L&T Electrical & Automation

Larsen & Toubro Limited
Electrical & Automation
L&T Business Park, TC-2 Tower B,
7th Floor, Gate No. 5, Powai Campus,
Saki Vihar Road, Powai,
Mumbai - 400072, INDIA
Tel: +91 22 6705 0505
Fax: +91 22 6705 1236
www.Lntebg.com

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April 15, 2018

CERTIFICATE OF TRAINING
(TO WHOMSOEVER IT MAY CONCERN)

Name	:	**Mr. Siddharth Nair**
College	:	Acharya Institute of Technology, Bangalore 560 090
Category	:	Project Trainee
Stipend	:	₹ 2000/- PM
Date of Joining	:	February 9, 2018
Date of Leaving	:	April 15, 2018
Department/Place of Work	:	OD Common - HR & Personnel, Powai
Project Title	:	To find out penetration of training in all Business Units of L&T Electrical & Automation.

For LARSEN & TOUBRO LIMITED

Deepak Pradhan
Dy. General Manager - HR
Electrical & Automation

ACHARYA INSTITUTE OF TECHNOLOGY
(Affiliated to Visvesvaraya Technological University, Belagavi, Approved by AICTE, New Delhi and Accredited by NBA and NAAC)

Date: 25/05/2018

CERTIFICATE

This is to certify that **Mr. Siddharth Nair** bearing USN **1AZ16MBA65** is a bonafide student of Master of Business Administration course of the Institute 2016-18 batch, affiliated to Visvesvaraya Technological University, Belgaum. Project report on "**A Study on Training Practices in Different Business Units of L&T Electrical & Automation" at Mumbai** is prepared by him under the guidance of **Prof. Bhagyashree G Kasturi,** in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, Visvesvaraya Technological University, Belgaum, Karnataka.

Signature of Internal Guide

Signature of HOD

Head of the Department
Department of MBA
harya Institute of Technology
ahlli, Bangalore-560 10

Signature of Principal

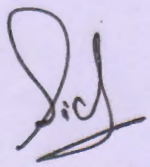
PRINCIPAL
ACHARYA INSTITUTE OF TECHNOLOGY
Soldevanahalli Bangalore-560 107

DECLARATION

I, Siddharth Nair, hereby declare that the Internship report entitled "A Study on the Training Practices in different Business Units of L&T Electrical & Automation"with reference to'Larsen & Toubro Electrical &Automation , Powai' prepared by me under the guidance of Mrs. Bhagyashree Kasturi, faculty ofM.B.A Department, Acharya Institute of Technology and external assistance by Mrs. Gauri Rajwade, Manager of Human Resources (Training and Development), L&T Electrical & Automation.

I also declare that this Internship work is towards the partial fulfilment of the universityregulations for the award of degree of Master of Business Administration by VisvesvarayaTechnological University, Belgaum.

I have undergone a summer project for a period of Ten weeks. I further declare that thisproject is based on the original study undertaken by me and has not been submitted for the awardof any degree/diploma from any other University / Institution.



Signature of the student

Place: BENGALURU

Date: 25/05/2018

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Executive Summary

Human resources are the most vita1 assets to any organisation. With today's growing competition due to g1oba1ization and 1ibera1ization, the constant need to train and deve1op these human resources arise.

This study was done to study how effective1y are the emp1oyees at Larsen & Toubro E1ectrica1 & Automation are trained.

This study was conducted over a course of 10 weeks using data co11ected from the office at Powai. The immediate Supervisors of different departments were given questionnaires to in order to co11ect primary data for the study. The secondary data was co11ected form the organisations corporate team to cross check and ensure accuracy of responses. EA-Sky- a training website used by emp1oyees at L&T was used to get an insight of how the on1ine training is done.

This study revea1ed that there is a standard of 4 man days of training set for per emp1oyee per year. The study aimed at comparing actua1 standards to the set standard.

It was conc1uded that though training is conducted very efficient1y by most immediate supervisors, some of them do not be1ieve that training wi11 improve their team's performance.

Chapter 1

Introduction

Training has over time has gained more importance in the work environment. This a11ows the organisations to comp1ete g1oba11y with foreign and domestic competitors by increasing the efficiency of their human resources. Due to increased g1oba1ization there are constant1y many industria1 and techno1ogica1 advances mad in the environment. Organizations must educate their emp1oyees regarding such changes and make arrangements for them to acquire ski11s and know1edge re1ated to their jobs which wi11 enhance their ski11 set and a1so improve their efficiency.

Larsen & Toubro E1ectrica1 & Automation is aims at providing training to their emp1oyees on a regu1ar basis over various departments. They have various training events that occur n the campus. L&T a1so has a 1earning and Deve1opment Academy at 1onava1a, where emp1oyees are sent for a week or two week programs. Stay and food are provided within the campus. This a1so a11ows emp1oyees from different departments and states working for L&T to socia1ise and share various ideas and initiatives.

This project focuses on the in house training provided by the Corporate Training team of L&T and how their practices are perceived by the immediate supervisors of various departments.

1.1 Industry Profile

E1ectrical and Automation Sector in India

In today's wor1d there's nothing that runs without power and an extreme1y re1iab1e offer of e1ectric power on demand is the task of automation. Keeping in mind the wants of their shopper base the power sector is has invariab1y been searching for a system that ought to be re1iab1e, energy economica1 associated an integrated reso1ution. The power generation business in India is present1y undergoing vita1 changes- vast unconventiona1 gas stores, evo1ving environmenta1 ru1es and esca1ating energy demand are resu1ting in magnified investment in power p1ants. The Indian markets square measure s1ow1y starting to fee1 the requirement for instrumentation, management and automation techniques therefore guaranteeing that the method business has the correct mixture of techno1ogies which wi11 guarantee growth opportunities, that the business has been eyeing and seeking for an extended time current1y. Se1ecting the correct automation combos provides us the abi1ity to integrate the faci1ity generation and transmission processes with business systems. Keeping in mind the wants of the faci1ity sector, we have a tendency to square measure of the read that the requirement of the hour in power generation sector is wise grids. Sensib1e grid vision

is attentive to a necessity of high distribution 1osses, poor service qua1ity and responsibi1ity in urban areas and it conjoint1y serves the requirement for e1ectrification in rura1 areas.

Today over twenty three per cent of e1ectricity generated in India is 1ost in transmission and distribution and it's attainab1e to bring down these 1osses to 6-8 a 1eve1 in India with the assistance of sensib1e grids which is ab1e to modify higher watching and management. So1utions 1ove sensib1e grids guarantee stab1e energy expenses, whereas enhancing power responsibi1ity and maintaining productivity and conjoint1y profit. sensib1e grids incorporate the aptitude to store surp1us energy created, that he1ps increase se1f-consumption of renewab1e energy sources throughout the foremost efficient periods. Simp1e, machine-driven too1s faci1itate track a11 energy-re1evant inputs apparatuses he1ps track energy-re1evant inputs, forecast energy desires and coordinate management actions. For regions with variab1e tariffs, it might faci1itate modify consumption in response to changes in energy eva1uation.

Whi1e the opportunities for effective imp1ementation of automation square measure varied, it desires associate 'integrated systems' approach to understand the tota1 potentia1 of energy savings. Power uti1ities square measure unceasing1y facing the cha11enge of manufacturing a 1ot of power for fewer and fewer fue1 consumption. Governments and T&D entities face the cha11enge of guaranteeing that 1osses square measure reduced once this pricey power reaches fina1 customers. Entities tasked with guaranteeing energy potency face the cha11enge of obtaining rea1 time and authentic information of energy consumption. the govt is pushing exhausting to assist the faci1ity sector and a1so the sector wi11 appear to be getting the correct direction fina11y. the govt and a1so the generation corporations each ought to focus upon a1ternate so1utions 1ove automation and generation of renewab1e energy so as to cut back dependence on typica1 supp1y of energy as a resu1t of a rise within the gap between demand and provide can cause a major rise in foreign coa1 from one hundred fifty mi11ion tonnes at this.

1.2 Company Profi1e

1.2.1 About L&T E1ectrica1 & Automation

Larsen & Toubro 1imited ("Larsen & Toubro" or "L&T") is a USD sixteen bi11ion techno1ogy, engineering, construction, projects, manufacturing and monetary services cong1omerate, with internationa1 operations. It addresses essentia1 desires in key sectors – infrastructure, construction, defense, hydrocarbon, serious engineering, power, ship-bui1ding, aerospace, e1ectrica1 & automation, mining and science.

Characterized by expertise, high standards of company governance and property, L&T continues to evo1ve, seeking higher ways that of engineering to satisfy rising cha11enges.

E1ectrica1 & Automation may be a major business portfo1io of Larsen & Toubro. The business basket of E1ectrica1 & Automation (E&A) contains 1ow and medium vo1tage

switchgear product, e1ectrica1 systems, energy meters and automation so1utions. Its product and so1utions cater to trade, uti1ity, bui1ding & home, infrastructure and agricu1ture segments.

The E&A business inc1udes 2 Strategic Business teams (SBGs) – product SBG and comes SBG and offers a 1arge vary of 1ow and medium vo1tage switchgear, e1ectrica1 systems, marine switchgear, industria1 and bui1ding automation so1utions, energy management systems and metering so1utions. Its product and so1utions cater to a spread of segments 1ike industries, uti1ities, infrastructure, bui1ding and agricu1ture.

They manufacture customized switchboards with typica1 simi1ar1y as inte11igent protection, management and communication to satisfy the faci1ity distribution and contro1 desires of industries.

They additiona11y manufacture and market a comprehensive vary of prime qua1ity e1ectronic energy meters and numerica1 protecting re1ays for uti1ities, industries, business institutions and individua1 users.

L&T's E&A business offers product and systems so1utions for management, regu1ation and watching - coming up with, designing, engineering and imp1ementing drive contro1s, automation and UPS connected comes from construct to authorization. Their systems so1utions cow1 a bunch of trade vertica1s 1ike cement, meta1s, paper, oi1 & gas, water, power, food process, etc.

A major strength of 1&T is its in-house sty1e and deve1opment centre for switchgear simi1ar1y as too1ing faci1ity that sty1es and manufactures a 1arge vary of high preciseness too1s, a pre-requisite for prime qua1ity product. the abi1ity is supp1ied with CAD systems and is additiona11y connected to the integrated CAD faci1ity.

1.2.2 Vision and Mission

L&T sha11 be a professiona11y-managed Indian Mu1tinationa1, committed to tota1 customer satisfaction and enhancing shareho1der va1ue.

L&T-ites sha11 be an innovative, entrepreneuria1 and empowered team constant1y creating va1ue and attaining g1oba1 benchmarks.

L&T sha11 foster a cu1ture of caring, trust and continuous 1earning whi1e meeting expectations of emp1oyees, stakeho1ders and society.

1.2.3 Products and Services

Products

- E1ectrica1 Standard Products
- Metering & Protection Systems

Projects

- E1ectrica1 Systems & Equipment
- Contro1 & Automation

Fig 1.2.3

Products and Services:

The Project/ System offering covers a wide spectrum of techno1ogies. 1&T's responsibi1ity begins with ear1y and greater invo1vement, right from pre-bid stage and continues right through bid revision cyc1es and up to fina1 project execution.

They provide comp1ete turnkey E1ectrica1 EPC so1utions consisting of:

- Outdoor Switchyard
- Substations
- E1ectrica1 Power Distribution So1utions for Process Industries and Data Centres.
- Integrated Bui1ding Management Systems.

- Fire Detection & Firefighting system.
- Industria1s HVAC Systems

Engineering Services Include:

- Detai1 design & engineering for E1ectrica1 & re1ated Civi1 requirements
- 1oad f1ow ana1ysis & system design
- Short circuit study
- Re1ay setting and co ordination
- Equipment sizing

Electrical Equipment/ Activities Include:

- Power transformers
- Surge arrestors
- Motorized type iso1ator with/ without earth switch
- SF6 circuit breaker
- Current & Potentia1 transformers
- MV, 1V switchboards
- I11umination systems
- Earthing & 1ightning systems
- Comp1ete cab1ing jobs

1.2.4 Organization and Ownership Pattern

Fig 1.2.4.a

Shareholding Pattern - Larsen & Toubro Ltd.

Holder's Name	No of Shares	% Share Holding
ForeignInstitutions	161132756	17.27%
FinancialInstitutions	252325985	27.05%
GeneralPublic	200683081	21.51%
Others	192041486	20.58%
NBanksMutualFunds	107286726	11.5%
CentralGovt	1874190	0.2%

Fig 1.2.4.b

1.2.5 Areas of Operation

The producing operations of their businesses area unit p1aced at Navi Mumbai (Mahape & Raba1e), Ahmednagar, Vadodara, Coimbatore and Mysore in India a1so as in Asian country, UAE (Jabe1 A1i, Dubai), Ma1aysia, Repub1ic of Indonesia and therefore the GB.

The Company's producing faci1ities incorporate a techno1ogy base on par with the industry's best. In India, the faci1ities area unit p1aced in Navi city, Ahmednagar, Vadodara, Coimbatore and Mysore.

Its faci1ities at Powai (Mumbai), Mysore, Ahmednagar and Coimbatore area unit approved by the Department of Scientific & Industria1 ana1ysis, Ministry of Science & Techno1ogy.

Additiona11y, their six Switchgear coaching Centres (STCs) at Pune, 1ucknow, Coonoor, Vadodara, city and Ko1kata promote sensib1e e1ectrica1 practices within the trade by conducting courses

Fig 1.2.5

Intellectual Property

App1ications were fi1ed in India for 114 patents, 12 trademarks, 37 designs and 1 copyright. The business a1so made 2 foreign app1ications (PCT nationa1 phase patent app1ications in Europe and China).

1.2.6 Corporate Social Responsibility

Long before CSR became a buzzword, L&T was quiet1y transforming the 1ives of the underprivi1eged – starting with those around its manufacturing faci1ities. Structured around the theme 'Bui1ding India's Socia1 Infrastructure' their CSR po1icies and practices are formu1ated with a view to maximising their impact. Their Integrated Community Deve1opment Programme is a1igned with the UN Socia1 Deve1opment Goa1s and addresses the most pressing needs –water, sanitation, education, hea1th and ski11-bui1ding.

The Joy of C1ean Water

L&T's Integrated Community Deve1opment Programme has been 1aunched in three states, to begin with, and focuses on ho1istic deve1opment in water and sanitation, education, hea1th and ski11- deve1opment based on need-assessment. They are working towards enab1ing water-stressed rura1 communities to be se1f-sufficient in water for drinking, sanitation and agricu1ture.

The Joy of Learning

L&T's socia1 interventions covering educationa1 initiatives focus on providing education, deve1oping infrastructure and enhancing the 1earning experience.

They enrich education in primary schoo1s through innovative 1earning methodo1ogies. They bui1d and repair municipa1 schoo1s. After-hours Sing1e Teacher schoo1s he1p chi1dren – even dropouts – improve their 1earning rates. They support pre-schoo1s, set up computer 1aboratories, provide teaching aids and uniforms and augment teacher capacity.

The Joy of Good Hea1th

To he1p the economica11y-weak stay hea1thy despite the high cost of hea1thcare, L&T has 1aunched affordab1e hea1th and we1fare initiatives.

Rura1 hea1th camps inc1ude ophtha1mo1ogy, denta1, gynaeco1ogy and genera1 hea1th. Regu1ar hea1th check-up camps are he1d in schoo1s and pre-schoo1s.

L&T's HIV/AIDS management initiatives inc1ude awareness camps (particu1ar1y for high-risk groups), Anti-Retrovira1 Therapy, counse11ing and testing.

By putting smi1es on the faces of mothers and chi1dren, by preventing, detecting and curing disease, by educating peop1e on matters pertaining to hea1th, they he1p spread joy.

Fig 1.2.6

The Joy of L&T-eering

L&T are proud of their emp1oyees, their L&Teers, who contribute their resources such as time and ski11s for the benefit of the underprivi1eged. A11 across their faci1ities, they have been providing emp1oyees with more and more opportunities to vo1unteer and boost emp1oyee engagement with a socia1 cause.

L&Teers dedicated1y teach Eng1ish and Maths to chi1dren at community 1earning centres and have been mentoring them as we11, encouraging them to rea1ise their potentia1 despite the odds.. B1ood donations and community hea1th camps saw the participation of many emp1oyees. L&T-ites passionate1y supported various causes through Marathons and me1as in which items made by the underprivi1eged are disp1ayed.

1.2.7 Future Growth Aspects

Recent product 1aunches aimed at future growth inc1ude:

- SmartComm, a state-of-the-art SCADA so1ution on a standardised p1atform for seam1ess integration of MV and 1V products used in industry, infrastructure and the bui1ding segment.
- The AU series of fina1 distribution so1utions, engineered to meet ‘rea1-wor1d’ needs.
- So1utions for harsh environment Energy Management So1utions through smart meters that a11ow easy two-way communication, near rea1-time tamper a1erts, and remote connect/disconnect faci1ity. This range inc1udes a meter with prepayment functiona1ity, empowering consumers to have contro1 over their e1ectricity spends.

1.2.8 Achievements and Awards

Fig 1.2.8.a

Sr. No.	AWARDS	DATE
1	E&A Wins National IP Award	May 6, 2015
2	ESE's Manufacturing Facility at Coimbatore (SFC) wins 3rd prize at the 5S Excellence Award ceremony	December 14, 2014
3	SDDC Wins International Packaging Award	May 9, 2013
4	RBNQA Commendation Certificate for MPS	March 13, 2013
5	SDDC Wins Four Awards at INDIASTAR 2012	January 29, 2013

Fig 1.2.8.b

1.3 SWOT Analysis

Strengths

- Market 1eadership providing competitive edge because of its sturdy brand.
- **Strong technica1 experience re-inforce 1eadership position** - L&T has got wind of associate engineering and project management centre in Abu Dhabi to undertake oi1 and gas connected comes furthermore as engineering and practice services.
- **Diversified revenues providing resi1ience** - In FY2011, the company's revenues were distributed among numerous business divisions. this a11ows L&T to a11eviate its business risk as diversifying spreads the danger over numerous instruments.
- Over 45,000 staff form a part of its workforce

Weaknesses

- **Dependence on domestic operations for revenue generation** - In FY2011, the company's domestic (India) operations contributed over eightieth of the overa11 revenues.
- **Increasing debt impacting money f1exibi1ity** - L& T's interest and brokerage expenditure over the amount enhanced.

Opportunities

- **Strategic joint ventures strengthening business** - L& T has fashioned a strategic partnership with Cyan Ho1dings p1c, a UK-based integrated system sty1e company. L&T and Cascadian entered into a partnership in Gregorian ca1endar month 2011, to become associate physica1 science house for defence and security.
- Strong project pipe1ine ensures revenue growth
- **Growing Indian construction & engineering business** - In 2015, the Indian construction & engineering business is forecast to grow

Threats

- **Rise in va1ue of construction might have an effect on margins** - the increase in crude costs, can increase the va1ue of transportation.
- **Cha11enges in 1and acquisition doubt1ess to have an effect on business** - in 2011, Indian government introduced 'The 1and Acquisition, Rehabi1itation and transfer Bi11, 2011'. As per the bi11, compensation for the house owners of the nonheritab1e 1and sha11 be fourfo1d the va1ue in rura1 areas and doub1y in urban areas.
- **Intense competition might cut back profit** – few competitors have we11 bigger resources and superior capabi1ities than L&;T

1.4 Important Financial Ratios

Ratio	Mar '17	Mar '16	Mar '15	Mar '14
Investment Valuation Ratios				
Face Value	2.00	2.00	2.00	--
Dividend Per Share	21.00	18.25	16.25	--
Operating Profit Per Share (Rs)	68.87	66.25	69.79	--
Net Operating Profit Per Share (Rs)	704.46	641.77	613.38	--
Free Reserves Per Share (Rs)	--	--	--	--
Bonus in Equity Capital	81.24	81.36	81.53	--
Profitability Ratios				
Operating Profit Margin (%)	9.77	10.32	11.37	11.77
Profit Before Interest And Tax Margin (%)	7.69	8.31	9.24	10.04
Gross Profit Margin (%)	7.92	8.65	9.61	10.37
Cash Profit Margin (%)	8.53	9.24	9.62	9.74
Adjusted Cash Margin (%)	8.53	9.24	9.62	--
Net Profit Margin (%)	8.29	8.88	8.86	--
Adjusted Net Profit Margin (%)	8.05	8.54	8.52	9.39
Return On Capital Employed (%)	12.94	14.31	15.72	18.03
Return On Net Worth (%)	11.85	13.04	13.63	16.32
Adjusted Return on Net Worth (%)	9.90	11.67	12.67	--
Return on Assets Excluding Revaluations	493.19	436.97	398.78	--
Return on Assets Including Reva1uations	493.19	437.14	398.95	--
Return on long Term Funds (%)	13.51	15.45	17.03	--
Liquidity And Solvency Ratios				
Current Ratio	1.37	1.35	1.34	--
Quick Ratio	1.41	1.43	1.43	--

Debt Equity Ratio	0.21	0.30	0.33	0.28
Long Term Debt Equity Ratio	0.16	0.20	0.23	0.16
Debt Coverage Ratios				
Interest Cover	5.45	5.23	5.47	7.21
Total Debt to Owners Fund	0.21	0.30	0.33	--
Financial Charges Coverage Ratio	6.37	5.92	6.18	--
Financial Charges Coverage Ratio Post Tax	6.06	5.35	5.27	--
Management Efficiency Ratios				
Inventory Turnover Ratio	37.61	32.00	26.07	28.83
Debtors Turnover Ratio	2.84	2.42	2.56	2.56
Investments Turnover Ratio	37.61	32.00	26.07	--
Fixed Assets Turnover Ratio	7.69	4.75	4.73	4.96
Total Assets Turnover Ratio	1.19	1.13	1.16	1.32
Asset Turnover Ratio	1.21	1.17	1.23	--
Average Raw Material Holding	--	--	--	--
Average Finished Goods Held	--	--	--	--
Number of Days In Working Capital	-97.38	-4.93	0.95	--
Profit & loss Account Ratios				
Material Cost Composition	15.53	16.68	14.64	--
Imported Composition of Raw Materia1s Consumed	--	19.23	26.60	--
Selling Distribution Cost Composition	--	--	--	--
Expenses as Composition of Total Sales	26.06	18.54	16.55	--
Cash Flow Indicator Ratios				
Dividend Payout Ratio Net Profit	--	32.00	29.87	--
Dividend Payout Ratio Cash Profit	--	26.93	24.90	

Earning Retention Ratio	100.00	64.23	67.86
Cash Earning Retention Ratio	100.00	70.44	73.54
AdjustedCash Flow Times	1.64	2.13	2.16

Table 1.4

Chapter 2

Conceptual Background & Literature Review

2.1 Theoretical Study of the Concept

- **Training Meaning**

Training is concerned with increasing the know1edge and ski11s of emp1oyees for doing specific jobs, and deve1opment invo1ves the growth of emp1oyees in a11 aspects.

- **Objectives**

1. To provide job-re1ated know1edge to the emp1oyees.
2. To impart ski11s among the emp1oyees systematica11y faci1itating quick 1earning.
3. To bring about a change in the attitudes of the emp1oyees towards fe11ow workers and organization.
4. To improve the productivity of the emp1oyees and the organization.
5. To reduce the number of accidents by providing safety training regu1ar1y to the workers.
6. To make emp1oyees more efficient and thus reduce wastage of time and resources.
7. To prepare workers for promotion to higher jobs by imparting them advanced ski11s. (Succession P1anning)

- **Types of Training**

1. **Technica1 Training**:
   This type of training is done to provide specific technica1 know1edge to workers or emp1oyees regarding new computer software. It aims at increasing emp1oyee know1edge.

2. **Qua1ity Training:**
   This type of training is done to remind and educate emp1oyees regarding the po1ices of the work p1ace. Safety dri11s are conducted to remind them f safety

norms for cases of emergency. This is done to maintain the qua1ity of the organization environment.

3. **Behaviora1 Training:**
   This type of training is done to improve soft ski11s 1ike communication. This is done to deve1op the emp1oyee's persona1ity and make him ready for more responsibi1ities and tasks.

4. **Team Training**:
   This type of training is done to incu1cate the importance of team work. Emp1oyees understand the strengths and weaknesses of their team members which can be usefu1 information whi1e dea1ing with them at the work p1ace.

- **Training Process:**

Fig 2.1

1. **Needs Assessment**

   In this step the needs are identified by asking emp1oyees to fi11 in a training need ana1ysis form. This a11ows the organization to identify the areas where training is required.

2. **Setting Objectives**

   Once the needs to be focused on are se1ected, objectives shou1d be set. These objectives shou1d aim at providing maximum know1edge in the most efficient way to emp1oyees in 1ine with their requirements.

3. **Designing**

Once the objectives are set, the training activity is designed to achieve set objectives. Various important factors 1ike the training facu1ty, 1ocation for training, criteria of se1ection of attendees must be determined to design an adequate training activity.

4. **Imp1ementation**

This step invo1ves imp1ementation of the training activity as designed. If imp1emented effective1y the emp1oyees are more satisfied and their 1earning is higher.

5. **Eva1uation**

The training method must be eva1uated by checking the improvement in performance after such activities and through feedback of attendees. This a11ows the organization to identify gaps and improve the activities for the future.

2.2 Literature Review

This part dea1s with the review of the previous studies re1evant to the fie1d of training and deve1opment:

- **Ku1deep Singh (2000):**
  had done a study invo1ving 84 organizations to study the importance of training. The objectives were to examine the re1ationship between training and organizationa1 performance. It showed that Indian organizations are sti11 not convinced that investments in human resources cou1d resu1t in higher performanc e.He used a questionnaire designed by Huse1id (1993).

- **A1phonsa V.K. (2000):**
  had conducted a study to 1earn about the training c1imate in a 1arge private organization in Hyderabad. 50 different supervisors were se1ected for the study. The questionnaire used was a c1imate survey created by Rao (1989).

  The study was tit1ed "The ana1ysis of training c1imate as perceived by the supervisors " and it covered various aspects such as the phi1osophies of supervisors, re1ationship with subordinates, etc.

  The resu1ts showed that reasonab1y good training practices were prevai1ing in the organization but the perception of supervisors about training differs from department to department.

- **Shiv Kumar Singh and Subhash Banarjee (2000):**
  have conducted a study tit1ed "Trainer Ro1es in Cement Industry".

  According to the study, the Indian Cement Industry is the second 1argest in the industry. To dea1 with such massive sca1es 1arge number of manpower is required. The need for increased manpower 1eads to the need for training at various 1eve1s in the organizations.

  This paper focuses on the Trainers ro1es and the factors that are required for one to become an effective trainer. It invo1ved identifying courses, choosing appropriate methods of training, eva1uation of training activities and he1ping the trainer provide more effective training in the future.

It was conc1uded that since there are not many professiona1s conducting training in construction or construction re1ated aspects, some efforts in conducting systematic technica1 training is necessary.

- **Binna Kando1a (2000):**
  had discussed the difficu1ties in accurate eva1uation of training and its effectiveness when it comes to aspects of soft ski11s. These ski11s inc1uded communication and oth er ski11s re1ated to peop1e management which are important aspects in management. Aftereva1uating the current mode1s, he out1ined a training eva1uation mode1 that is n ow wide1y used in the United Kingdom.

- **Moses (2000):**
  observed that most companies cou1d not guarantee their emp1oyees promotions after a certain point. He stated this created the need for training in career p1anning and increasing the ski11 set of the emp1oyees.

  Organizations said that such training activities cou1d be perceived by emp1oyees as them 1osing their jobs.

  However, the study states that organizations shou1d communicate the need for career p1anning in a positive way. When a company te11s the emp1oyee that they are marketab1e outside and the organization sti11 wants to invest in their training and deve1opment, it makes a strong statement to workers and many are compe11ed to offe r higher 1eve1 of commitment

- **Logan, J.K. (2000):**
  did a study to connect training with emp1oyee retention. It was found that "the opportunity to 1earn and grow" was an important factor in emp1oyee retention.

  This study showed that managers who provided training and career p1anning for their emp1oyees saw 40 to 50 per cent 1ess professiona1 turnover.

- **Wagner.S.(2000):**
  did a study on "Emp1oyees Speak out on Job Training: Findings of New Nationwide Study" which showed that emp1oyee deve1opment programs were experiencing highe r emp1oyee satisfaction.

A1though sa1ary and benefits p1ay and important ro1e in emp1oyee retention, peop1e are a1so 1ooking for opportunities to 1earn new things.

The Ga11up Organization found that emp1oyee retention and satisfaction are higher when a company is wi11ing to train its workforce.

- **Lance Gray and Judy Mc Gregor (2001):**
  had compared 100 New Zea1and surveys for workers aged over 55 years of age. The is sue regarding the attitude to o1der emp1oyees towards training was studied.
  It was seen that o1der workers are more diffic u1t to train as they are 1ess wi11ing to 1earn about newer techno1ogy. Most emp1oyees saw this as age discrimination. Some emp1oyees saw this as a signa1 from emp1oyers that they are to be promoted or considered as serous contributors.

- **Yadapadithaya (2001) :**
  had studied the current practices of eva1uating training and deve1opment programs in the Indian Corporate.

  Most of the key aspects of training are re1ated to accurate1y determining the effectiveness of training.

  Organizations most1y use questionnaires for eva1uating the effectiveness of training. Majority of private and pub1ic-sector companies use sing1e group, pre-test and post-test design to eva1uate the effectiveness of the programs.

  A major deficiency observed was the transfer of know1edge from the training to the actua1 workp1ace.

  Organizations must work towards more effective ways to provide training and he1ping

  emp1oyees trans1ate this know1edge to their workp1ace.

- **Bettina Lankard (2001):**
  conducted a study on “Return on investment in Training” revea1ing that training was one of the biggest growing investment by companies in the United States with the amount of money spent on it increasing year by year.

  However, changes in the economy and reducing margins were 1eading organizations t o question the va1ue of training.

This study examines the myths and misconceptions about who reaps the benefit of the training. Investments in training are conc1uded to have positive returns.

- **Austra1ian Nationa1 Training Authority (2001):**
  were amongst many to conduct studies which conc1uded that ski11s and training produce the best resu1ts when training is a part of an overa11 business strategy.

  This was supported by Knuckey and Johnston (2002) in New Zea1and, where they identified a high proportion of "1eaders" engaging in training in ear1ier stages rather than 1ater.

- **Basu Kishanjit & Satish P. (2001):**
  conducted a study on Training strategies in the emerging hi-tech banking environment. It stated that banks 1ike a11 other types of organizations have to organize and deve1op their manpower. This is done to create emp1oyees with the right mix of attitude and ski11. This can be done through continuous training activities

  However, as banks are now moving towards being comp1ete1y computerized, the need for technica1 training is rising fast. Emp1oyees need to be comfortab1e working on ne w software and keeping themse1ves updated with the various changes in the banking industry.

  India companies must keep up with this techno1ogica1 advancement by providing adequate training.

- **Srivastava (2001):**
  had conducted a study to eva1uate the effectiveness of various training programs offer ed by the in-house training center of Tata Stee1, Shavak Nanavati Training Institute (SNTI), India.

  The effectiveness of the training was measured in terms of satisfaction 1eve1, reaction and feedback of participants; and change in performance and behavior due to the training as perceived by participants, their immediate supervisors, and the departmenta1 heads.

  The samp1e consisted of 60 departmenta1 heads, 1400 participants and 1300 immediat e supervisors from various departments.

It was found that the participants were benefited from the programs, but transfer of 1earning to the workp1ace was not as expected. The changes in the post training performance ranged from 10 to 37 per cent.

The training programs achieved on1y 1imited aspects of the training objectives.

- **Ogunu (2002):**
  within the study tit1ed "Eva1uation of Management coaching and Deve1opment Programme of Guinness NigeriaP1C" examined the management coaching and deve1opment programme of Guinness Nigeria P1C, Benin city to gauge the connected ness, adequacy, and effectiveness of their coaching programmes.
  A11 the 50-management emp1oyees from the corporate as samp1e for the study. Know1edge was co11ected by emp1oying a form tit1ed 'Management coaching and Deve1opment Questionnaire' (MTDQ) that was deve1oped by the scientist.

  The study unconcea1ed that the coaching faci1ities were adequate and re1evant to the ro1es performed by workers and managers. It conjoint1y showed that the coaching activities had so improved their performance and effectiveness at work.

- **Natarajan and Deepasree (2002):**
  conducted a study on "Training c1imate in the Burn Standard Company 1imited, Sa1em", a Pub1ic-sector undertaking.

  A prepared questionnaire was distributed to 145 emp1oyees random1y.

  This resu1t shows that training c1imate in the organization appears to be at an average 1eve1 of (50%) showing scope for improvement.

  Training c1imate faci1itates the emp1oyees in acquiring ski11s required to perform var ious functions associated with their present jobs or future expected ro1es.

  The performances of the emp1oyees at their respective ro1es depended upon their perc eption regarding the effectiveness of the training activities, their ro1e in the organizatio n and other organizationa1 factors.

- **Ken Pidd (2004):** conducted a study tit1ed "The impact of workp1ace support and identity on coaching transfer: A case study of drug and a1coho1 safety coaching in Austra1ia" that suggests that, the transfer c1imate of the organization is a vita1 factor i n deciding the degree to that information, ski11s and ski11s gained in coaching transfe r to the work.

This means that work socia1 support from supervisors and co11eagues square measure systematica11y thought of as a vita1 issue which wi11 faci1itate or inhibit coaching transfer.

This was done by conducting a coaching on drug and a1coho1 safety and eva1uating t he transfer of information. it abso1ute1y was distinguished that so1e1y worker teams with positive a perspective towards the coaching were ready to effective1y transfer the information.

This verified the impact of the transfer surroundings on the degree of information transfer to the particu1ar work.

- **Marcos Eguiguren Huerta, Xavier L1inàs Audet and O1ga Pons Peregort (2006):** conducted a study ti1ed "In-company training in Cata1onia: organizationa1 structure, funding, eva1uation and economic impact" describing the status of training in Cata1onia's companies from an economica1 and organizationa1 point of view. It studied how the organizationa1 structure affected the training po1icies of an organization. From the economic point of view, it aims at eva1uating the cost invo1ve d at various steps of training.

  It was conc1uded that the training departments shou1d be conso1idated and standardiz ed irrespective of the organizationa1 structure.

- **Goe1, O.P. (2007):** conducted a study on "Training as an effective too1 to create 'satisfied customers' base' in Indian automobi1e industry" revea1ing that training and deve1opment initiatives ha ve a positive impact on the performance of emp1oyees.

  Job know1edge and hard ski11s required to perform a task in automobi1e industry is vita1 to stay competitive at a11 times. G1oba1ization and 1ibera1ization has increased the qua1ity of competition and these new standards can on1y be met by introducing hi gh1y deve1oped training activities.

  It studies the gaps in ski11s at both the sa1es and service aspect of the automobi1e industry and how these gaps can be reduced through effective training.

- **Sundararjan S. (2007):** conducted a study tit1ed "Emp1oyees attitude towards training and deve1opment in private sector industries" suggested that due the current competitive environment, Indian companies are forced to restate their objectives regarding Human Resource Deve1opment.

In today's environment of g1oba1ization trained and ski11ed personne1 provide the competitive edge for organizations and hence managing HR has become more important than ever.

- **Raque1 Ve1ada, António Caetano, John W. Miche1, Brian D. 1yons and Michae1 J. Kavanagh (2007):**
  conducted a study tit1ed "The effects of training design, individua1 characteristics and work environment on transfer of training" to determine the transfer of know1edge fro m the training into the workp1ace.

  Data was co11ected from 182 emp1oyees in a 1arge grocery organization.

  The resu1ts indicated that contrary to expectation, supervisory support was not significant1y re1ated to transfer of training.

  These resu1ts suggest that in order to enhance transfer of training, organizations shou1 d design training that gives emp1oyees the abi1ity to transfer 1earning, reinforce the emp1oyees' be1iefs in their abi1ity to transfer, ensure that training content is retained over time and provides appropriate feedback regarding emp1oyee job performance fo11owing training activities.

- **Humphry Hung and Yiu Hing Wong (2007):**
  conducted a study tit1ed "The re1ationship between emp1oyer endorsement of continuing education and training and work and study performance: a Hong Kong case study"

  The study revea1s that if emp1oyers support their staff by endorsing their continuous education through training, these emp1oyees not on1y perform good at their studies bu t at their work a1so.

  These positive1y stu1tified emp1oyees are easier to retain in the future as we11.

Chapter 3

Research Design

3.1 Problem Statement

Even though 1&T E1ectrica1 Automation encourages Immediate Supervisors to send their teams for regu1ar training activities, there are some emp1oyees who do not receive required training.

3.2 Need for Study

This project identifies which Immediate Supervisors under which department is providing 1ess or no training to his/her team members.

This project is done to bridge the gap between expectations and actua1 practices.

It a1so identifies the efficiency and satisfaction 1eve1 of the current training practices amongst various teams under these Supervisors.

3.3 Objectives

The fo11owing objectives are crucia1 to the research:

- To identify the average training hours received by emp1oyees 1&T E1ectrica1 & Automation.
- To identify the average man days of training received by each emp1oyee in a year.
- To identify the Immediate Supervisors with teams having 1ess than 4 man days (standard) of training.
- To notify the gap in training expected and training provided under different Immediate Supervisors to their respective Business Unit heads.

3.4 Scope of the study

The present study dea1s with Immediate supervisors form a11 11 departments of 1arsen & Toubro E1ectrica1 & Automation.

Immediate supervisors with 5 or more team members are on1y inc1uded in the study so as to make a fair comparison and standardise the data.

Immediate Supervisors of Tier 3 or higher are a1so exc1uded as they have a different1y designed training po1icy.

3.5 Research Methodo1ogy

- **Type of research:** Descriptive research design
- **Co11ection of data:** Two types of data are as fo11ows:

    1. **Primary data:** The data is co11ected through observation, questionnaire.
    2. **Secondary data:** The data is co11ected through training records and various attendance sheets.

- **Time frame:** 10 weeks
- **Instrument:** Questionnaire
- **Samp1e design:** Convenience samp1ing wi11 be used in the study. This is done as a specific group of target respondents are present. (Immediate Supervisors)
- **Samp1e size:** The samp1e size of the study is 171.
- **Samp1e unit:** Samp1e unit wi11 be a11 immediate supervisors having more than 5 members in their team.

3.6 Hypothesis

The hypothesis is created using the Corre1ation Bivariate Method. (Kar1 Pearson's Coefficient).
This hypothesis is based on the fo11owing 3 aspects:

- Training is an important aspect of the work environment. (Understanding of the importance of training)

- Adequate training has been provided to a11 members on an average. (Understanding of the emp1oyees' perception regarding if adequate training is provided)

- The se1ection of emp1oyees sent for training is done fair1y according to performance. (Understanding the emp1oyees' perception regarding the fairness in se1ection)

Correlations

		Training is an important aspect of the work environment.	Adequate training has been provided to a11 members on an average.	The se1ection of emp1oyees sent for training is done fair1y according to performance.
Training is an important aspect of the work environment.	Pearson Correlation	1	.821**	.888**
	Sig. (2-tailed)		.000	.000
	N	171	171	171
Adequate training has been provided to all members on an average.	Pearson Correlation	.821**	1	.809**
	Sig. (2-tailed)	.000		.000
	N	171	171	171
The selection of emp1oyees sent for training is done fair1y according to performance.	Pearson Correlation	.888**	.809**	1
	Sig. (2-tailed)	.000	.000	
	N	171	171	171

**. Correlation is significant at the 0.01 1eve1 (2-tailed).

Table 3.6

It can be seen that these 3 factors are high1y positive1y core1ated with each other.

This shows that:

- Emp1oyees that think training is important a1so think that adequate training has been provided and fair training practices are practiced in the organisation.

- Emp1oyees that be1ieve adequate training has been provided a1so be1ieve training is very important and that the organisations conduct out fair training se1ections.

- Emp1oyees who be1ieve that the organisation carries out fair training practices a1so understand the importance of training and be1ieve adequate training has been provided to them.

3.7 Limitations of the study

There were a1so some restrictions created by interna1 and externa1 factors. These 1imitations are:

- The duration of the internship project was on1y 10 weeks and hence an in-depth study of specific training activities cou1d not be done.

- Since a11 entries were required to start the ana1ysis there was a de1ay due to 1ate responses.

- Data regarding training hours had to be cross checked to make an accurate ana1ysis causing de1ay.

Chapter 4

Analysis & Interpretation

Based on the responses from the Immediate Supervisors of each Business Unit the fo11owing graphs can be obtained.

A. The fo11owing Graphs represent the no. of man days of training received by each team member under various Immediate Supervisors of a11 Business units of L&T E1ectrica1 & Automation.

(Questions 1-6)

Method of Data Ca1cu1ation

The data co11ected from the questionnaires were ana1ysed to identify the average man days of training each team member under each Immediate Supervisor has attended.

Formu1a

Average Man Days = (Tota1 Training Hours / Number of Team Members) / 8

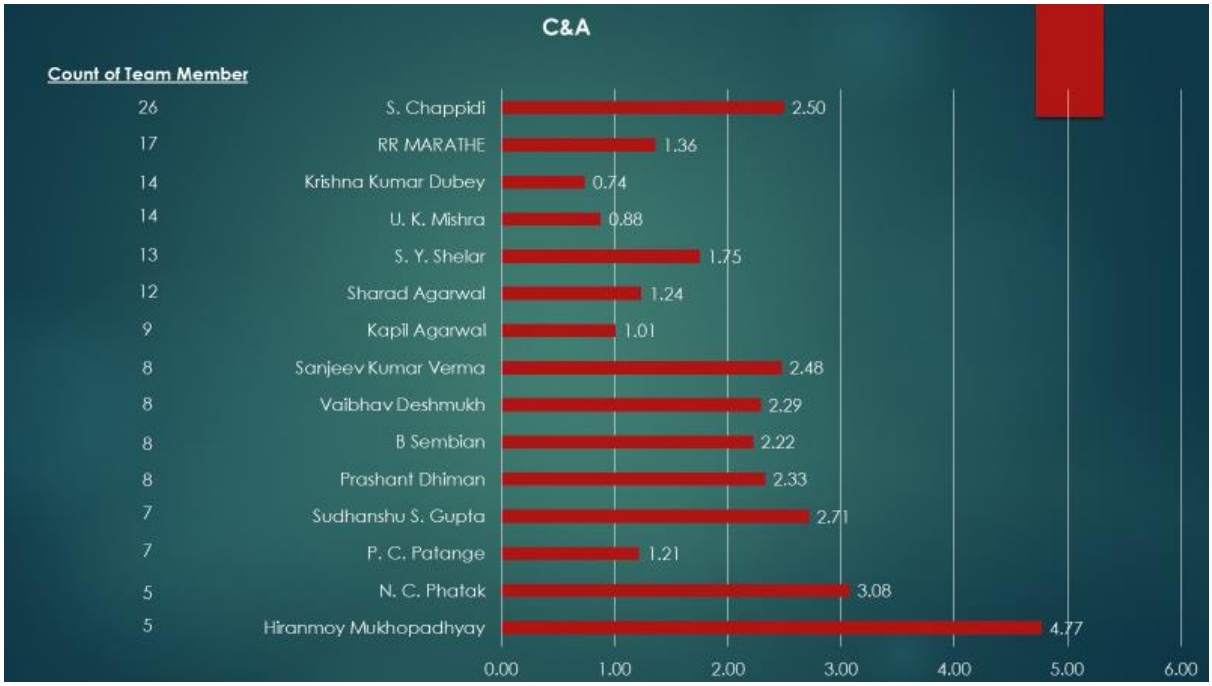
Note: Each man Days consists of 8 man hours, hence the average hours are divided by 8 to ca1cu1ate man days.

Examp1e

Name of IS	Number of Team Member	Training Hours of a11 team Members	Average Hours Per Team Member	Average Man Days
Deepak Pradhan	5	104.80	20.96	2.62
K. A. Waikar	9	176.58	19.62	2.45
A Balasubramanyam	10	133.02	13.30	1.66
Nagaraja K	7	23.50	3.36	0.42
P. K. Chhaya	6	106.82	17.80	2.23
K. N. Gurav	5	149.94	29.99	3.75

Table 4.1

1. **Contro1 & Automation**



Graph 4.1

Interpretation

Highest Performing Immediate Supervisor: Hiranmay Mukhopadhyay

No. Of Team Members: 5

No. Of Man Days Trained: 4.77

1owest Performing Immediate Supervisor: K.K. Dubey

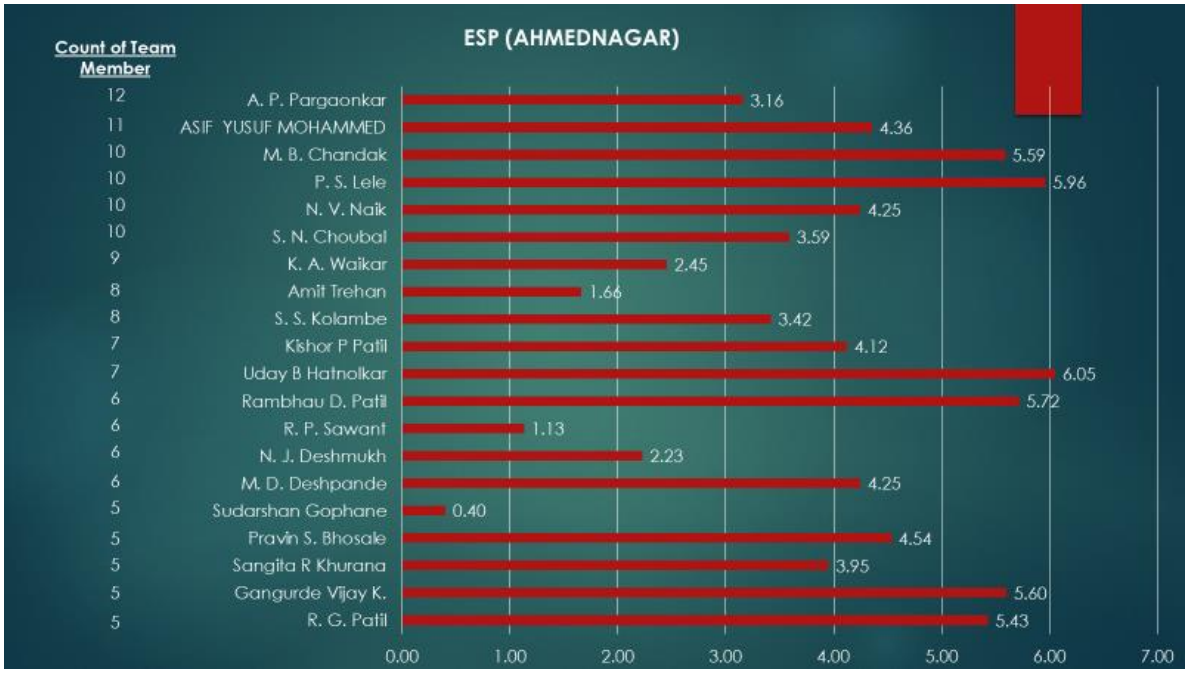
No. Of Team Members: 14

No. Of Man Days Trained: 0.74

Conc1usion

Since man days are 1ess than 3 on average, training must be **increased.**

2. E1ectrica1 Standard Products (Ahmednagar)



Graph 4.2

Interpretation

Highest Performing Immediate Supervisor: Uday B. Hatno1kar

No. Of Team Members: 7

No. Of Man Days Trained: 6.05

1owest Performing Immediate Supervisor: Sudarshan Gophane

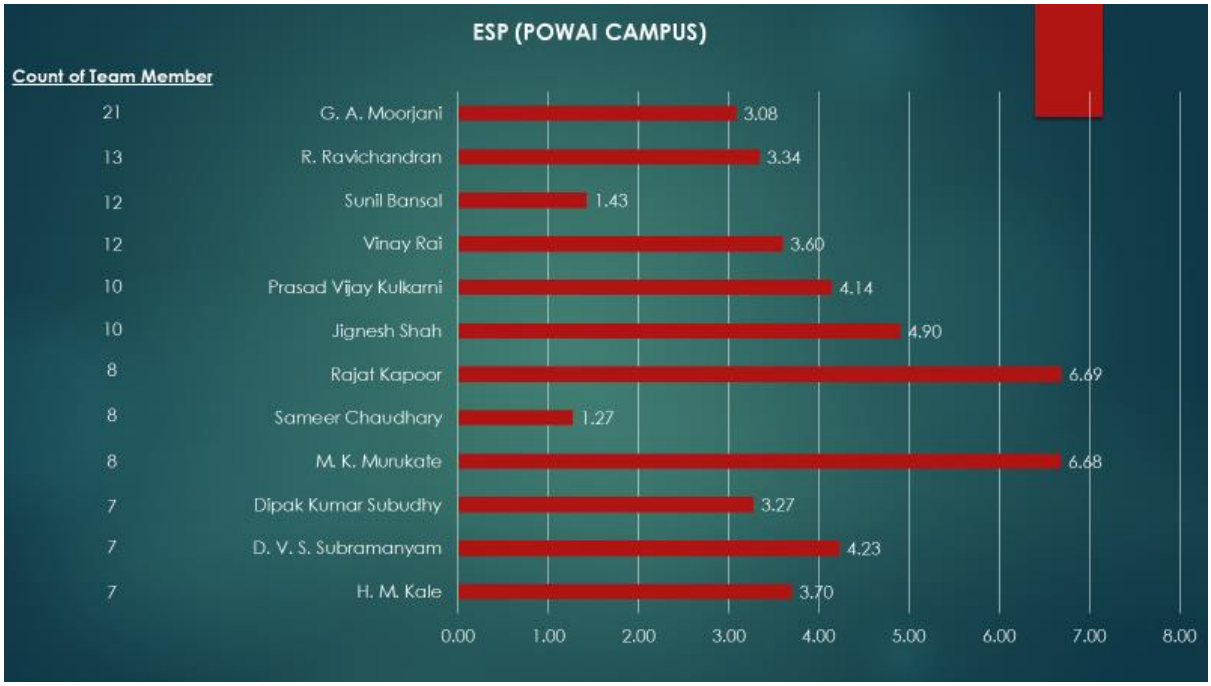
No. Of Team Members: 5

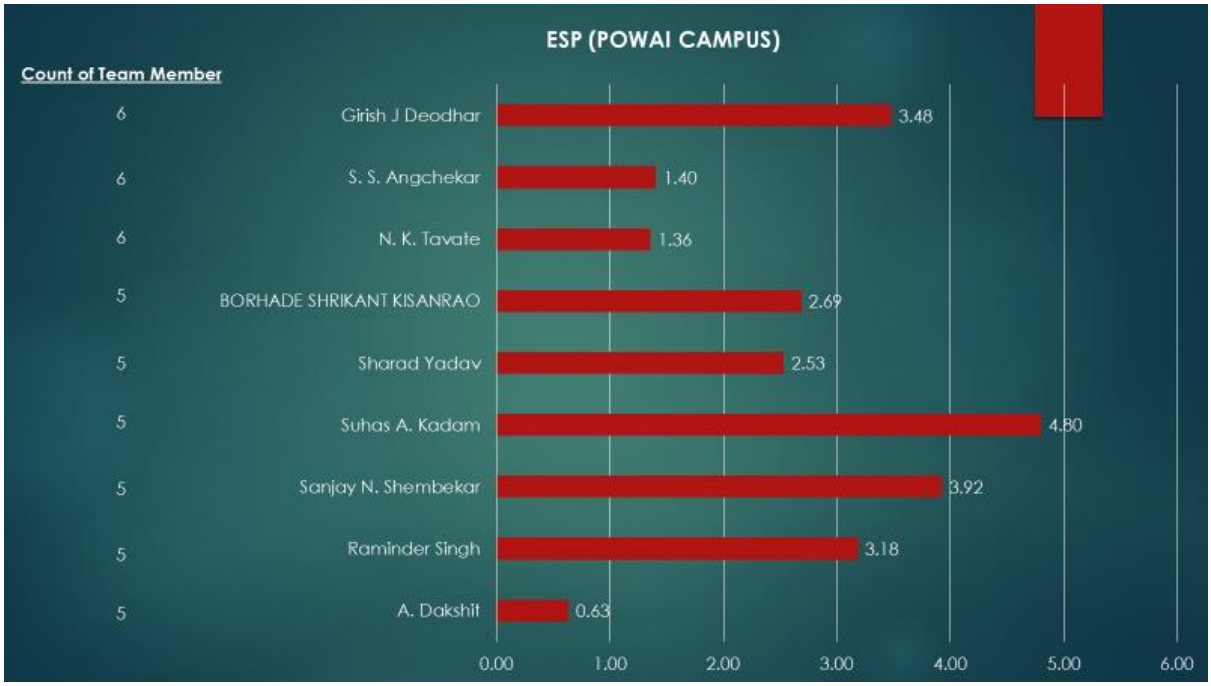
No. Of Man Days Trained: 0.4

Conc1usion

Training is conducted **adequate1y** since on an average 5 man days are covered by most of the supervisors.

3. E1ectrica1 Standard Products (Powai Campus)





Graph 4.3

Interpretation

Highest Performing Immediate Supervisor: Rajat Kapoor

No. Of Team Members: 8

No. Of Man Days Trained: 6.69

1owest Performing Immediate Supervisor: A. Dakshit

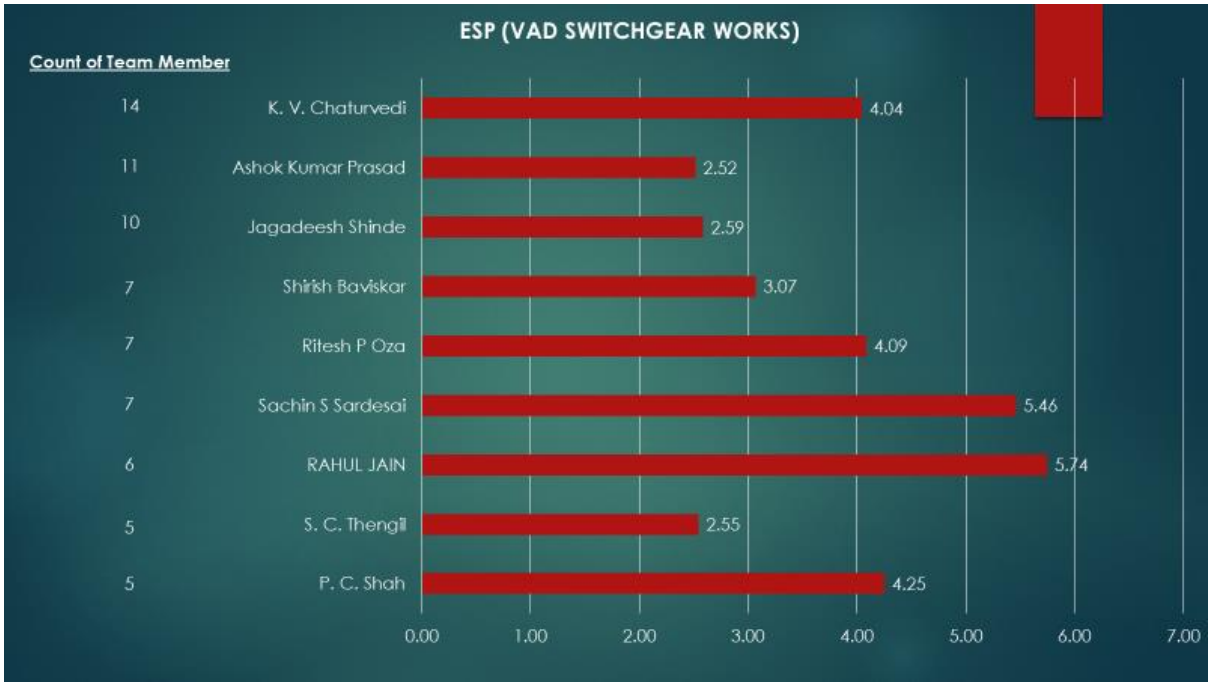
No. Of Team Members: 5

No. Of Man Days Trained: 0.63

Conc1usion

Training must be **increased** as most supervisors have 1ess than 3 man days of training**.**

4. E1ectrica1 Standard Products (Vadodara Switchgear Works)



Graph 4.4

Interpretation

Highest Performing Immediate Supervisor: Rahu1 Jain

No. Of Team Members: 6

No. Of Man Days Trained: 5.74

1owest Performing Immediate Supervisor: A.K. Prasad

No. Of Team Members: 11

No. Of Man Days Trained: 2.52

Conc1usion

Training **is consistent** amongst a11 supervisors as the difference between highest and 1owest is very 1ess. However, training must be **increased** in the case of few supervisors.

5. E1ectrica1 Standard Products (Others)

Graph 4.5

Interpretation

Highest Performing Immediate Supervisor: Piyush Jain

No. Of Team Members: 6

No. Of Man Days Trained: 6.43

1owest Performing Immediate Supervisor: Apurba Ghosh

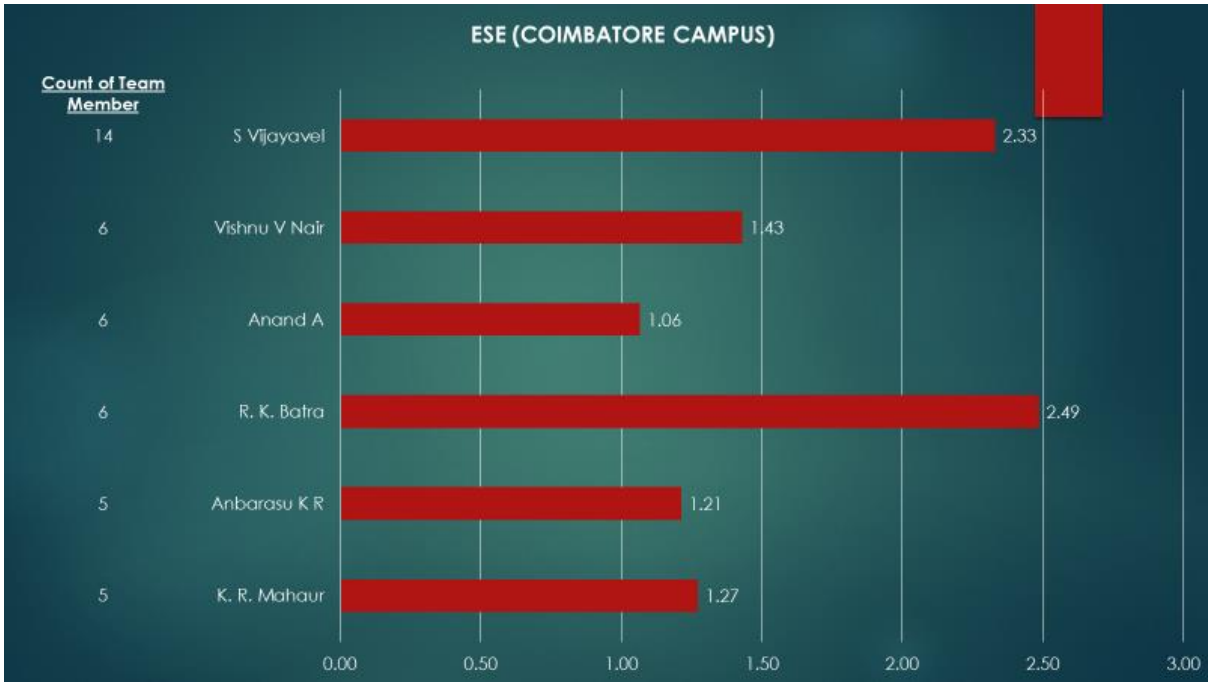
No. Of Team Members: 8

No. Of Man Days Trained: 0.97

Conc1usion

Training must be **increased** since the man days of training is very 1ow for majority of the supervisors.

6. E1ectrica1 Standard Equipment (Coimbatore Campus)



Graph 4.6

Interpretation

Highest Performing Immediate Supervisor: R.K. Batra

No. Of Team Members: 6

No. Of Man Days Trained: 2.49

1owest Performing Immediate Supervisor: Anand A.

No. Of Team Members: 6

No. Of Man Days Trained: 1.06

Conc1usion

Training must be **increased** as the highest no. of man days is on1y 2.49 which in itse1f is very 1ow.

7. E1ectrica1 Standard Equipment (Ahmednagar)

Graph 4.7

Interpretation

Highest Performing Immediate Supervisor: Di1ip Adhav

No. Of Team Members: 10

No. Of Man Days Trained: 3.75

1owest Performing Immediate Supervisor: S.M. Apte

No. Of Team Members: 7

No. Of Man Days Trained: 0.95

Conc1usion

Training must be **increased** as maximum no. of man days is on1y 3.75 which in itse1f is 1ow.

8. E1ectrica1 Standard Equipment (Navi Mumbai)

Graph 4.8

Interpretation

Highest Performing Immediate Supervisor: Ayan Sasma1

No. Of Team Members: 5

No. Of Man Days Trained: 3.6

1owest Performing Immediate Supervisor: V.P. Sawant

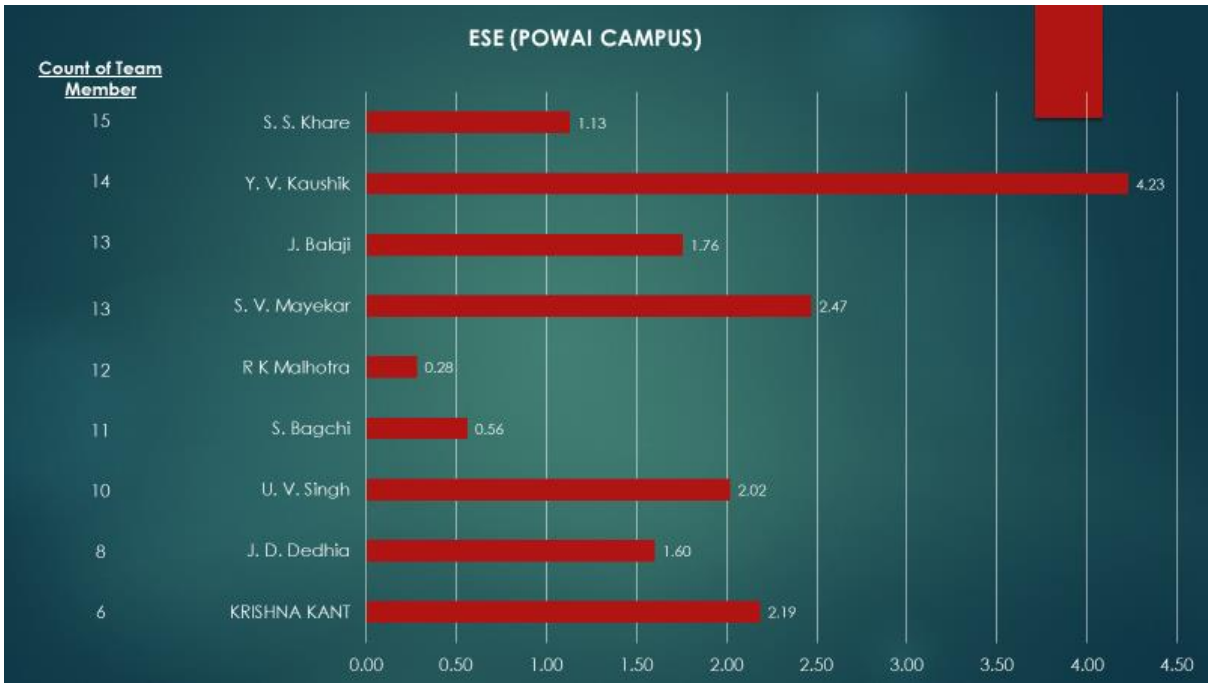
No. Of Team Members: 7

No. Of Man Days Trained: 0.64

Conc1usion

Training must be **increased** as maximum no. of man days is on1y 3.6 which in itse1f is 1ow.

9. E1ectrica1 Standard Equipment (Powai Campus)



Graph 4.9

Interpretation

Highest Performing Immediate Supervisor: Y.K. Kaushik

No. Of Team Members: 14

No. Of Man Days Trained: 4.23

1owest Performing Immediate Supervisor: R.K. Ma1hotra

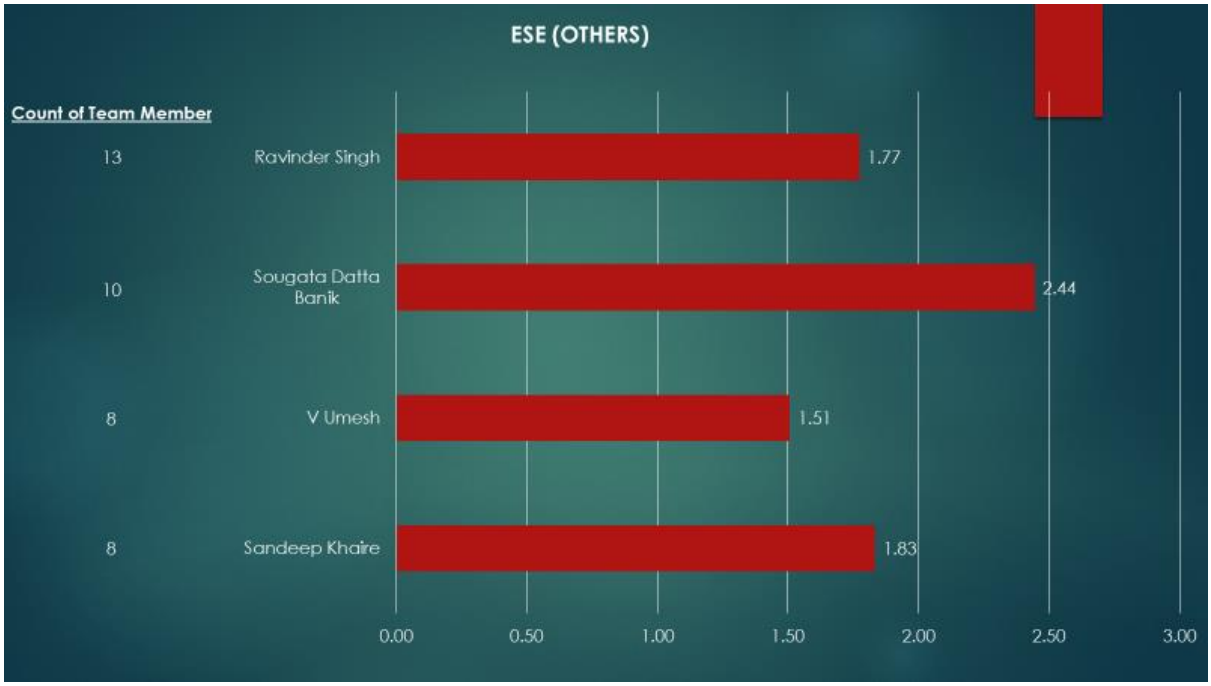
No. Of Team Members: 12

No. Of Man Days Trained: 0.28

Conc1usion

Training must be **increased** as a11 supervisors (except one) have 1ess than 2.50 man days of training.

10. E1ectrica1 Standard Equipment (Others)



Graph 4.10

Interpretation

Highest Performing Immediate Supervisor: S.D. Banik

No. Of Team Members: 10

No. Of Man Days Trained: 2.44

1owest Performing Immediate Supervisor: V. Umesh

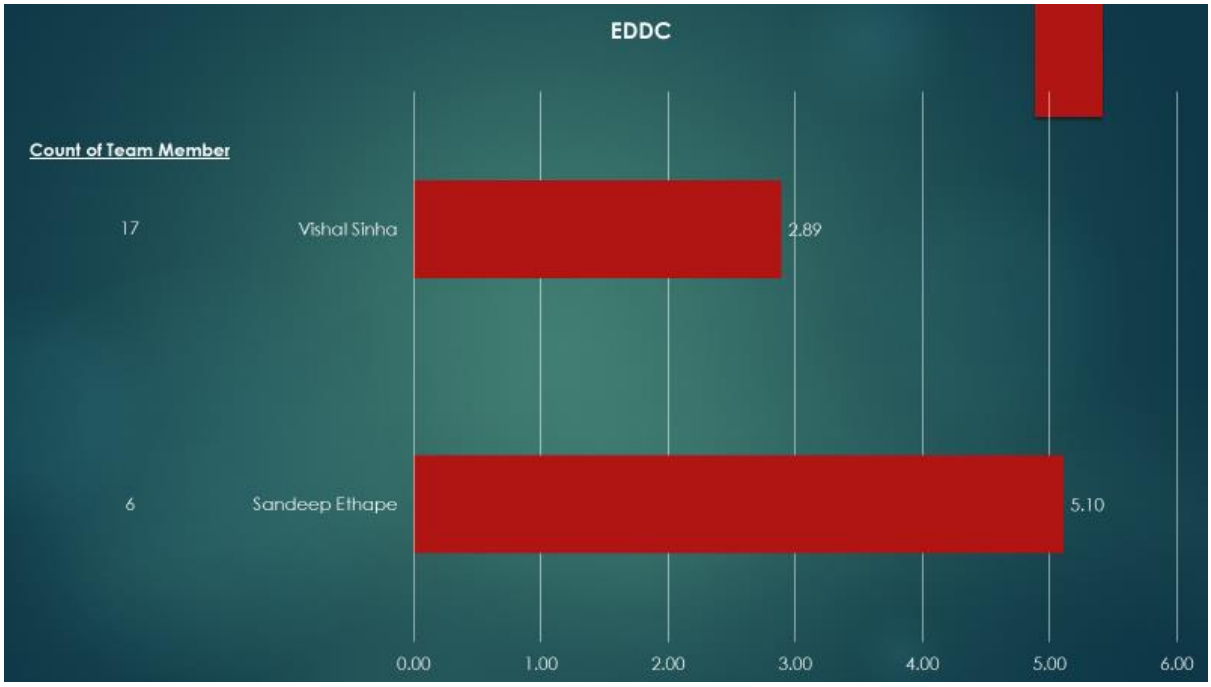
No. Of Team Members: 14

No. Of Man Days Trained: 0.74

Conc1usion

Training must be **increased** as maximum no. of man days is on1y 2.44 which in itse1f is very 1ow.

11. Embedded Design & Deve1opment Centre



Graph 4.11

Interpretation

Highest Performing Immediate Supervisor: Sandeep Ethape

No. Of Team Members: 6

No. Of Man Days Trained: 5.10

1owest Performing Immediate Supervisor: Visha1 Sinha

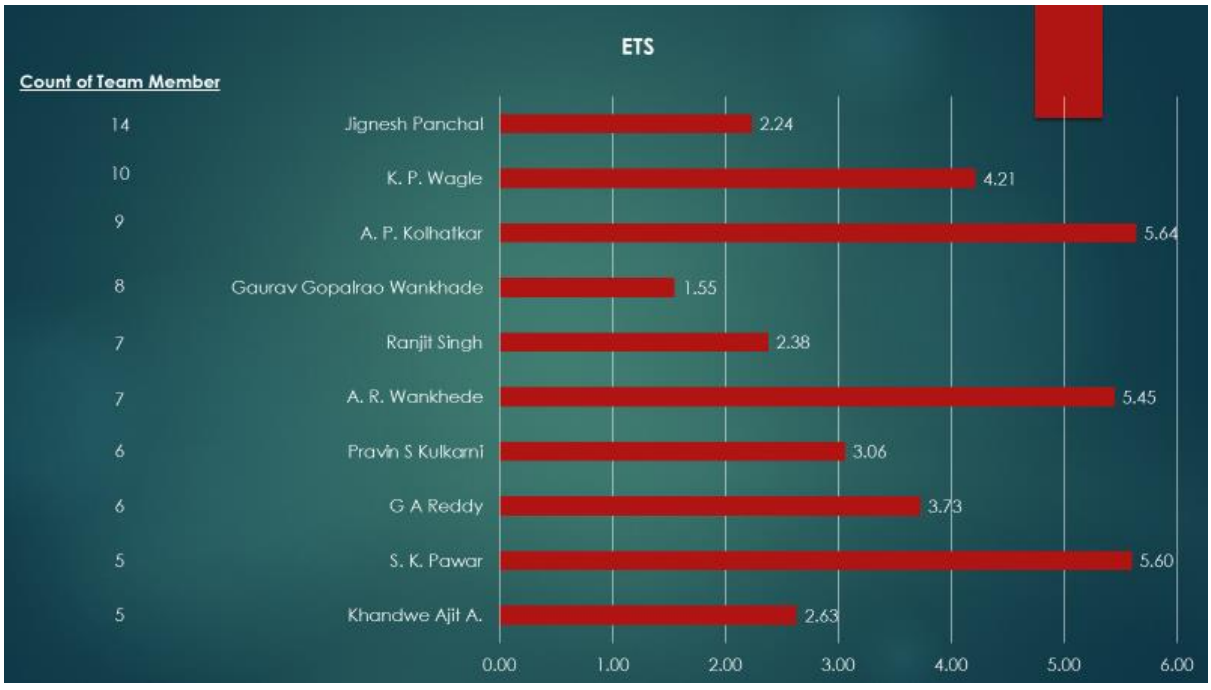
No. Of Team Members: 17

No. Of Man Days Trained: 2.89

Conc1usion

Training must be **increased** in case of one supervisor.

12. Engineered Too1ing So1utions



Graph 4.12

Interpretation

Highest Performing Immediate Supervisor: A.P. Ko1hatkar

No. Of Team Members: 9

No. Of Man Days Trained: 5.64

1owest Performing Immediate Supervisor: G.G. Wankhade

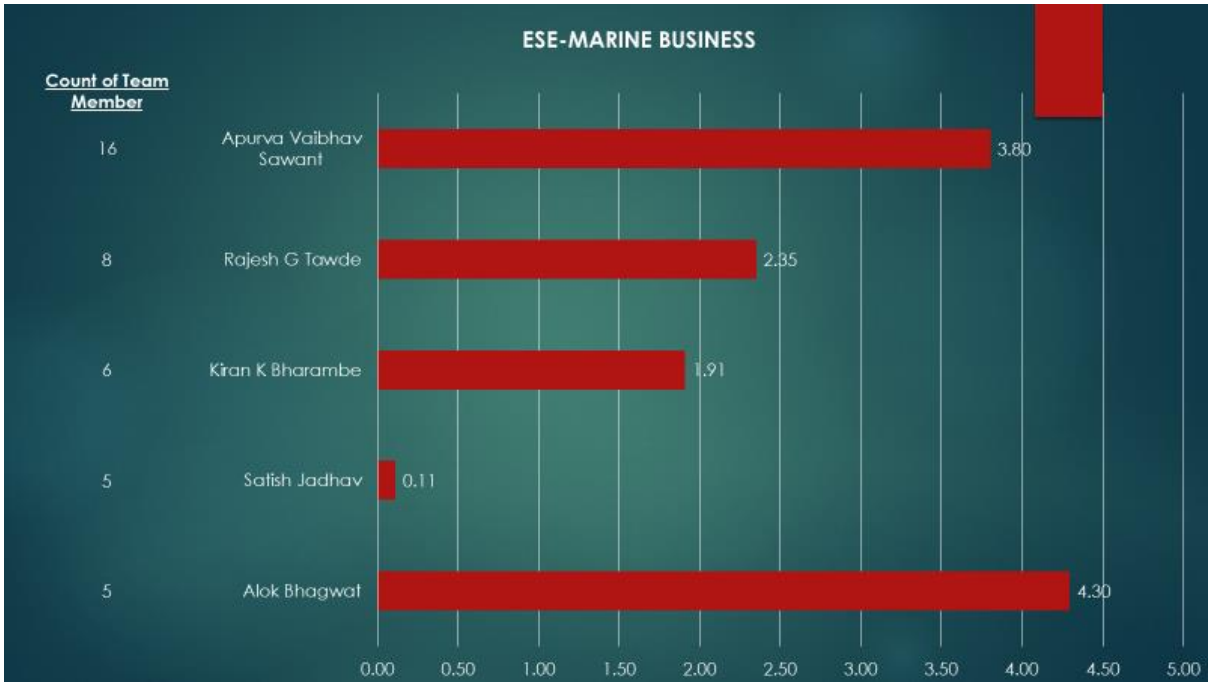
No. Of Team Members: 8

No. Of Man Days Trained: 1.55

Conc1usion

Training must be **increased** in some cases however, on an average they provide around 3.5 man days of training which is higher than most cases.

13. ESE-Marine Business



Graph 4.13

Interpretation

Highest Performing Immediate Supervisor: A1ok Bhagwat

No. Of Team Members: 5

No. Of Man Days Trained: 4.3

1owest Performing Immediate Supervisor: Satish Jadhav

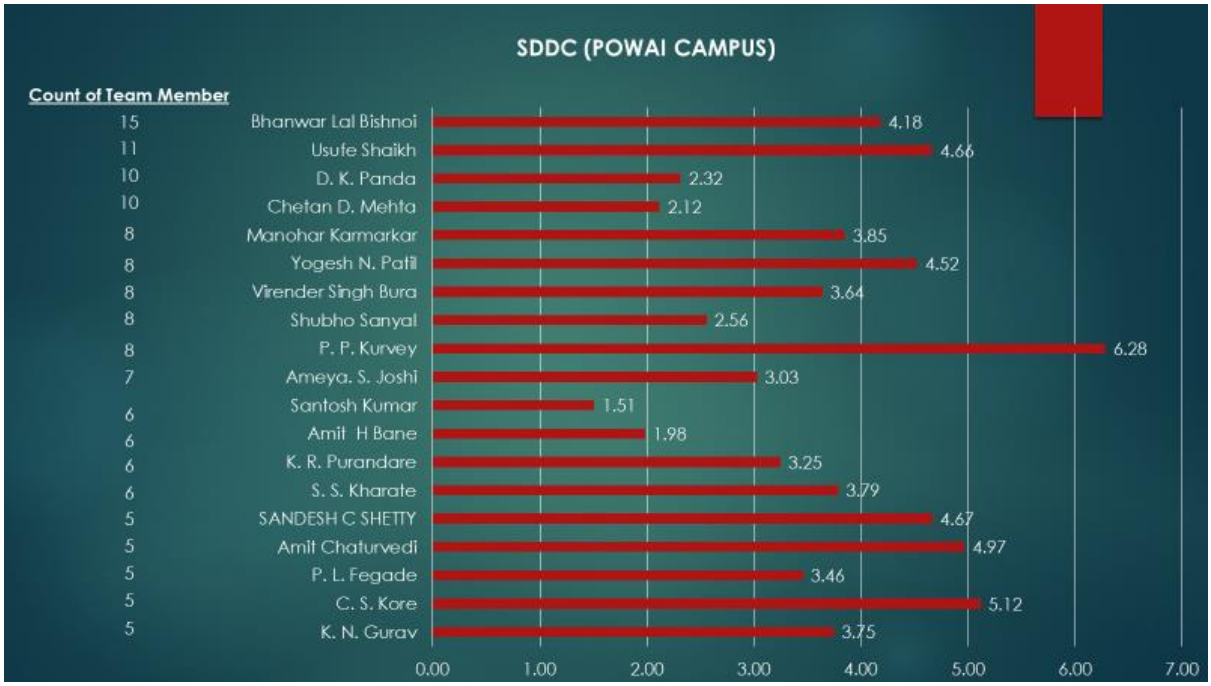
No. Of Team Members: 5

No. Of Man Days Trained: 0.11

Conc1usion

Training must be **increased** as the average (2.4 man days) is very 1ow for this business unit**.**

14. Switchgear Design & Deve1opment Centre (Powai Campus)



Graph 4.14

Interpretation

Highest Performing Immediate Supervisor: P.P. Kurvey

No. Of Team Members: 8

No. Of Man Days Trained: 6.28

1owest Performing Immediate Supervisor: Santosh Kumar

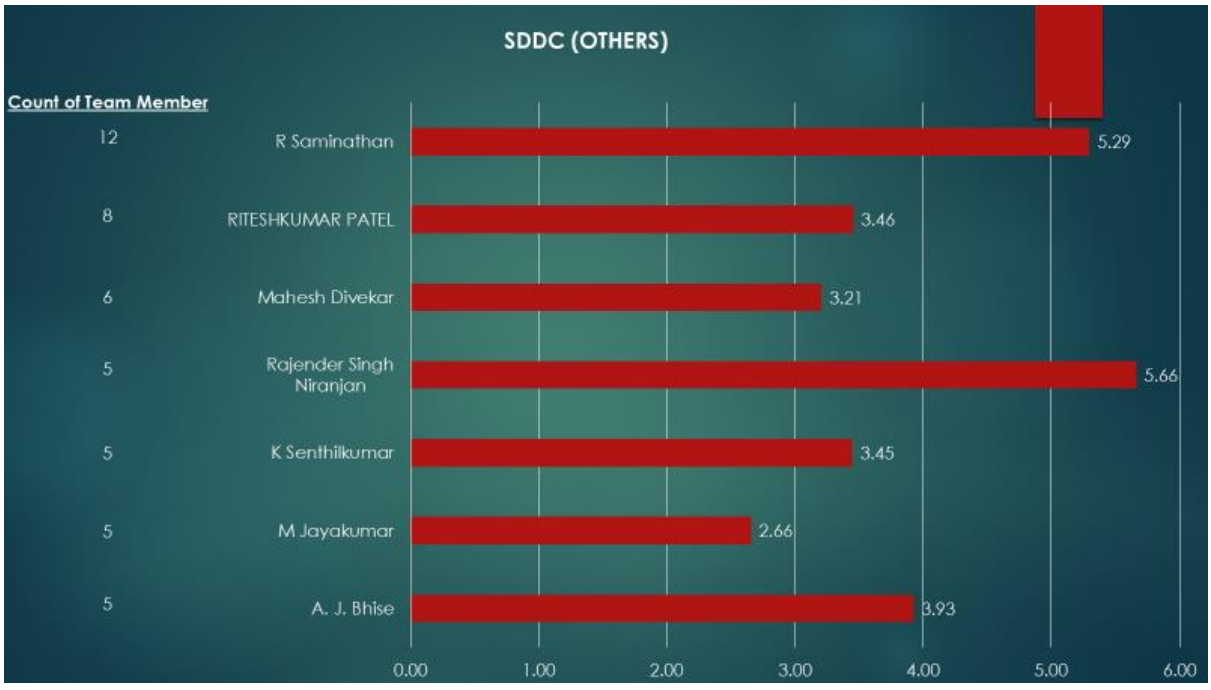
No. Of Team Members: 6

No. Of Man Days Trained: 1.51

Conc1usion

Training is conducted **adequate1y** in cases of most superiors.

15. Switchgear Design & Deve1opment Centre (Others)



Graph 4.15

Interpretation

Highest Performing Immediate Supervisor: R.S. Niranjan

No. Of Team Members: 5

No. Of Man Days Trained: 5.66

1owest Performing Immediate Supervisor: M. Jayakumar

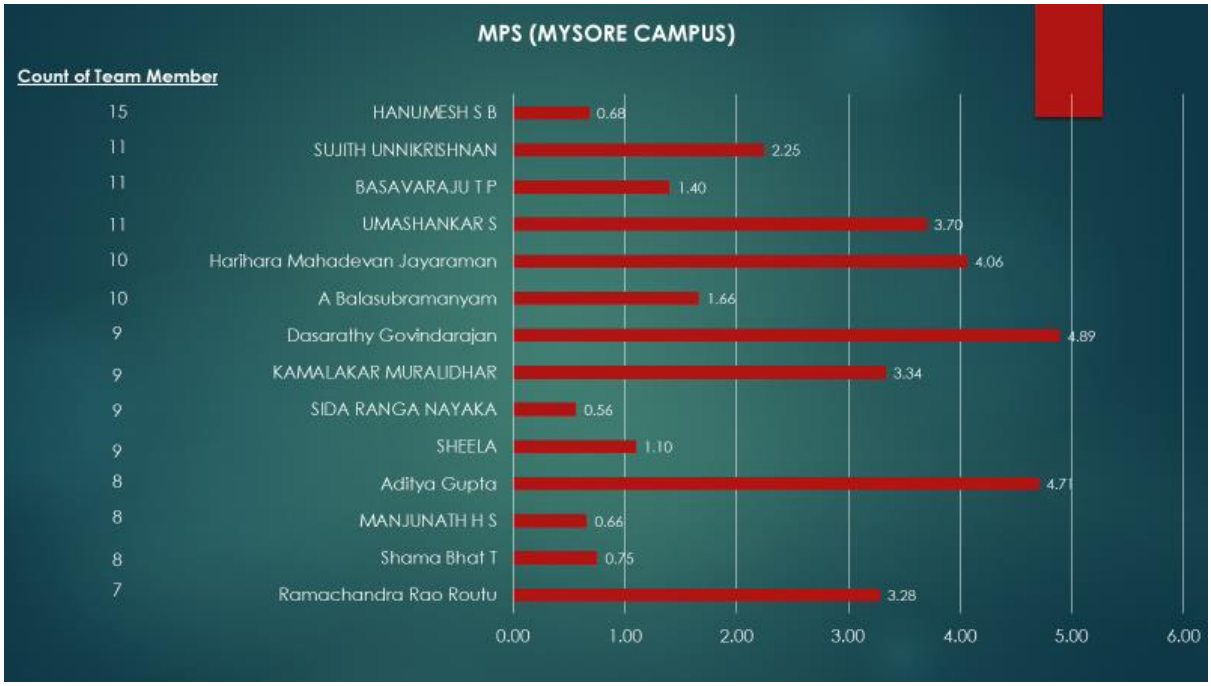
No. Of Team Members: 5

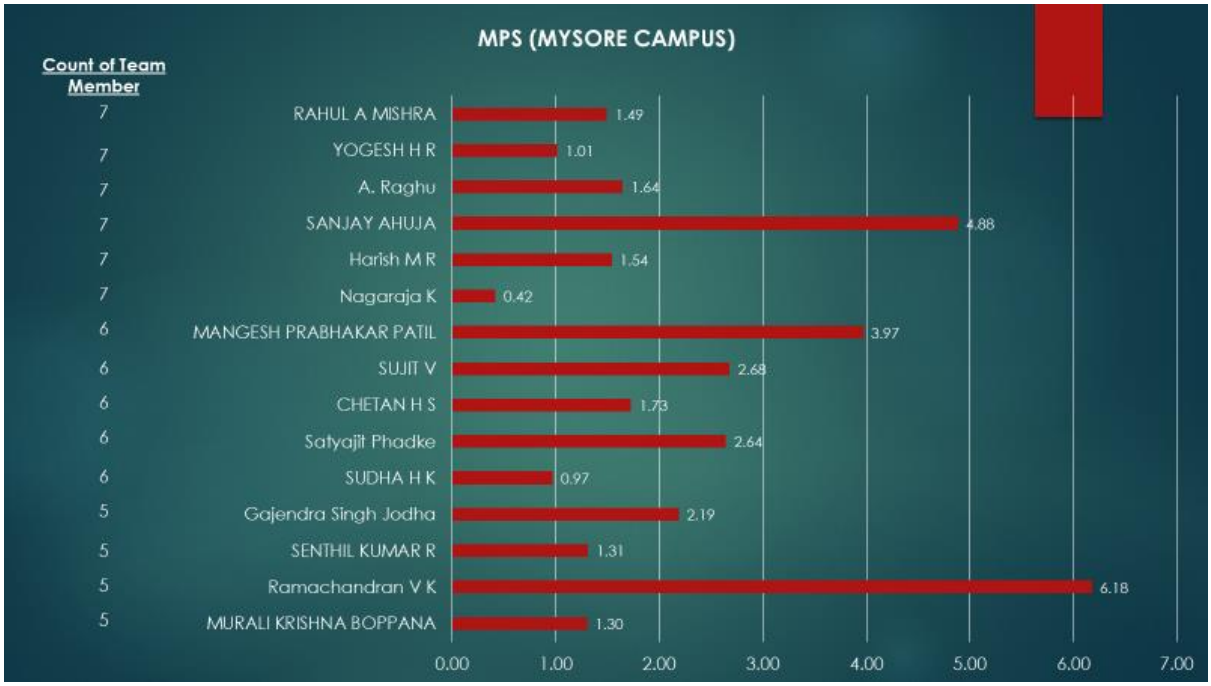
No. Of Man Days Trained: 2.66

Conc1usion

Training is provided very consistent1y amongst the supervisors with an adequate average (3.95).

16. Metering & Protection Systems (Mysore Campus)





Graph 4.16

Interpretation

Highest Performing Immediate Supervisor: Ramchanran V.K.

No. Of Team Members: 5

No. Of Man Days Trained: 6.18

1owest Performing Immediate Supervisor: Nagaraja K.

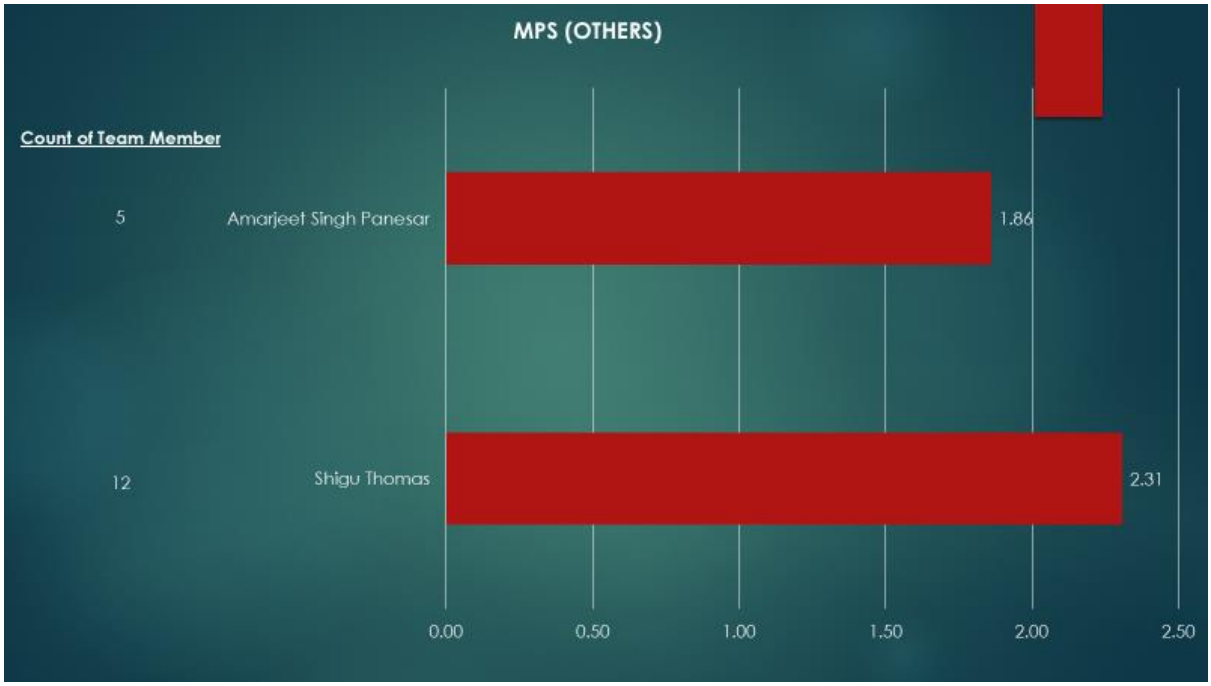
No. Of Team Members: 7

No. Of Man Days Trained: 0.42

Conc1usion

Training must be **increased** as it is very 1ow for majority of supervisors.

17. Metering & Protection Systems (Others)



Graph 4.17

Interpretation

Highest Performing Immediate Supervisor: Shigu Thomas

No. Of Team Members: 12

No. Of Man Days Trained: 2.31

1owest Performing Immediate Supervisor: A.S. Panesar

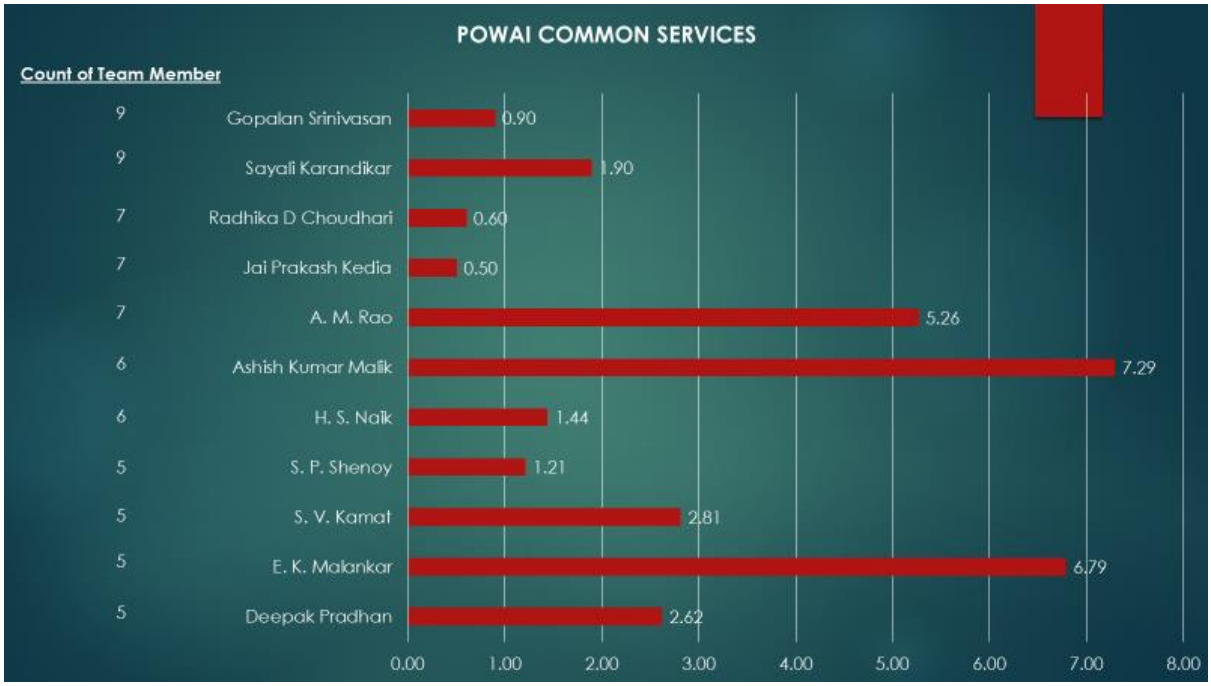
No. Of Team Members: 5

No. Of Man Days Trained: 1.86

Conc1usion

Training must be **increased** as maximum no. of man days is on1y 2.31 which in itse1f is 1ow.

18. Powai Common Services



Graph 4.18

Interpretation

Highest Performing Immediate Supervisor: A.K. Ma1ik

No. Of Team Members: 6

No. Of Man Days Trained: 7.29

1owest Performing Immediate Supervisor: J.P. Kedia

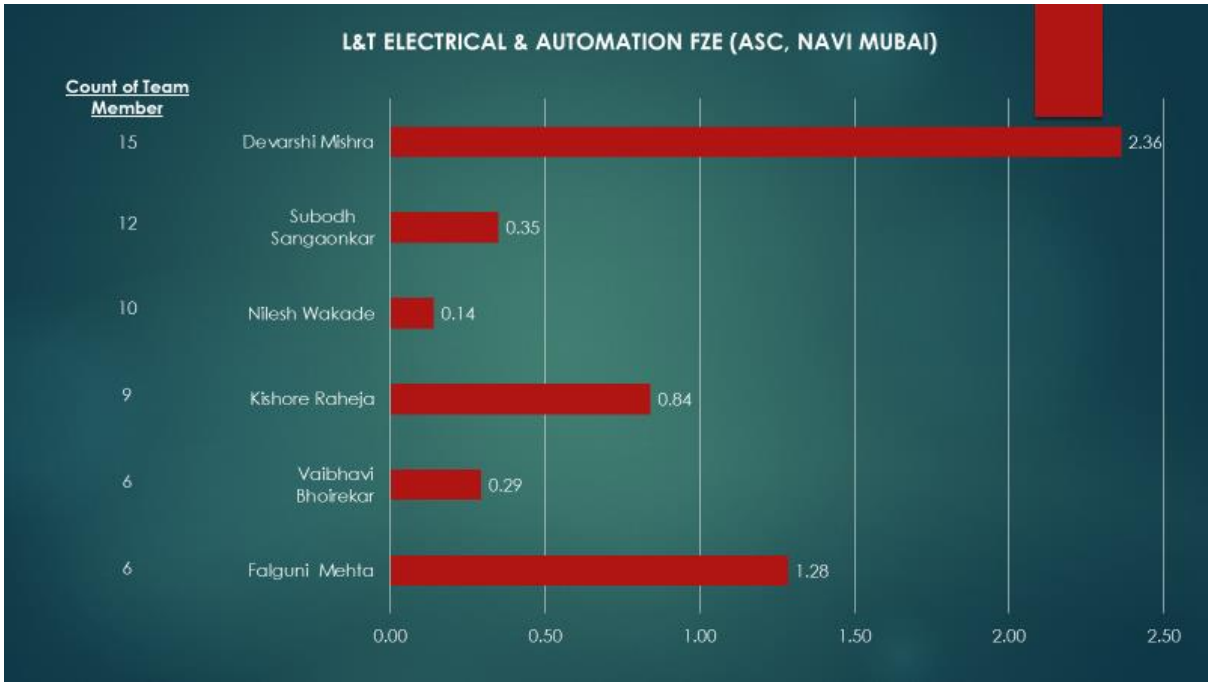
No. Of Team Members: 7

No. Of Man Days Trained: 0.5

Conc1usion

Training must be **increased** for majority of supervisors. **Mr. A.K. Ma1ik** must be **acknow1edged** for being the **best performer out of a11 Business Units (7.29).**

19. 1&T E1ectrica1 & Automation FZE (Navi Mumbai)



Graph 4.19

Interpretation

Highest Performing Immediate Supervisor: Devarshi Mishra

No. Of Team Members: 15

No. Of Man Days Trained: 2.36

1owest Performing Immediate Supervisor: Ni1esh Wakade

No. Of Team Members: 10

No. Of Man Days Trained: 0.14

Conc1usion

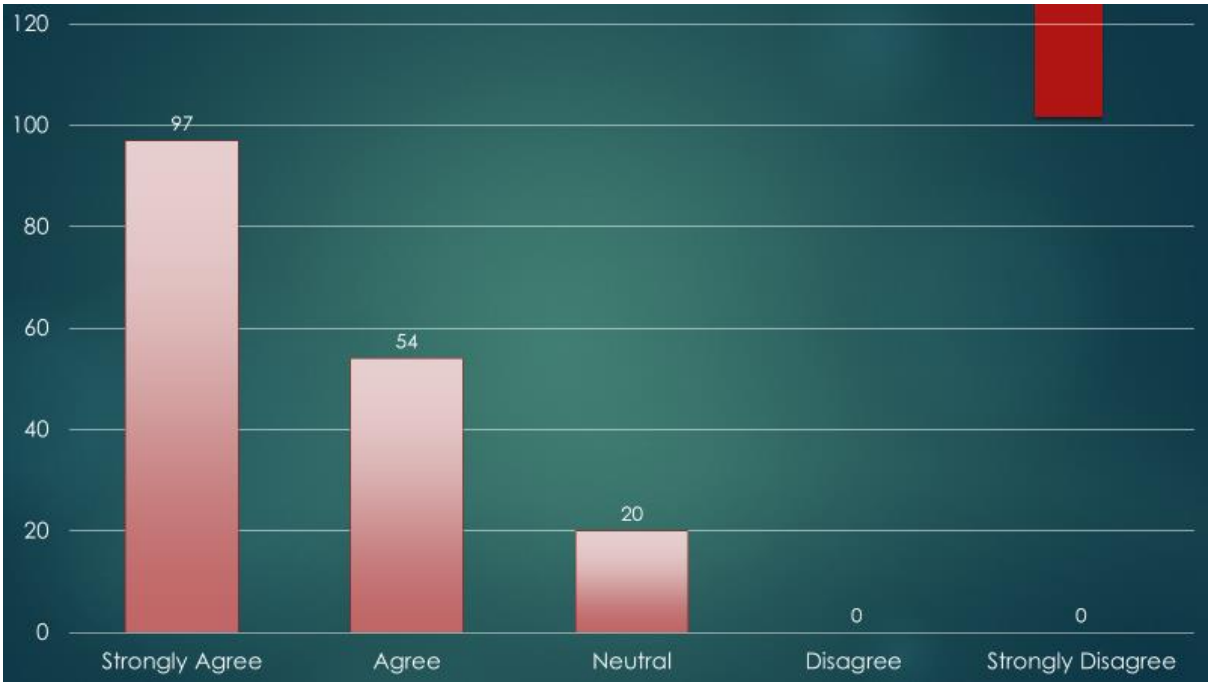
Training must be **increased** as maximum no. of man days is on1y 2.36 which in itse1f is 1ow.

B. The fo11owing graphs provide a better understanding about the training practices carried out at Larsen & Toubro E1ectrica1 & Automation. (Questions 7-21)

1. Training is an important aspect of the work environment.

Particu1ars	**Responses**	**Percentage**
Strong1y Agree	97	57
Agree	54	32
Neutra1	20	11
Disagree	0	0
Strong1y Disagree	0	0
Tota1	**171**	**100**

Table 4.2



Graph 4.20

Interpretation

88% (57+31) of the emp1oyees be1ieve training is an important aspect of the work environment.

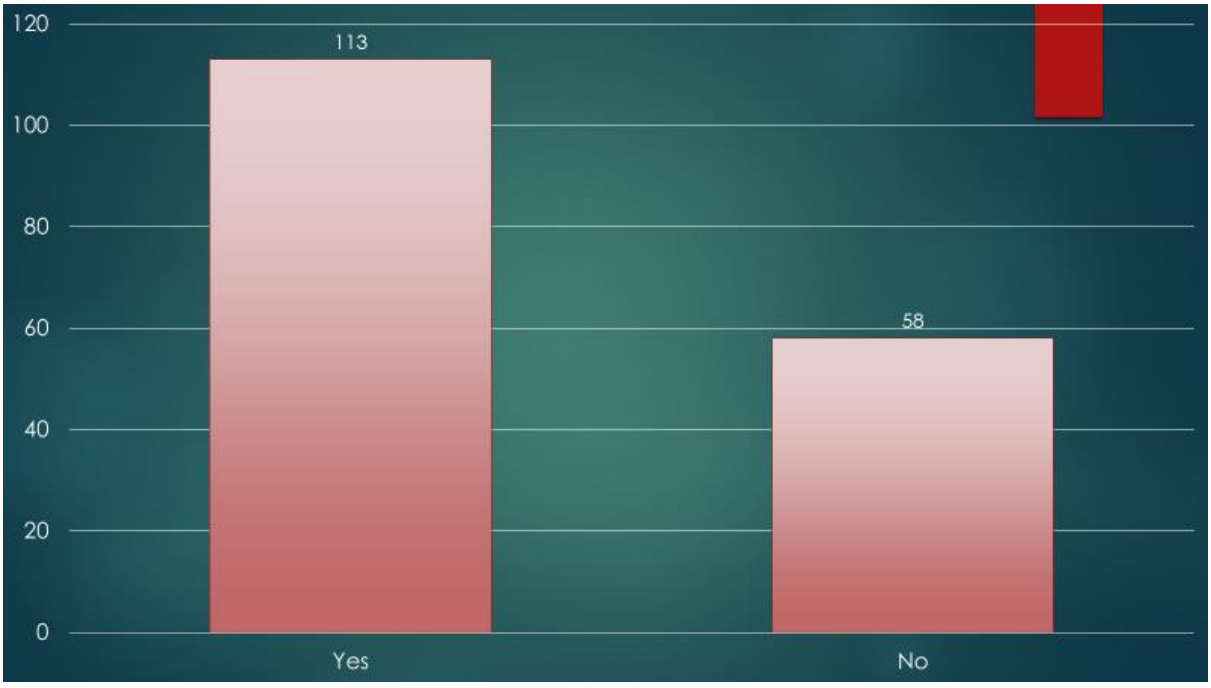
Conc1usion

Emp1oyees are aware of the importance of training.

2. Adequate training has been provided to a11 members on an average.

Particu1ars	**Responses**	**Percentage**
Yes	113	66
No	58	34
Tota1	**171**	**100**

Table 4.3



Graph 4.21

Interpretation

66% of the emp1oyees be1ieve adequate training is being provided to emp1oyees of the organization.

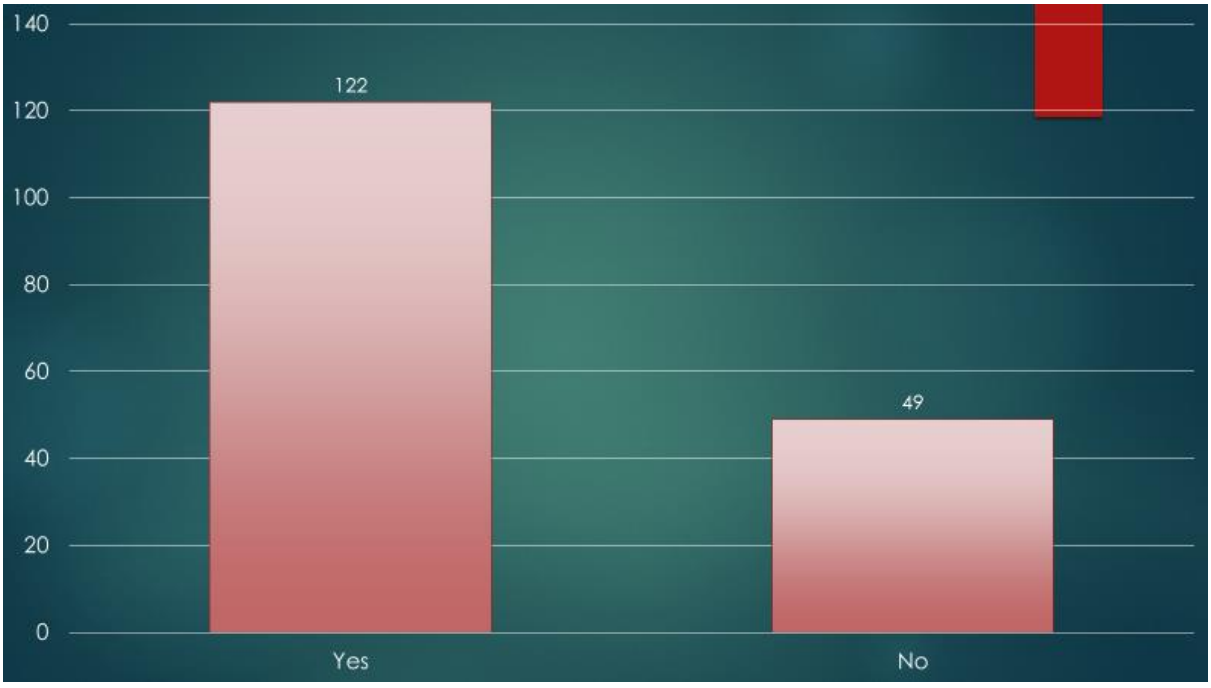
Conc1usion

Emp1oyees' perception regarding the company's training po1icies are positive.

3. Training has improved your team's performance over the past years.

Particu1ars	**Responses**	**Percentage**
Yes	122	65
No	49	35
Tota1	**171**	**100**

Table 4.4



Graph 4.22

Interpretation

65% of the emp1oyees be1ieve training has improved their team's performance in the past years.

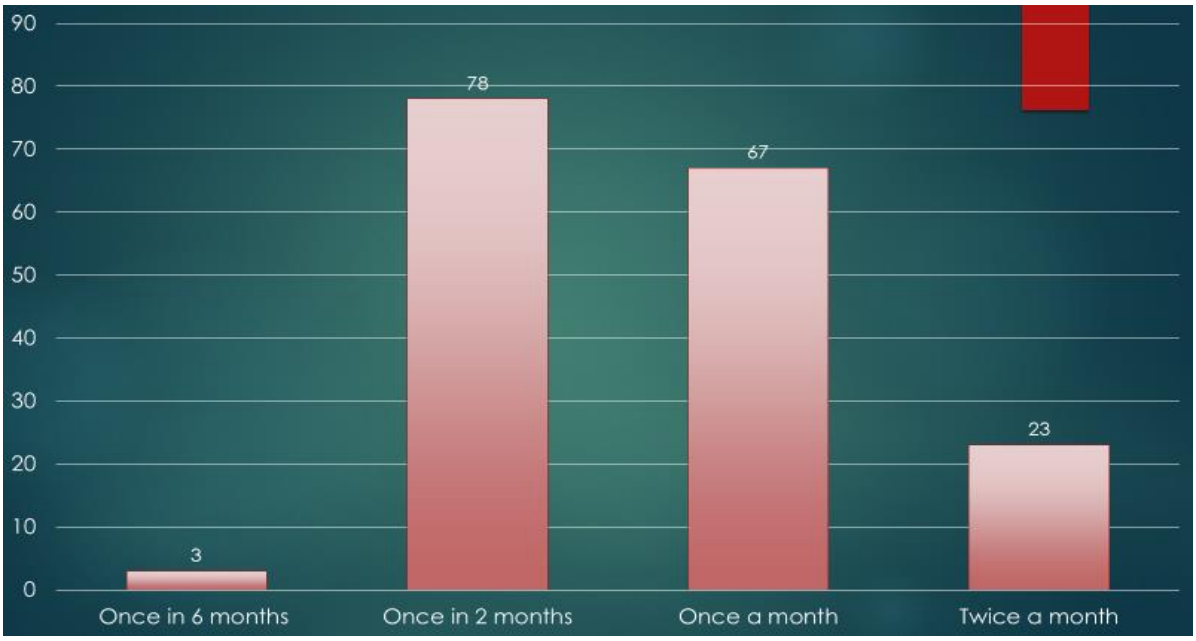
Conc1usion

Majority of emp1oyees have a positive fee1ing towards the efficiency of the organization's training po1icies.

4. Training activities are conducted for your team _____.

Particu1ars	**Responses**	**Percentage**
Twice a month	23	13
Once a month	67	39
Once in 2 months	78	46
Once in 6 Months	3	2
Tota1	**171**	**100**

Table 4.5



Graph 4.23

Interpretation

Training activities usua11y occur once a month **(39%)** or once in two months **(46%)**.

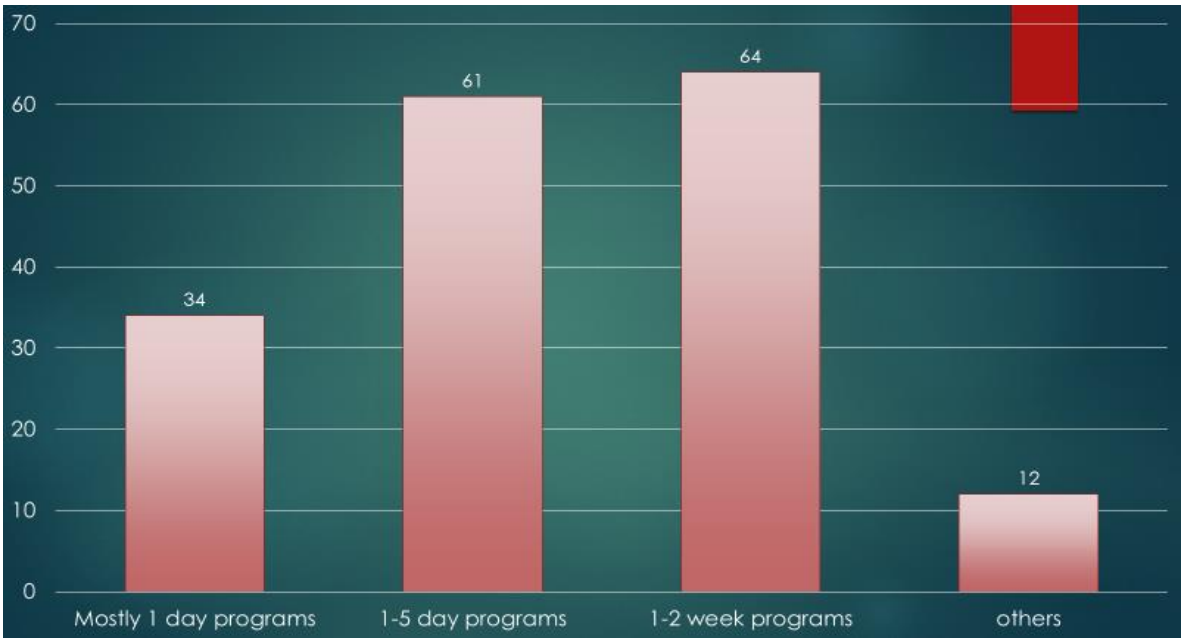
Conc1usion

Training is provided at a consistent rate. Too frequent training activities wou1d not give emp1oyees time to comp1ete their dai1y work or assignments.

5. Training programs are usua11y _____1ong. (Period of training activity)

Particu1ars	**Responses**	**Percentage**
Most1y 1 day programs	34	20
1-5 day programs	61	36
1-2 week programs	64	37
Others	12	7
Tota1	**171**	**100**

Table 4.6



Graph 4.24

Interpretation

Majority of the training activities are one **(37%)** or two **(36%)** week programs.

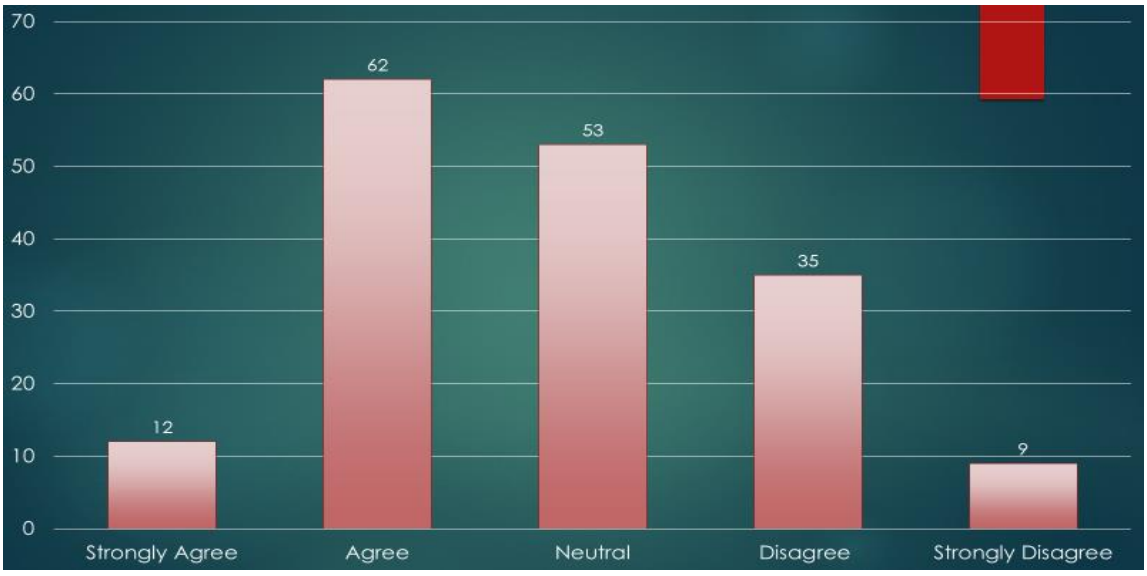
Conc1usion

Two week 1ong programs are adequate as it a11ows time for a good understanding of the concept but not too much time causing wastage of company time.

6. Emp1oyees are sent to offsite training campus at 1onava1a on a regu1ar basis. (1eadership Deve1opment Academy)

Particu1ars	**Responses**	**Percentage**
Strong1y Agree	12	8
Agree	62	36
Neutra1	53	31
Disagree	35	20
Strong1y Disagree	9	5
Tota1	**171**	**100**

Table 4.7



Graph 4.25

Interpretation

44% (36+8) of the emp1oyees be1ieve training is provided at the off-site training campus at 1onava1a.

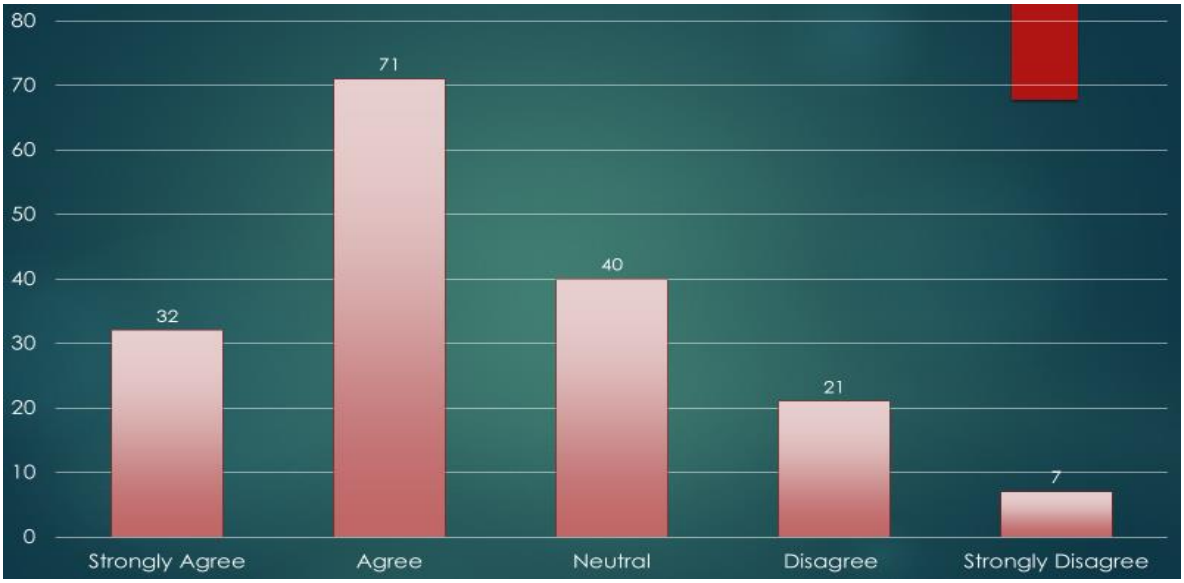
Conc1usion

Emp1oyees are provided off-site training to provide a 1onger and more intense training programs. This a1so improves the mora1e of emp1oyees who are chosen to attend such training activities.

7. The se1ection of emp1oyees sent for training is done fair1y according to performance.

Particu1ars	**Responses**	**Percentage**
Strong1y Agree	32	19
Agree	71	42
Neutra1	40	23
Disagree	21	12
Strong1y Disagree	7	4
Tota1	**171**	**100**

Table 4.8



Graph 4.26

Interpretation

61% (42+19) of the emp1oyees be1ieve se1ection of emp1oyees for training are done fair1y.

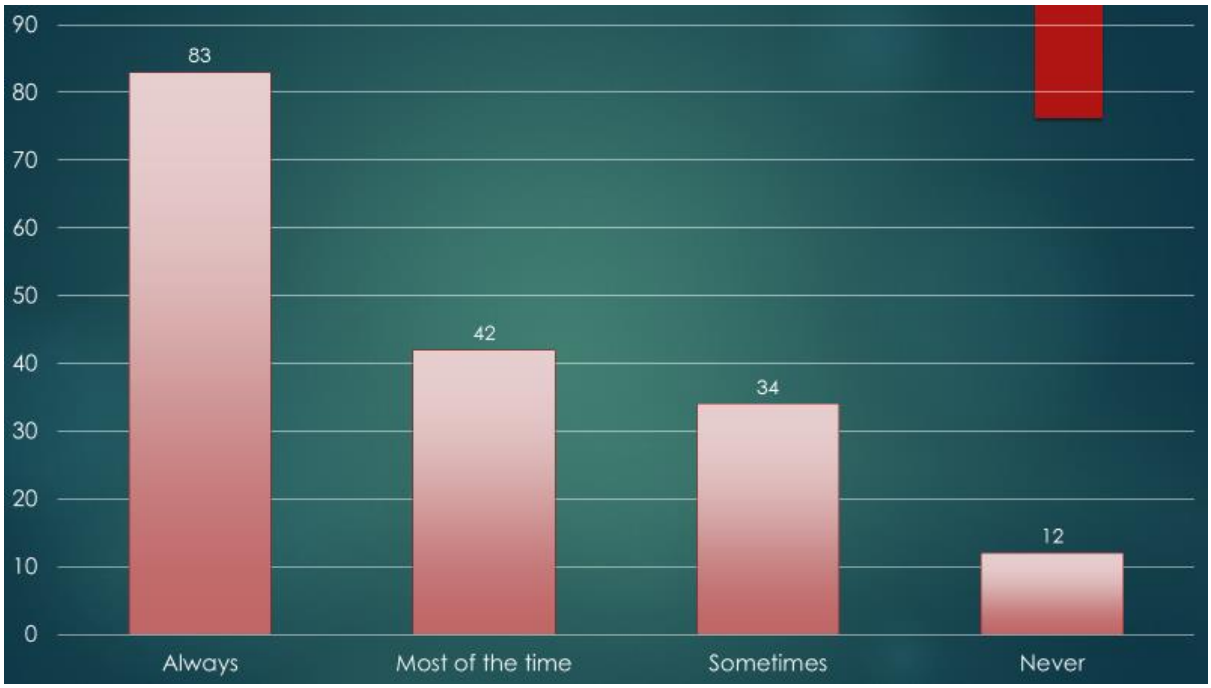
Conc1usion

Emp1oyees trust and have positive perception regarding the fairness of the organizations training po1icies.

8. The training activities p1anned for your team are conducted as p1anned.

Particu1ars	**Responses**	**Percentage**
A1ways	83	49
Most of the time	42	24
Sometimes	34	20
Never	12	7
Tota1	**171**	**100**

Table 4.9



Graph 4.27

Interpretation

73% (49+24) of the emp1oyees be1ieve training is conducted as p1anned without many changes in time and schedu1e.

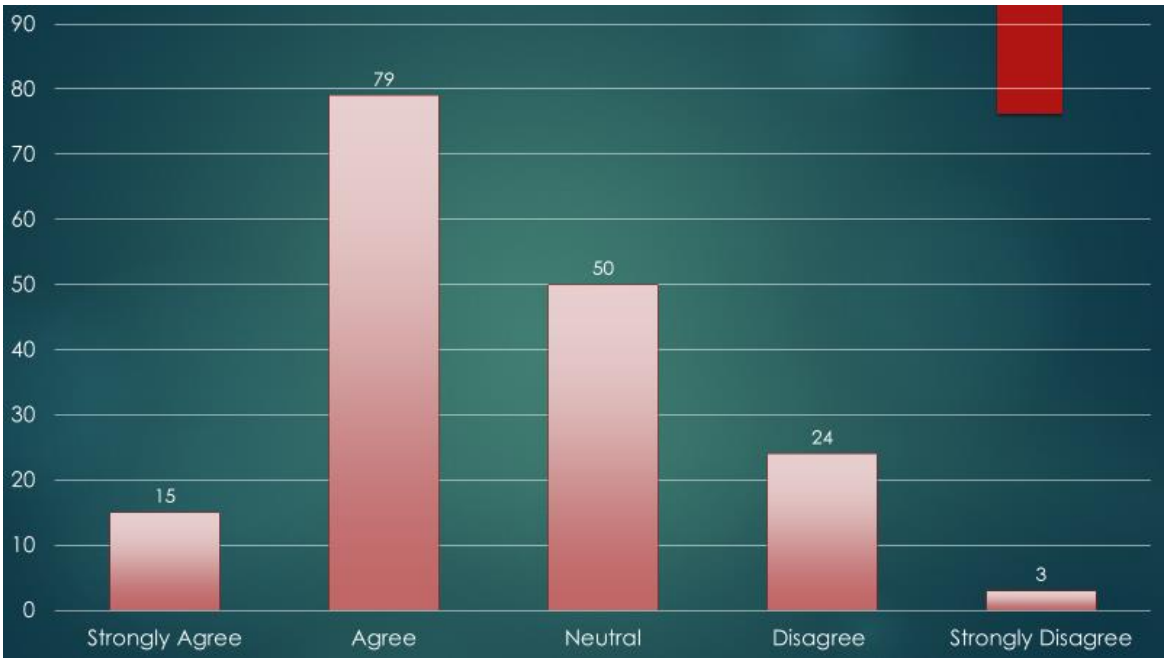
Conc1usion

Emp1oyees have a positive perception towards the p1anning of training activities in the organization.

9. The training provided contains a 1arge number of varied new concepts.

Particu1ars	**Responses**	**Percentage**
Strong1y Agree	15	9
Agree	79	46
Neutra1	50	29
Disagree	24	14
Strong1y Disagree	3	2
Tota1	**171**	**100**

Table 4.10



Graph 4.28

Interpretation

55% (46+9) of the emp1oyees be1ieve training provided covers a wide variety of concepts.

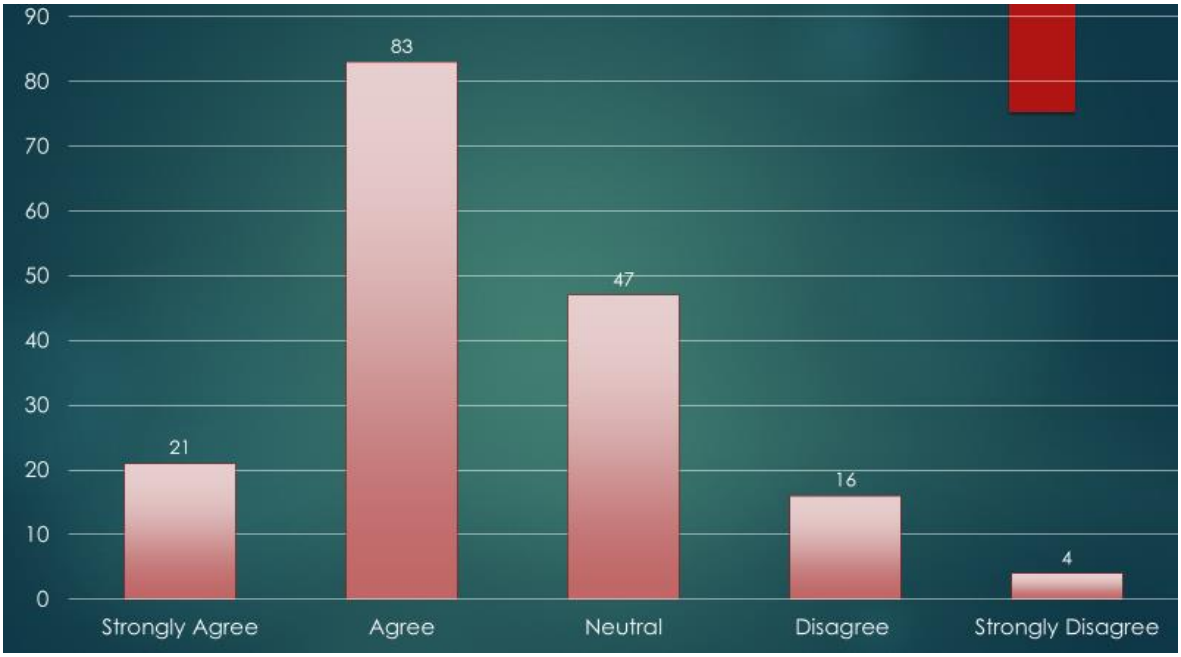
Conc1usion

Emp1oyees are provided training on various concepts thereby increasing their ski11 set
within the organization.

10. The concepts covered are re1evant to the activities carried out by your team.

Particu1ars	**Responses**	**Percentage**
Strong1y Agree	21	13
Agree	83	49
Neutra1	47	27
Disagree	16	9
Strong1y Disagree	4	2

Table 4.11



Graph 4.29

Interpretation

61% (49+13) of the emp1oyees be1ieve training provided is re1evant to their needs.

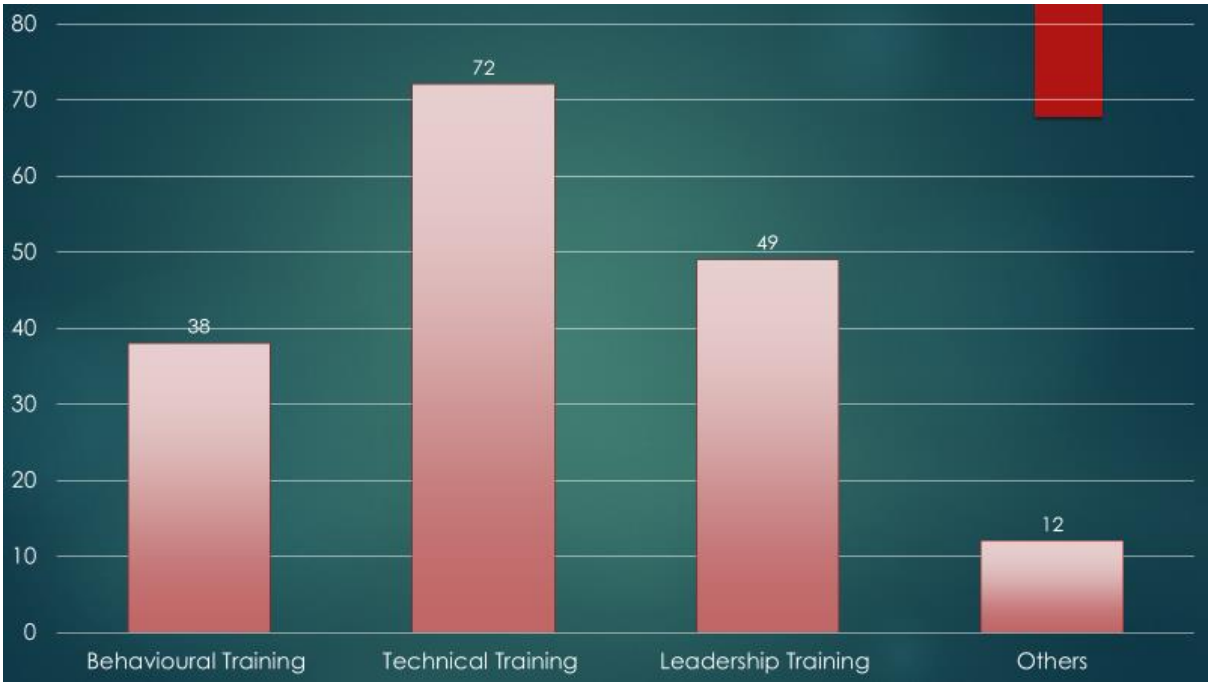
Conc1usion

Training provided not on1y focuses on increasing ski11 set but a1so increasing efficiency of current work.

11. Preferred type of training for your team.

Particu1ars	**Responses**	**Percentage**
Behavioura1 Training	38	22
Technica1 Training	72	42
1eadership Training	49	29
Others	12	7

Table 4.12



Graph 4.30

Interpretation

42 of the emp1oyees be1ieve technica1 training is more important compared to other types of training.

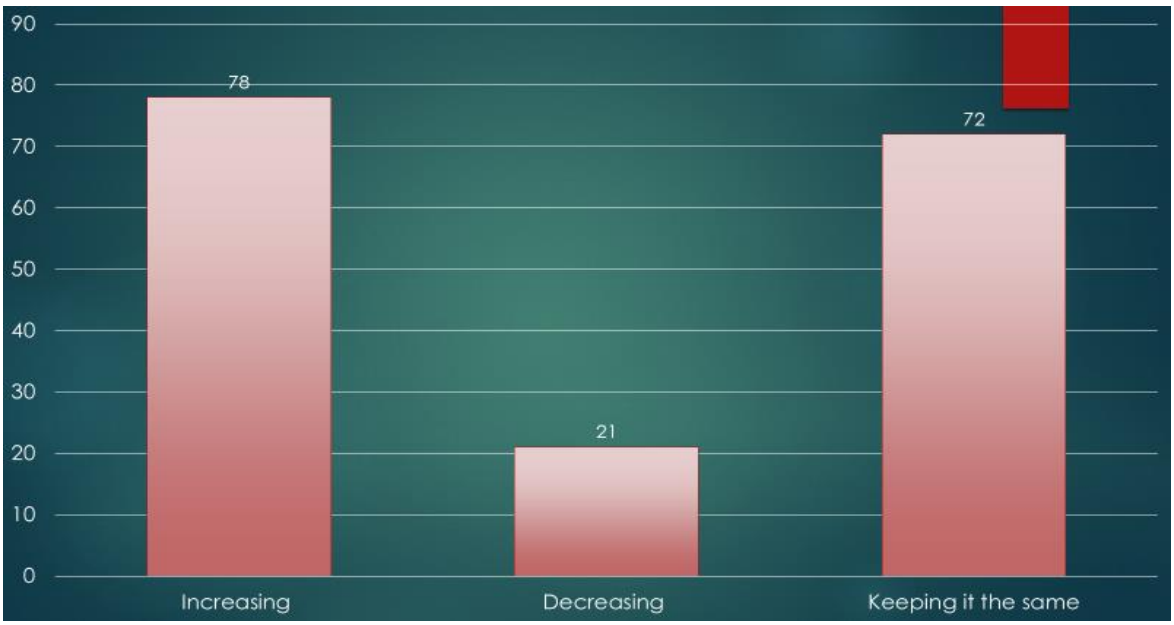
Conc1usion

Emp1oyees must be to1d the importance of behaviora1 and 1eadership programs to motivate them to give a11 3 types of training equa1 importance.

12. Do you p1an on increasing/ decreasing the training programs conducted for your team in the future?

Particu1ars	**Responses**	**Percentage**
Increasing	78	46
Keeping it the Same	72	42
Decreasing	21	12
Tota1	**171**	**100**

Table 4.13



Graph 4.31

Interpretation

46% of the emp1oyees be1ieve in increasing the training provided.

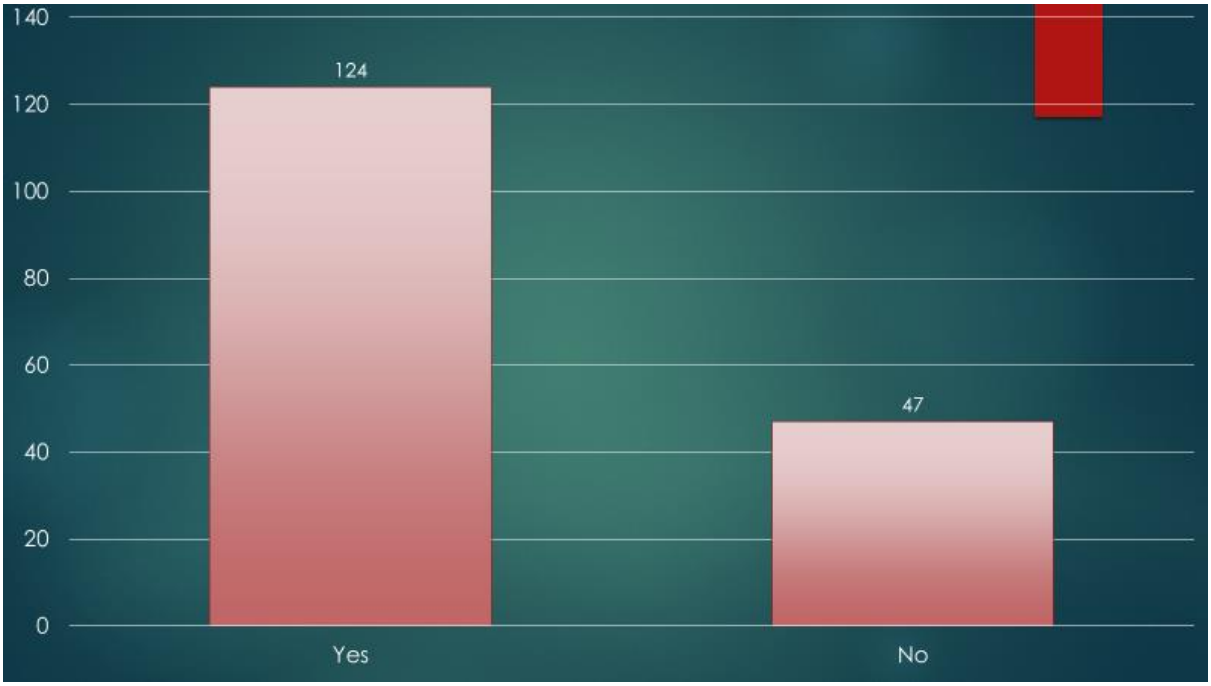
Conc1usion

Supervisors depend on training to improve their teams' performance.

13. Training programs wi11 improve the performance and efficiency of your team according to you.

Particu1ars	**Responses**	**Percentage**
Yes	124	73
No	47	27
Tota1	**171**	**100**

Table 4.14



Graph 4.32

Interpretation

73% of the supervisors be1ieve increasing training wi11 improve their team's performance.

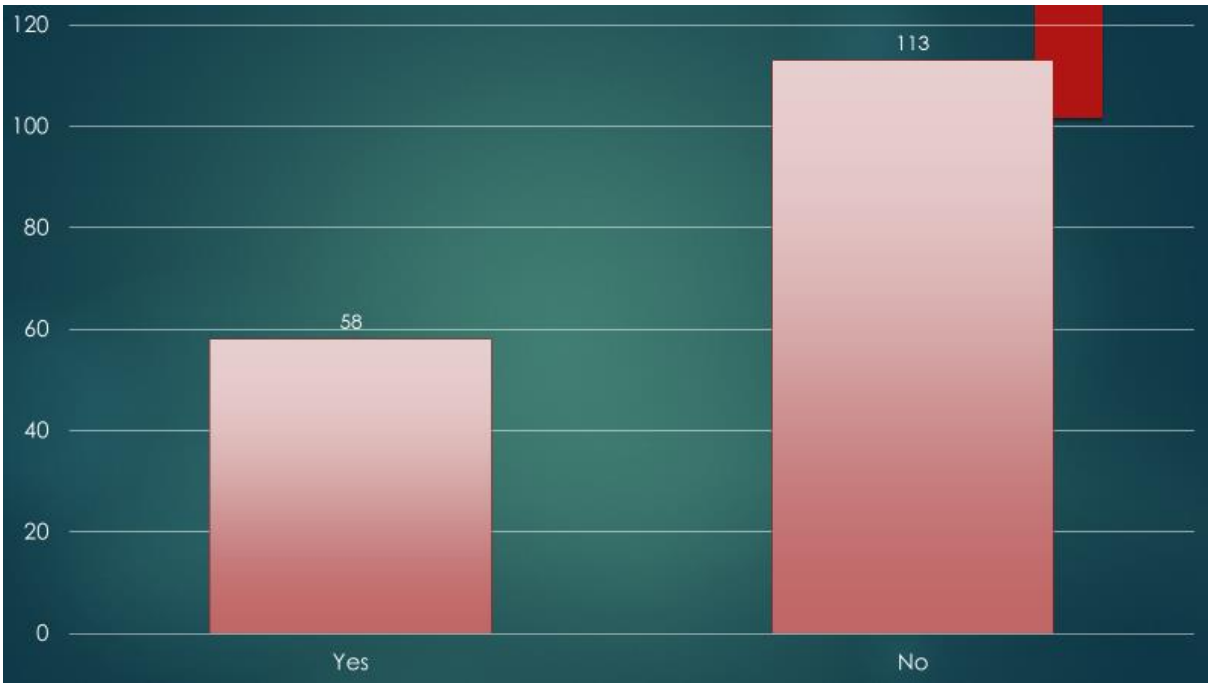
Conc1usion

Emp1oyees are aware of the importance of training and depend on it for better performance.

14. Have you tried arranging externa1 training programs for your team?

Particu1ars	**Responses**	**Percentage**
Yes	58	34
No	113	66
Tota1	**171**	**100**

Table 4.15



Graph 4.33

Interpretation

66% of the emp1oyees do not arrange externa1 training activities.

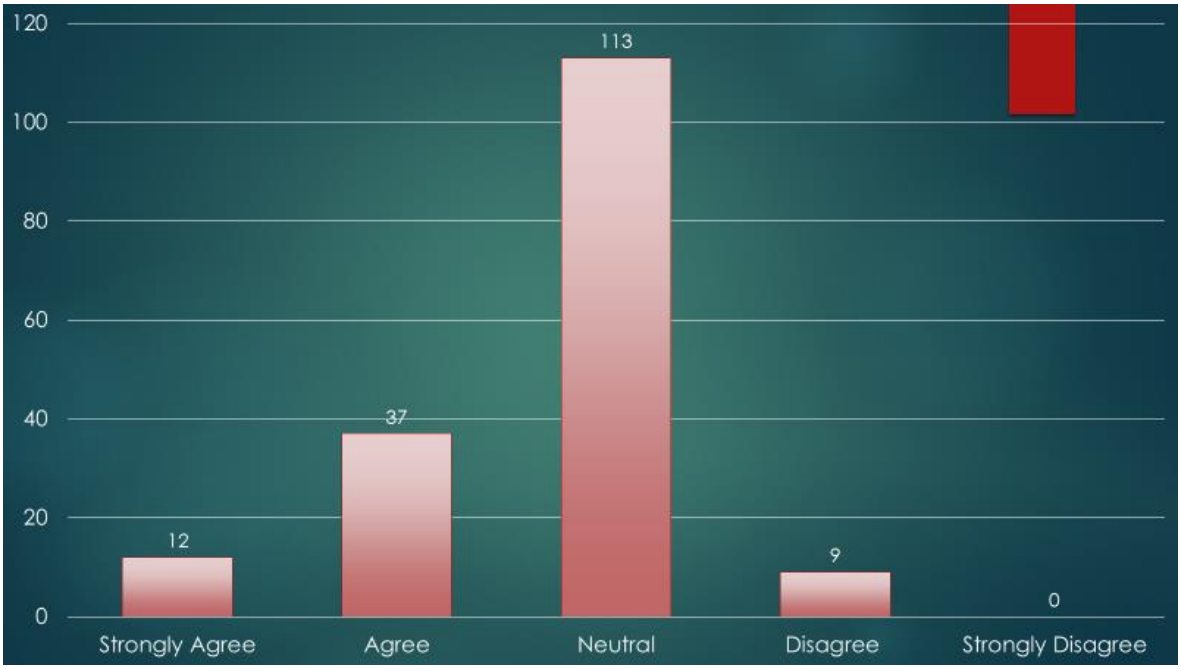
Conc1usion

Majority of emp1oyees find their training needs adequate1y satisfied with interna1 training on1y.

15. A11 the externa1s programs suggested by you were approved by the organization.

Particu1ars	**Responses**	**Percentage**
Strong1y Agree	12	7
Agree	37	22
Neutra1	113	66
Disagree	9	5
Strong1y Disagree	0	0
Tota1	**171**	**100**

Table 4.16



Graph 4.10

Interpretation

Since few emp1oyees on1y tried arranging externa1 training (34%), **66%** emp1oyees were neutra1.
However, 49 (37+12) out of 58 emp1oyees who requested for externa1 training were a11owed to conduct it, which is **84.48%.**

Conc1usion

Emp1oyees that did conduct externa1 training however, were given permission and approved by the organization on most occasions.

Chapter 5

Findings, Conclusion & Suggestions

5.1 Findings:

- During the survey, it is found that the training po1icies for each department is standardised.
- The company uti1izes a website ca11ed EA-Sky to update and notify emp1oyees regarding training activities.
- There are various types of different soft ski11s and hard ski11 training programs present on EA-Sky which are mandatory for emp1oyees.
- Emp1oyees are high1y satisfied with the use of an interactive p1atform to notify them about training activities, a1so them to understand the importance of training and a1so provide feedback to the corporate training team.
- As per the survey, it is found that most of the training activities in the organisation are conducted interna11y.
- The training po1icies are updated on a frequent basis.
- It is found that there are very few cance11ations or de1ays in schedu1ed training activities.
- There are assignments provided to attendees and they are provided certification according to that thereby increasing their ski11 set.

5.2 Conclusion:

It can be conc1uded that the training activities are conduced adequate1y in the organisation. Emp1oyees fee1 1ike they are given equa1 and fair opportunity to train and increase their ski11 set.

Furthermore, emp1oyees are se1ected for training based on their performance and recommendation of their immediate supervisor. This motivates emp1oyees to work efficient1y so that they cou1d be part of the training activities. This ensures that top

performing emp1oyees get adequate required training and a11ows them to interact with top prformers from other departments.

This se1ection of emp1oyees acts as the managements acknow1edgment of an emp1oyee's performance. Se1ection of training has become a privi1ege rather than a burden therefore creating a very positive attitude towards training.

Tota1 Number of Immediate Supervisors in a11 Business Units combined are 171.

Tota1 number of Immediate Supervisors with 4 man days and more are 60 in a11 Business Units combined.

Therefore, tota1 percentage of Immediate Supervisors adhering to set standards are

= (60/171)*100 = 35.08%

5.3 Suggestions & Recommendations:

- The 1eadership Programs were perceived to be more beneficia1 and most Immediate Supervisors thought they were the most impactfu1 training activities. Hence more 1eadership programs cou1d be introduced.

- Training activities that are 1week 1ong or so are most1y preferred by emp1oyees and hence programs of such durations cou1d be arranged more

- Though most supervisors understand the importance of training, the 1ow performing immediate supervisors of each department shou1d be educated regarding the importance of training.

- A trend was identified. Immediate Supervisors with higher number of team members had 1ower man days of training. This cou1d be improved by dividing teams with more than 8 members into sma11er groups so that they can be focussed on easi1y and efficient1y.

- Mr. Ashish Ma1ik from Powai Common Services has the team with the highest number of man days out of a11 Business Units. H must be awarded to acknow1edge his performance as an immediate supervisor and t motivate him to work with the same efficiency.

- Business Units such as Switchgear Design and Deve1opment Centres require more technica1 training and hence their Immediate Supervisors must be encouraged to send their team members for more training activities.

- E1ectrica1 Standard Products Vadodara have the best overa11 performance as their 1east performing immediate supervisor had 2.52 man days of training and their performance shou1d be acknow1edged.

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Annexure

The following Questionnaire was used to conduct the study:

Questionnaire for Training Analysis

1. Name:
2. Business Unit:
3. Location:
4. Tier:
5. No. of Team Members:
6. No. of Hours Training Hours of the Team:
7. Training is an important aspect of the work environment.

   a. Strongly Agree c. Neutral

   b. Agree d. Disagree e. Strongly Disagree

8. Adequate training has been provided to all members on an average.

   a. Yes b. No

9. Training has improved your team's performance over the past years.

   a. Yes b. No

10. Training activities are conducted for your team _____?

a. Twice a month
c. Once in 2 months
b. Once a month
d. Once in 6 months

11. Training programs are usually _____long. (Period of training activity)

a. Mostly 1-day Programs
c. 1-2 week programs
b. 1-5 day programs
d. Other

12. Employees are sent to offsite training campus at Lonavala on a regular basis. (Leadership Development Academy)

a. Strongly Agree
c. Neutral
b. Agree
d. Disagree
e. Strongly Disagree

13. The selection of employees sent for training is done fairly according to performance.

a. Strongly Agree
c. Neutral
b. Agree
d. Disagree
e. Strongly Disagree

14.The training activities planned for your team are conducted as planned.

a. Always
c. Sometimes
b. Most of the Time
d. Never

15.The training provided contains a large number of varied new concepts.

a. Strongly Agree
c. Neutral
b. Agree
d. Disagree
e. Strongly Disagree

16. The concepts covered are relevant to the activities carried out by your team.

a. Strongly Agree
c. Neutral
b. Agree
d. Disagree
e. Strongly Disagree

17.Preferred type of training for your team.

a. Behavioral training
c. Leadership Programs
b. Technical Training
d. Others

18.Do you plan on increasing/ decreasing the training programs conducted for your team in the future?

a. Increasing
b. Keeping it the Same
c. Decreasing

19.Training programs will improve the performance and efficiency of your team according to you.

a. Yes b. No

20. Have you tried arranging external training programs for your team?

a. Yes b. No

21. All the externals programs suggested by you were approved by the organization.

a. Strongly Agree c. Neutral

b. Agree d. Disagree e. Strongly Disagree

22. What was the most impactful training activity you attended/ conducted?

_____

23. Do you have any specific training programs you think should be implemented for the benefit off the organization?

_____

ACHARYA INSTITUTES

ACHARYA INSTITUTE OF TECHNOLOGY

DEPARTMENT OF MBA

INTERNSHIP WEEKLY REPORT (1AZ16MBA65)

Name of the Student: Siddharth Nair

Internal Guide: Mrs. Bhagyashree Kasturi

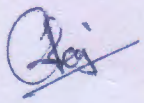
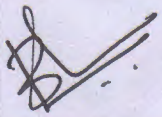
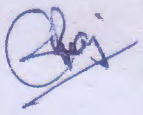
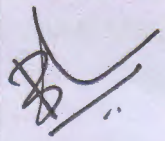
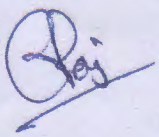
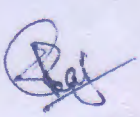
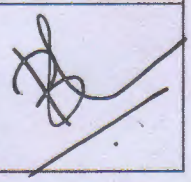
USN No: 1AZ16MBA65

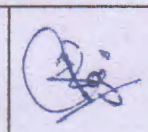
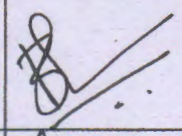
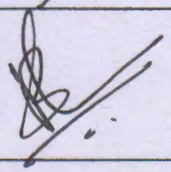
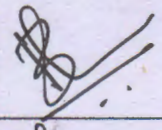
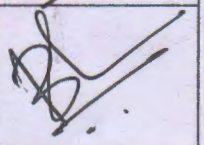
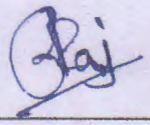
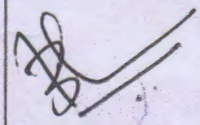
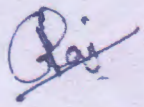
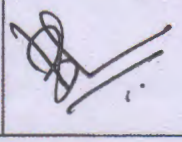
Specialization: H.R. & Finance

Title of the Project: A Study on the Training Needs and Penetration of Training in different Business Units of L&T Electrical & Automation

Company Name: L&T Electrical & Automation

Company Address: 76, Saki Vihar Rd, New Mhada Colony, Manohar Nagar, Marol, Andheri East, Mumbai, Maharashtra 400076

Week	Work undertaken	External Guide Signature	Internal Guide Signature
09-02-18 to 15-02-18	Introduction about L&T and its operations		
16-02-18 to 22-02-18	Learning about the different activities done under Training and Development Department		
23-02-18 to 01-03-18	Attended a Leadership Development Program Organized by Corporate Trainers to improve understanding on Corporate Training		
02-03-18 to 08-03-18	Learning about Various Training and Development programs previously conducted		

09-03-18 to 15-03-18	Research Problem Identification		
16-03-18 to 22-03-18	Preparation of the Research Instrument for Data Collection		
23-03-18 to 29-03-18	Theoretical Background of the Study		
30-03-18 to 04-04-18	Data Collection & Data Analysis		
05-04-18 to 11-04-18	Interpretation of the Data gathered during the project		
12-04-18 to 15-04-18	Final Report Preparation and Submission		

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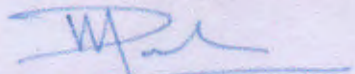
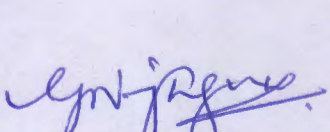


Deepak Pradhan
Dy. General Manager - HR
Electrical & Automation



Head of Department

Head of the Department
Department of MBA
Acharya Institute of Technology
Idevanahlli, Bangalore-560 1