messages and coordinating your advertising endeavors.
- **Brand Strength and Brand Perception Research:** Comprehend where your image stands opposite contenders on various pieces of the brand pipe – mindfulness,

thought, MOUB, responsibility. Decide related brands discernments on various difficult and delicate characteristics and see any essential changes in brand situating for upper hand. Brand Images, brand character and correspondence techniques. Tracked through cutthroat brand value over the long haul utilizing our online dashboards.

- **Market Segmentation:** Need to comprehend who your objective fragment is how extraordinary market sections have various requirements, mentalities and conduct and how you can adjust your contributions for various portions? What ought to be your showcasing correspondence system for various sections? Is it true that you are thinking about an alternate contribution for a superior portion? How could you focus on the distinctive attitudinal and conduct portions and contact them with separated contributions? Do diverse attitudinal and conduct portions have various socioeconomics? Then again, how might we comprehend your objective segment better?
- **Packaging Research/ Product Placement:** Spot items with clients and get input when utilization on bundling, appearance and definite use credits. Particularly valuable for FMCG items. Utilize pre-post utilization correlations; see how itemized item credits and bundling cooperate to lead to by and large preference for the item. Calibrate item credits like smell and taste boundaries utilizing "perfectly" estimations.
- **Pricing Research:** Particularly valuable for new item/administration contributions, comprehend costs that the market will bear, buyer ability to pay for item, measure value versatility (how request is probably going to change with changes in costs), infer ideal evaluating for your item.
- **Product Configuration/Bundling:** Use review put together decision trials to choose with respect to item setup and attendant estimating. Which item/administration ascribes is generally essential to buyers, how do purchasers/end-clients compromise highlights for cost, and what are the top-income boosting item designs? Utilize decision based review plans or assemble your-own (BYO) models to find solutions.

There may be situations where you want a customized piece of consumer behavior research OR customer satisfaction survey that includes elements across the above solutions or where you want something very specific not covered by the broad standard solutions above. Let us know and we will be happy to work with you to work out a research plan that meets your specific needs.

Vision

To be among India's leading Market Research and analytics outsourcing firm delivering to our India and International clients reliable, robust and transformational insights on markets, with high quality and competitive costs. To be the most trusted knowledge partner to all our value clients in the Market Research domain.

Values

- **Quality:** At HBG, quality is the key to value creation and customer satisfaction. We have stringent quality parameters and control measures in place to ensure the highest possible quality standard across all processes and services.
- **Integrity:** At HBG Integrity is the consistency of actions, values, methods, principles, expectations and outcomes. It is regarded as the honesty and truthfulness of organizations & its employees.
- **Meritocracy:** We allow people to achieve success proportionate to their talent and abilities with fair and merit-based employment practices.
- **Care for our people:** We devote to secure employee's legitimate rights and interest, assist employee's career development, care for employee's life and try to benefit each employee from corporate development, make each employee happy during the work plan.
- **Professionalism:** We believe passionately in what we do and act like a true professional, aiming for true excellence.

About Industry

Market Research

Market research consists of systematically gathering data about people or companies market – and then analyzing it to better understands what that group of people needs. The results of market research, which are usually summarized in a report, are then used to help business owners make more informed decisions about the company’s strategies, operations and potential customer base.

Understanding industry shifts, changing consumer needs and preferences, and legislative trends, among other things, can shape where a business chooses to focus its efforts and resources. That’s the value of market research.

Meaning, if your research told you that scientists had recently created a new kind of fabric that helped the wearer lose weight just by putting it on, for example, your retail clothing store might want to adjust its buying plan to test designs using this new fabric. Or if you uncovered that shoppers in your area rely heavily on coupons in making a purchase decision, you might decide to test sending your mailing list a promotional coupon.

Market research can help businesses run more efficiently and market more effectively.

Types of Market Research

While there are a number of market research tools you can use, there are really only two types of market research data:

- **Primary.** Primary data is first-hand information you gather yourself, or with the help of a market research firm. You control it.
- **Secondary.** Secondary data is pre-existing public information, such as the data shared in magazines and newspapers, government or industry reports. You can analyze the data in new ways, but the information is available to a large number of people.

Using primary or secondary data, there are two types of research studies:

- **Exploratory.** Exploratory market research gathers lots of open-ended data from many people to better understand a problem or opportunity. The goal is to gather perceptions and opinions regarding an issue, so your company can decide how to address it. But first you have to understand how your market sees the issue.
- **Specific.** Once you understand the larger market issues, or opportunities, you can use specific questions to gather information that could lead to a new product or service. Market research firms often use specific questions to gather feedback on a new advertising campaign, or to refine a planned new product.

Primary Market Research Tools

While primary research is more time-consuming and expensive, sometimes it's the only way to get the information you need. The most common primary research tools are:

- **Surveys.** Asking customers a series of questions to better understand how they feel about a product's features, or about the experience they had during their hotel stay, for example, are two possible uses of a survey. Surveys consist of a list of questions that can be shared with an individual by phone, in person, on a card or paper, or online using survey software.
- **Focus groups.** Bringing together groups of people with a common characteristic, such as age, hobby, or buying habits, to better understanding their likes and dislikes is a focus

group. Focus groups typically consist of 8-12 people with a moderator who poses questions for the group to discuss. They are a useful way of getting feedback on a new product, new features, or new ad campaign.

- **Observation.** When the researcher gathers information simply by watching how a subject interacts with a product, the technique is observation. This is often used in comparing preferences for several types of products.
- **In-depth interviews.** Another market research technique is the one-on-one interview with an individual, during which probing questions are posed to better understand that person's product preferences.

Sources of Secondary Data

When conducting market research to better understand industry trends and broader shifts, secondary research is often a good place to start. Some of the most useful sources include:

- Industry associations and trade groups – most associations publish annual outlooks
- Trade journals specific to your industry
- Government reports - such as the Census or annual federal procurement results
- Industry analysts – these individuals monitor the performance of public companies in your space
- University faculty members – see what research reports they may have published
- Websites – while Wikipedia isn't a reliable source, there may be others that lead you to reputable sources and reports
- Competitor websites and materials – to convince potential customers to buy from them, they may share useful statistics and reports

The purpose of market research is to provide information that will assist you in making better decisions, to help your company be more successful.

Chapter -2

Literature Review

Theoretical Background

Training and development is vital part of the human resource development. It is assuming ever important role in wake of the advancement of technology which has resulted in ever increasing competition, rise in customer's expectation of quality and service and a subsequent need to lower costs. It is also become more important globally in order to prepare workers for new jobs. In the current write up, we will focus more on the emerging need of training and development, its implications upon individuals and the employers.

The need for Training and Development

Before we say that technology is responsible for increased need of training inputs to employees, it is important to understand that there are other factors too that contribute to the latter. Training is also necessary for the individual development and progress of the employee, which motivates him to work for a certain organization apart from just money. We also require training update employees of the market trends, the change in the employment policies and other things.

Training Process Design

Training Process



jinuachan@gmail.com; HR: T&D: TNA

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The above figure shows how the training needs occur and how it is evaluated after delivering the training.

1. Firstly TNA occurs, as to what are the needs that is actually required by an employee in the on going job.
2. Then happens training objectives, which means the objectives should be measurable as well as observable that is after giving the training, the outcomes should be observable and measurable.
3. Now comes the main part that is the training delivery, which includes On-the job training, Off- the job training or both mixed.
4. Last part is known as training evaluation. The delivery of training has been done and now it is time to evaluate the outcomes with the objectives. If the objectives matches with the outcomes it means that the training has been successful.

Training Need Analysis (TNA)

Training is an expensive process not only in terms of the money spent on it but also the time and the other resources spent on the same. The most important question therefore is determining whether or not a need for training actually exists and whether the intervention will contribute to the achievement of organisational goal directly or indirectly. The answer to the above mentioned question lies in 'training needs analysis' which is the first step in the entire process of training and development.

Training needs analysis is a systematic process of understanding training requirements. It is conducted at three stages - at the level of organisation, individual and the job, each of which is called as the organisational, individual and job analysis." "Once these analyses are over, the results are collated to arrive upon the objectives of the training program."

Another view of the training need is that, it is the discrepancy between 'what is' and 'what should be'. Taking cues from this the world bank conducted a needs analysis and arrived upon the conclusion that many of its units in eastern regions of Europe required transformation from state owned business to self-sustaining organizations. A number of universities were then contacted to develop the necessary modules and conduct the training upon the same.

Although each step in the entire training process is unique in its own, needs analysis is special in that it lays the foundation for the kind of training required. The assessment gives insight into what kind of intervention is required, knowledge or skill or both. In certain cases where both of these are present and the performance is still missing then the problem may be motivational in nature. It thus highlights the need and the appropriate intervention which is essential to make the training effective.

Training Needs = (Desired Capability-Current Capability of the Participants)

Benefits For Your Business

1. Identify knowledge gaps before they become problem:

One huge benefit of conducting training needs analysis is the fact it can help you identify any knowledge gaps your employees may have before it becomes an issue. It's better to highlight a potential problem and tackle it head-on, rather than becoming aware of the skills gap when an issue arises because of it.

The training needs analysis will allow you to take a proactive approach rather than waiting for something to go wrong before you realise there is a problem.

2. It helps you to plan your training for the year:

Another huge benefit of training needs analysis is that it makes it much easier for you to plan your training for the upcoming year (or whatever block of time you work with). Once you have identified the skills gaps that exist in your business, and then all the staff members who need additional training in certain areas, it's easy to pull together a training plan which will cover all these skills gaps.

3. Highlights training you may not have considered:

It tends to be difficult to plunk down and design out a preparation plan for a huge association without finishing a type of foundation research first. You may feel that you know the sort of preparing your group ought to be finishing, yet preparing needs investigation could really feature an entire heap of zones that your group needs preparing on that you never even considered.

That is the reason preparing needs examination is so helpful in light of the fact that it can feature preparing needs you might not have considered previously and show that you need to begin offering preparing in various regions to guarantee your staff are performing at their best.

4. Ensures your training is focusing on the right areas:

As we said over, it's critical to have substantial explanations behind adding preparing to your preparation plan, as you can't simply accept what is and isn't significant for your group to learn. Finishing a preparation needs examination will permit you to see precisely what you need to zero in on, however it will likewise feature the zones your group truly needn't bother with any further preparing on for the occasion.

5. Helps to decide who should attend which training sessions:

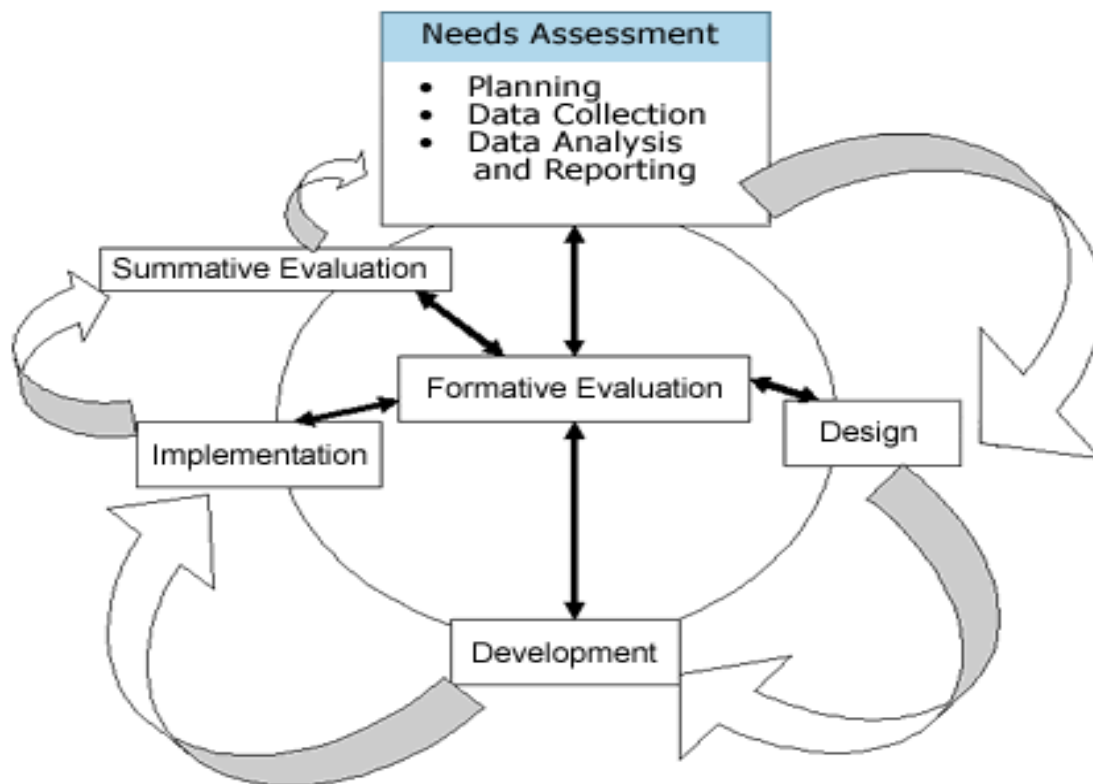
Another significant advance in arranging preparing is to guarantee the ideal individuals are in the correct instructional meetings. There is no reason for causing everybody in your association to go to each instructional meeting you run. It's a monstrous exercise in futility and cash for your business, and staff will not be locked in with instructional meetings in the event that they are regularly going to preparing which is of no utilization to them.

6. Helps you to priorities training needs:

With regards to arranging out your preparation, it tends to be difficult to choose which instructional courses are the most significant. Nonetheless, preparing needs examination can help you pinpoint the preparation which should be finished ASAP, and which preparing can be left till later down the line.

At the point when you consider the abilities that each colleague needs to have, you might need to focus on these in regards to how key they are. For instance, in the event that you have a client confronting group, guaranteeing they have first class client relations abilities might be first spot on the list.

Process of Training Need Assessment



An evaluation interaction that fills in as a demonstrative device for figuring out what preparing needs to happen. This study assembles information to figure out what preparing should be created to help people and the association achieves their objectives and goals. This is an appraisal that ganders at worker and authoritative familiarities, abilities, and capacities, to recognize any holes or spaces of need. When the preparation needs are recognized, at that point you need to decide/foster targets to be cultivated by the preparation. These goals will frame standards for proportions of accomplishment and utility.

This investigation can be performed by supervisors who can notice their staff and make proposals for preparing dependent on execution issues or holes among execution and goals.

Factors that may lead to Training Needs

- Re-organization processes
- Business Process Re-engineering
- Process Improvements
- Reductions in Force
- Layoffs/Transfers/New Hires
- Staffing Changes/Promotions
- Re-locations
- New equipment/Technology
- Performance/Safety Issues
- Problems in Production/Safety
- New Systems/Procedures
- Changes in Laws/Regulations
- Succession Planning
- Career Paths/Growth

What are the steps in a training needs assessment

1. Needs Assessment (collecting and analyzing data)
2. Design (program objectives, plan, measures of success)
3. Testing (prototype the instrument and process)
4. Implementation (collection measures and update as needed)
5. Analysis & Evaluation (review feedback and data collected)

Training Methods

The 6 most popular ways to train employees:

Staff preparing strategies comes in all shapes and estimates, and the assortment continues becoming greater as time passes. This implies that each group, office, and friends can pick the best preparing techniques for their specific requirements.

Traditional Training Methods

1. Classroom-based training programs:

Normally drove by a certified facilitator, homeroom learning happens more than at least one day in an actual setting on-or off-site. Gatherings of representatives go through a progression of show slides and exercises, similar to contextual analysis evaluations or data on organization strategy issues.

The benefit of study hall based preparing is that a gathering of representatives can accomplish a lot of information simultaneously. Lamentably, the disservices are many: employed scenes, travel, and providing food make this preparation technique expensive. Workers likewise discover this way to deal with preparing exhausting.

2. Intelligent training:

Quite possibly the best preparing techniques in the working environment, intelligent preparing effectively includes students in their own learning experience. This preparation can appear as reenactments, situations, pretend, tests or games.

By rehearsing their new abilities and applying them in sensible work situations, students are more connected as well as bound to hold what they've realized, as well. In any case, it tends to be tedious when done face to face, particularly when students require ordinary criticism from a substance master.

3. on the job training:

With hands on preparing, not exclusively are representatives effectively engaged with learning; however they likewise take an interest in genuine exercises that identify with their current or future work. This is perhaps the best preparing strategies for progression arranging.

This kind of preparing can bring about fast learning since workers are tossed into the famous profound end. This experience can be excessively distressing for certain workers, not to mention tedious, due to the regular information required.

Current Training Methods

4. Social learning:

Social learning is ordinarily characterized as gaining from others by noticing, mimicking and demonstrating their conduct. Social learning can be a purposeful working environment preparing strategy, as well.

Social learning isn't found in a significant number of the normal preparing techniques, generally in light of the fact that it's not as simple to construction, measure and control. However it very well may be exceptionally compelling, in light of the fact that workers are pushed past the limits of their every day jobs, procuring new viewpoints and critical thinking abilities.

5. Internet training:

E-learning, or internet preparing, has gotten quite possibly the most generally perceived answers for the test of how to prepare workers successfully. Online working environment preparing projects can incorporate eLearning courses, online classes, recordings, and so forth, and permit data to be introduced and tried from multiple points of view.

The assortment that web based preparing offers implies that workers can get the hang of as per their style and quick necessities. It likewise implies they can learn in a hurry.

6. Off-the-job training:

The Off-the-Job Training is the preparation strategy wherein the laborers/representatives gain their work jobs from the real work floor.

Essentially, off-the-work preparing involves a spot explicitly apportioned for the preparation reason that might be close to the real work environment, where the laborers are needed to gain proficiency with the abilities and get exceptional with the devices and methods that are to be utilized at the genuine work floor.

Kirkpatrick's four level training evaluation model:



Level 1 Evaluation – Reaction

The target for this level is direct; it assesses how people respond to the preparation model by posing inquiries that builds up the students' considerations. Questions will sort out if the member making the most of their experience and in the event that they tracked down the material in the program helpful for their work.

Level 2 Evaluation – Learning

Assessing at this level is intended to measure the level members have created in ability, information, or mentality.

Level 3 Evaluations – Transfer

This level examines the distinctions in the member's conduct grinding away subsequent to finishing the program. Surveying the change makes it conceivable to sort out if the information, attitude, or abilities the program instructed are being utilized the work environment.

Level 4 Evaluations – Results

Usually viewed as the essential objective of the program, level four decides the general achievement of the preparation model by estimating variables like brought down spending, more significant yields on speculations, improved nature of items, less mishaps in the working environment, more proficient creation times, and a higher amount of deals.

Training Effectiveness

Preparing viability is basically an action that analyzes how much preparing improved the representative's information, ability, and standard of conduct inside the association because of the preparation. Basically: Did the preparation do what it should do? Did workers realize what they should realize? Were the representatives who gone to preparing ready to do what they ought to have the option to do once they left the classroom?

A Two-Pronged Approach To Training Effectiveness:



1. Ensure Training Effectiveness – An association can guarantee preparing viability through key exercises in its accepted procedures preparing plan, advancement, and conveyance system. This is genuinely a Quality by Design approach, and it occurs before any worker takes part in the preparation.
2. Assess Training Effectiveness – An association can evaluate preparing adequacy through occasional audit of current trainings after the trainings have been finished.

Chapter- 3

Objective and Scope of the study

Objective of the study

A preparation need evaluation is a cycle that fills in as a symptomatic device for figuring out what preparing needs to happen. This review accumulates information to figure out what

Preparing should be created to assist individual and the association with achieving their objectives and targets. The appraisal should deliver assets need to full fill hierarchical missions, improves usefulness, and give quality items and administrations. This is an evaluation that ganders at workers and authoritative information, abilities, and capacities, to recognize and holes spaces of necessities. When the preparation needs are recognized, you need to decide an advancement destination to be refined by the preparation emerges. These targets will for rules for proportions of accomplishment and utility.

This investigation can be performed by supervisors who ready to notice there and make suggestions for preparing dependent on execution issue or hole among execution and targets. This examination can likewise be performed on an association wide level via preparing and improvement supervisors who study the association to recognize the need.

1. To decide the territories wherein preparing is required.
2. To investigate the causes and purposes behind the hole and strategies for shutting or dispensing with the hole.
3. To decide wanted preparing results.
4. To look at fulfillment level of representatives with respect to preparing programs directed in the association.
5. To assistance direct assets to the spaces of most prominent need.

Scope of the study:

1. Scope of my study is confined to High Beam Global, Gurgaon.
2. The study is based on Training programs undertaken by High Beam Global and their level of effectiveness on employees.

Chapter-4

Research Methodology

Type of research

Research design is the determination and statement of the general research approach or strategy adopted or the particular project.

Following research design has been used in this study: Descriptive Research.

Descriptive Research:

The study was an attempt to describe, explain, and interpret conditions of the present. The purpose was to examine a phenomenon that is occurring at a specific place(s) and time. The study was concerned with the conditions practices, structures, differences or relationships that exist, opinions help processes that are on going on or trends that are evident.

Sampling Design:

The study is based on Probability sampling- RANDOM SAMPLING.

Source of Data:

Primary data:

Data Collected is from the immediate employees of the organization. Information is collected through questionnaire filled through employees of the organization with a specific intention and on specific subject. A sample of the questionnaire is also attached with the report.

Questionnaire Designing: Primary data was collected with the help of survey information (Questionnaire). A concise questionnaire was prepared keeping in mind the information specification.

Data collection Tools:

The research instrument – Questionnaire

The respondents – Employees

Sample configuration - Sample size of the respondents

Methods of Data collection

The data collected is mainly through **Quantitative method**- Questionnaire. However **Qualitative methods** has also been used for having the wider prospective about the timings in the personal interviews.

Research Techniques:

Samples Size	50 (according to the size of organization)
Target population	Employees of the organization
Types of questionnaire	Structured
Number of questions asked	15
Scale	Multi-option, single option. Rating scale.
Data captured for	Identifying the training needs of the employees and measure the effectiveness is training need identification

Chapter- 5

Data Analysis and Interpretation

Training need analysis

A Training need assessment is a process that serves as a diagnostic tool for determining what training needs to take place. Needs assessment can help improve the quality of policy or program decision- thus leading to improvement in performance and the accomplishment of desired results. Improving results- that is, moving from current to desired performance—is typically a worthwhile and valuable (and often valiant) effort. The results of a needs assessment will guide subsequent decisions- including the design, implementation, and evaluation of projects and programs that will lead to achieving desired results.

Training programs allows employees to strengthen those skills that each employee needs to improve. A development program brings all employees to a higher level so they will have similar skills and knowledge. This helps reduce any weak links within the company who rely heavily on others to complete basic work tasks. Providing necessary training creates an overall knowledgeable staff with employees who can take over one another from others.

An employee who receives the necessary training is better able to perform her job. Employee becomes more aware of the safety practices and proper procedures for basic tasks. The training may also build the employee's confidence because they have a stronger understanding of the industry and the responsibilities of their job. This confidence may push them to perform even better and think of new idea and help them excel.

Continuous training also keeps your employee on the cutting edge of the industry developments. Employees who are competent and on the top of changing industry standards help your company hold s position as a leader and strong competitor within the industry.

A structured training and development program ensures that employees have a consistent experience and background knowledge. This consistence is particularly relevant for the company's basic policy and procedure within the company. This includes safety, discrimination, and administrative tasks. Putting all employees through regular training.

Employees with access to training and development programs have the advantage over employees in other countries who are left to out training opportunities on their own. The investment in training that a company makes shows the employees they are valued. The training creates a supportive workplace. Employees may gain access o training who feel wouldn't have otherwise known about or sought out them. Employees who feel appreciated and challenged through training opportunities may feel more satisfaction towards their jobs.

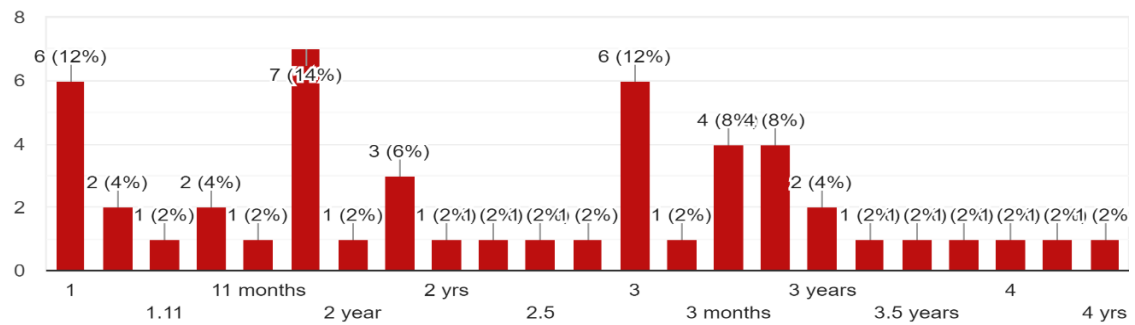
As a result of it survey was conducted on employees of High Beam Global to study Effectiveness and Assessment of Training and development based on responses gathered from the employees, following analysis and interpretation have been made and consequently conclusion and recommendations have been made.

Data Analysis:

- 14% of the people have been with the organization for less than 2 years.

1. How many years have you been associated with your current organisation?

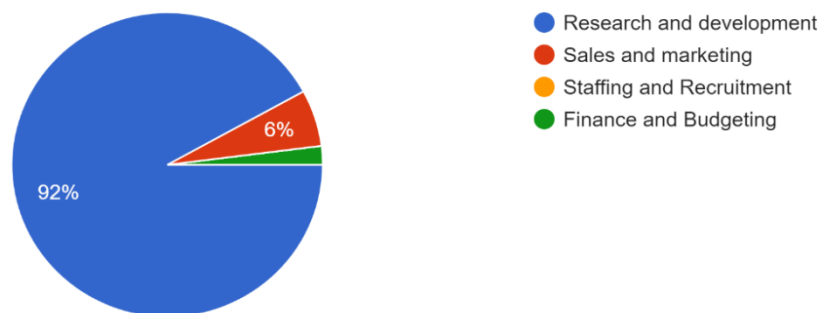
50 responses



- 92% employees working in research and development department.

2. Which division do you work in?

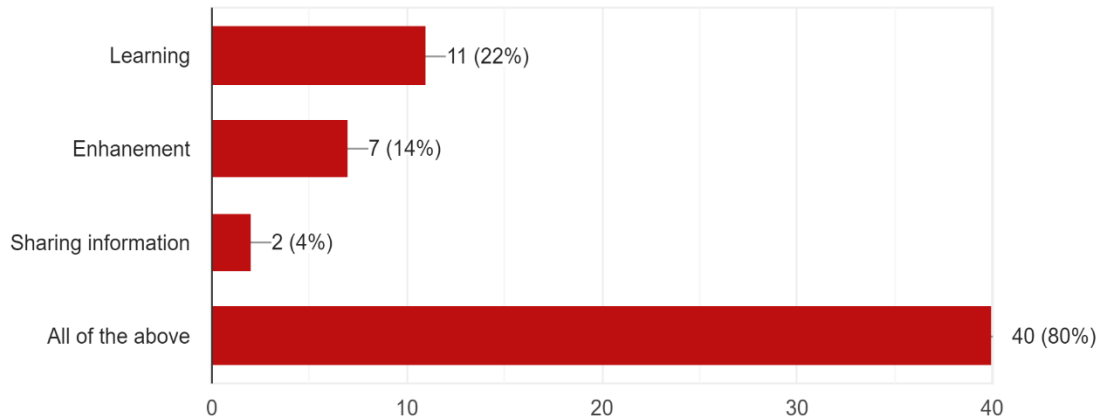
50 responses



- 80% employees said they understand all factors related to training such as learning, enhancement and sharing information.

3. What do you understand by Training?

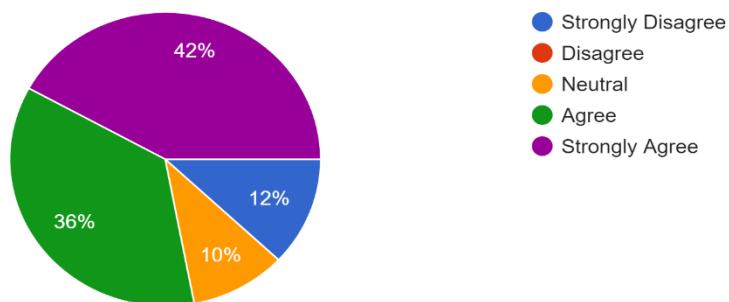
50 responses



- 42% employees strongly agree to the point that training is important for enhancing productivity and performance.

4. Training is must for enhancing productivity and performance.

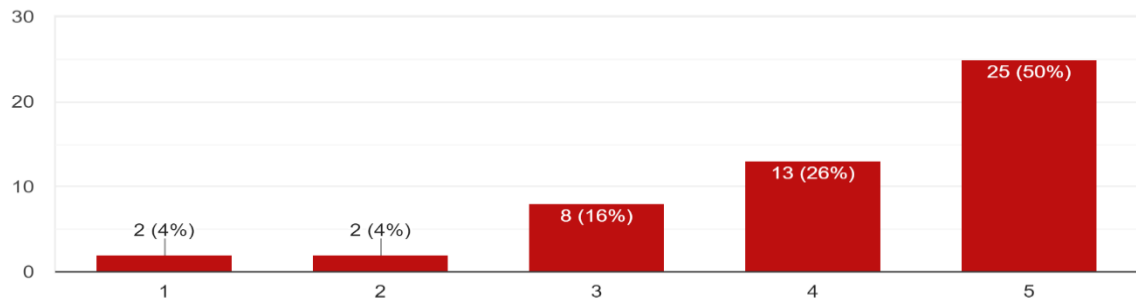
50 responses



- 50% of employees shared that T&D process is completely effective in identify the training and professional development needs.

5. How would you rate the effectiveness of process used to identify your training and professional development needs?

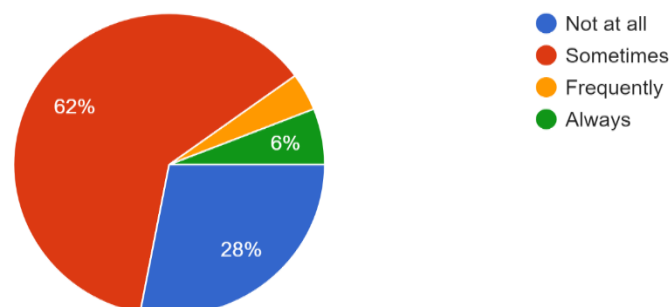
50 responses



- 62% employees thinks that training they required and training identify by the management is mismatched.

6. Is there any mismatch between the Training you need and the Training identified by your manager or management?

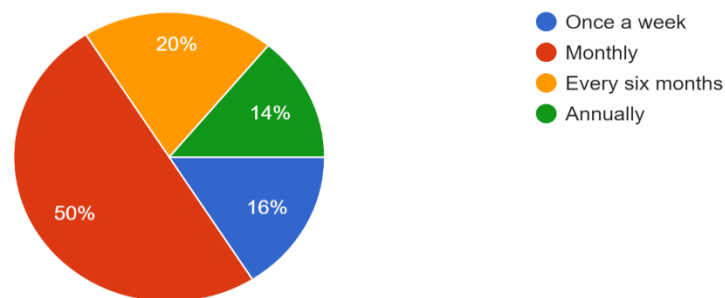
50 responses



- 50% employees said that training needs are reviewed in the period from one assessment to the next is monthly.

7. How often are your identified training needs are reviewed in the period from one assessment to the next?

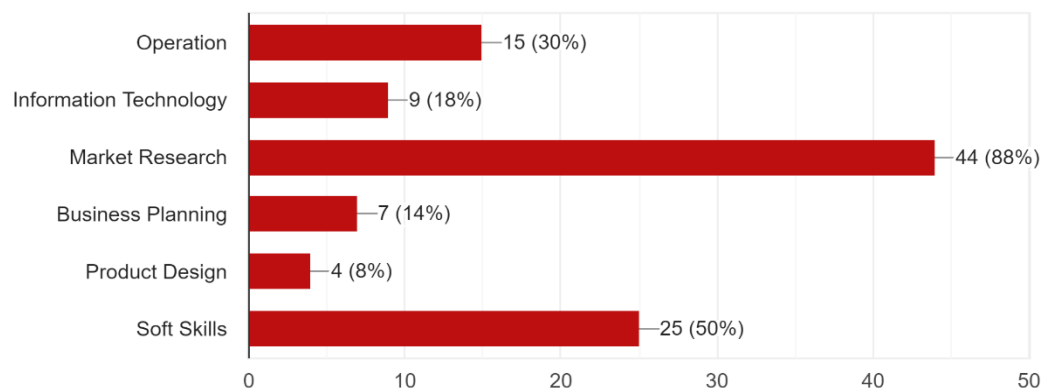
50 responses



- 88% employees shared that most of the time they got training on market research.

8. In what area(s) has training been provided ? (Can select more than one option)

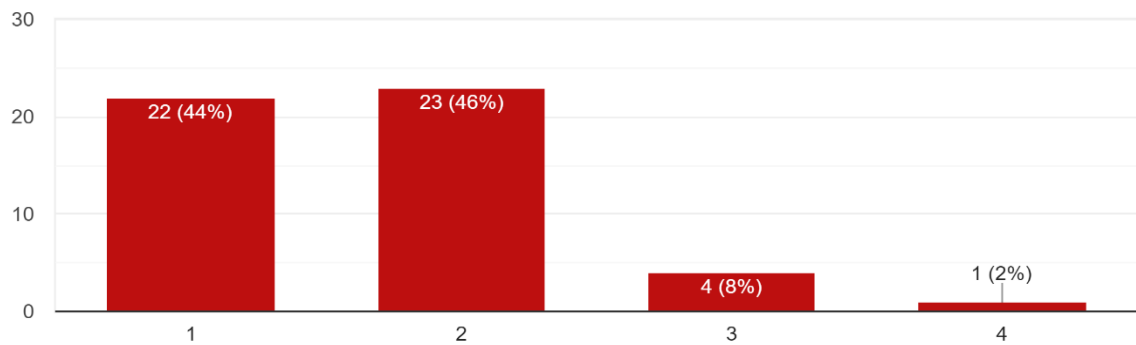
50 responses



- 46% employees shared that quality of training program is good.

9. Quality of training programs generally is ?

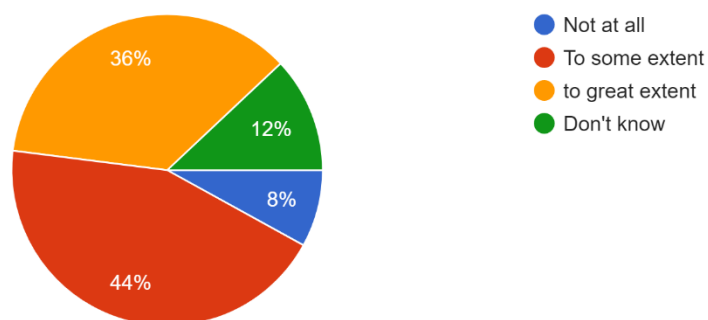
50 responses



- 44% employees think that their manager/colleagues noticed positive change to some extent after the training session.

10. Has your reporting manager /colleagues noticed a positive change in you after attending the training program?

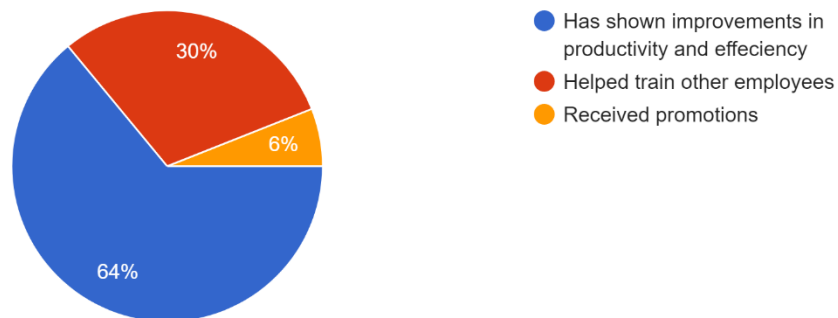
50 responses



- 64% people shared that training been put to use in company has shown improvements in productivity ad efficiency.

11. How has training been put to use in company?

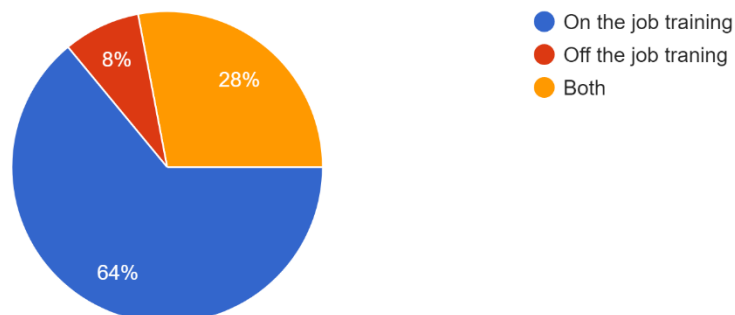
50 responses



- 64% employees shared that they will choose on the job training method.

12. From the following training method , which method of training would you choose?

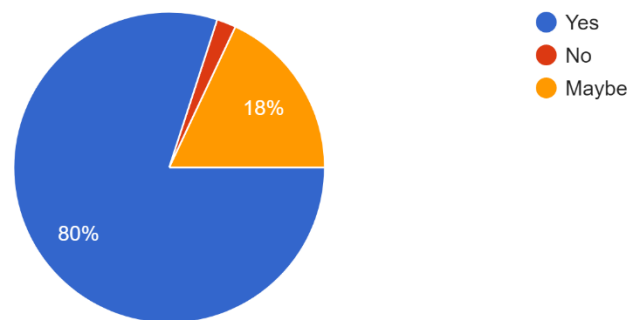
50 responses



- 80% employees think that feedback can evaluate the effectiveness of training program.

13. Do you think that the feedback can evaluate the effectiveness of training program?

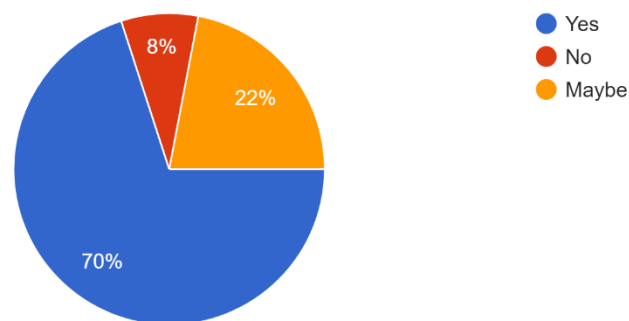
50 responses



- 70% employees agreed to the point that training program enables the employees to be accountable and authoritative in making decisions.

14. Does the Training program enable the employees to be accountable and authoritative in making decisions?

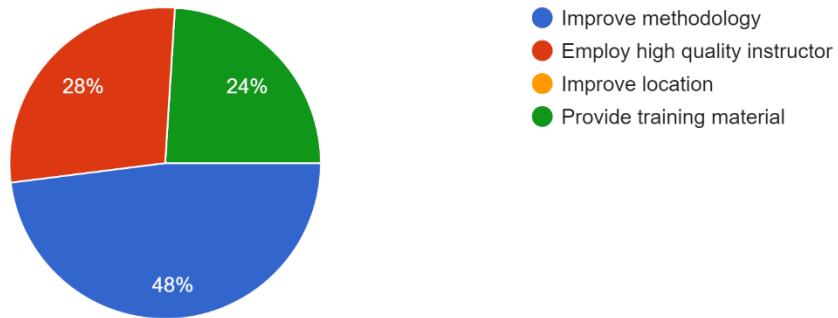
50 responses



- 48% employees think that an organization can improve methodology of training.

15. How can organisation improve upon its training?

50 responses



Findings

1. Almost all the employees have positive opinion towards the satisfaction level on present training methods which is followed by the company.
2. Training and development programs have positive impact on employees in various ways like, improvement in productivity and efficiency, receiving of promotions. It helps to create positive results and good work environment in the organization.
3. Most of the training has been providing in the areas like Market Research, Soft Skills and operations and very less to business planning and products design.
4. And if we talk about the quality of the Training, the employees rated it as good that is 44% of the employees think the quality is good. However 44% employees rated as excellent and 3-4 % rated it as bad or poor respectively.
5. The result of the analysis shows that the existing process is good for most the employees and it has shown a level of effectiveness of training in increasing employees's performance of the present job. However certain employees we unsatisfied by the training need identification process and find it to be ineffective or moderately effective is certain cases.
6. Employees reported that their managers and colleagues have noticed a positive change in their performance as 36% employees says to some extent and 44% says to great extent which has the major proportion of the employees.
7. And 64% employees are satisfied with On-The-Job training programs that is the existing one being held in the company.
8. And almost 80% of the employees think that feedback can actually help in evaluating the training programs which include one-on-one session session with the trainer or the managers.

9. 50% people are satisfied with the on-going identification of the training needs that are done monthly, however 20 % thinks it should be done after every 6 months, 14% wants annually to happen and rest thinks it should be done once a week.

Chapter -6

Conclusions and Recommendation

Conclusion

The entire project proved to be of immense help in the learning process. I came across the various practices existing in the Training Need Identification Process.

During the study of the project I got to know the various aspects of training and development such as how it helps to get an insight into the strong and weak areas of employees in terms of effective performance of roles and activities, styles. Qualities, competencies (knowledge, attitude, skills) impact on others. It also helps in performance management system to enhance the performance of the employees. The training and development programs mainly concentrated on areas like quality aspects; job oriented training, technical skills and knowledge. Most of the employees rated as good and excellent toward the overall quality and effectiveness of training methods. The company also has to concentrate towards the small percentage of the respondents who are not satisfied with the training programs and who is has no helped to overcome from their short comings or work related programs. Finally the training and development programs provided at High Beam Global are found to be effective and credible.

- Sometimes there are mismatch between the training needs and employees and what the organization is providing them with because sometimes training needs are not demanded by majority of the employees and hence it becomes difficult for organization to cater to different individual training needs of few people.
- Training has led to improved productivity and efficiency of employees and even most of the employees could put their training to use by helping train their colleagues which save cost and time as well at times.
- This project helped me in gaining lot of industry experience and through this project I can do know about the real situations of the company and the reactions of different departments and people at different grades to those situations.
- TNI system is a medium through which the training needs of the employees are identifies so as to make a match between what an employees can do and what the organization wants him/her to do.

Recommendation:

In this global and competitive market place it is essential to maintain and competitive advantage through the workforce. It is best achieved by an effective Training need Identification System underpinned by robust competence.

As per the finding, I would like to recommend some ways to the organizations for better results. The TNI system and the training programs can make effective and successful if the following are considered:-

- More of technical and behavioral programs are required for the employees for their knowledge, skills and attitude improvements.
- More soft skills to be included in the training schedule which would help employees in boosting their self confidence and they would feel comfortable in interacting with the respondents, further helping the organization to nourish the budding managers.
- More of training material should be provided to employees who can help them to recollect and retain training in future reference as well.

Limitations:

By working on this Project I gained a lot of knowledge on how training needs are assessed in an organization. But there is certain no. of limitation of study which are as followed:

- It was time consuming and it required a lot of efforts in generating responses from the employees.
- Many employees responded haphazardly because of their work pressure.
- Some errors arise because respondents gave inaccurate answers because respondents didn't understand questions correctly despite making them clear.
- Respondents gave inappropriate answers because they were afraid of their names being disposed of even after providing them with this information that their responses would be anonymous.
- Due to small size company, the sample size was small.

References and Bibliography:

Primary data: Personally collected the Data from the employees.

Secondary Data: Websites:

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Annexure:

Questionnaire

1. How many years have you been associated with your current organization?

2. Which division do you work in?

- Research and development
- Sales and marketing
- Staffing and Recruitment
- Finance and Budgeting

3. What do you understand by Training?

- Learning
- Enhancement
- Sharing information
- All of the above

4. Training is must for enhancing productivity and performance.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

5. How would you rate the effectiveness of process used to identify your training and professional development needs?

1_____2_____3_____4_____5

Where:

1. Completely ineffective
2. Ineffective
3. Neutral
4. Effective
5. Completely Effective

6. Is there any mismatch between the Training you need and the Training identified by your manager or management?

- Not at all
- Sometimes
- Frequently
- Always

7. How often are your identified training needs are reviewed in the period from one assessment to the next?

- Once a week
- Monthly
- Every six months
- Annually

8. In what area(s) has training been provided ? (Can select more than one option).

- Operation

- Information Technology
- Market Research
- Business Planning
- Product Design
- Soft Skills

9. Quality of training programs generally is?

1_____2_____3_____4

Where:

1. Excellent
2. Good
3. Neutral
4. Poor

10. Has your reporting manager /colleagues noticed a positive change in you after attending the training program?

- Not at all
- To some extent
- to great extent
- Don't know

11. How has training been put to use in company?

- Has shown improvements in productivity and efficiency
- Helped train other employees
- Received promotions

12. From the following training method, which method of training would you choose?

- On the job training
- Off the job training
- Both

13. Do you think that the feedback can evaluate the effectiveness of training program?

- Yes
- No
- Maybe

14. Does the Training program enable the employees to be accountable and authoritative in making decisions?

- Yes
- No
- Maybe

15. How can organization improve upon its training?

- Improve methodology
- Employ high quality instructor
- Improve location
- Provide training material

