

**PROJECT REPORT (17MBAPR407)**

**“A STUDY ON TRAINING NEED ANALYSIS AT EUROFINS ADVINUS LIMITED”**

**BY**

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*Submitted to*

**VISVESVARAYA TECHNOLOGICAL UNIVERSITY, BELAGAVI**



*In partial fulfilment of the requirements for the award of the degree of*

**MASTER OF BUSINESS ADMINISTRATION**

*Under the guidance of*

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**March 2019**

Date: 15-02-2019

**TO WHOMSOEVER IT MAY CONCERN**

This is to certify that Ms. Rishika, bearing **USN No: 1AY17MBA43**, Student of MBA program, Acharya institute of Technology- Bangalore Pursuing MBA 4<sup>th</sup> semester has successfully completed her Internship on "Training Need Analysis" for a period of six (6) weeks from **3<sup>rd</sup> January 2019** till **15<sup>th</sup> February 2019**. During her association with us, she executed the work assigned to her very diligently.

During the internship we found her to be very keen in learning and hard working. Her conduct during the internship period was very satisfactory.

We wish Rishika every success in her career going forward.

Regards,



Srimanivel.V.P

Sr. Manager- HR

Eurofins Advinus Limited





# ACHARYA INSTITUTE OF TECHNOLOGY

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

Date: 04/04/2019

## CERTIFICATE

This is to certify that **Ms. Rishika** bearing USN **1AY17MBA43** is a bonafide student of Master of Business Administration course of the Institute 2017-19 batch, affiliated to Visvesvaraya Technological University, Belagavi. project report on “**A Study on Training Need Analysis at Eurofins Advinus Ltd, Bengaluru**” is prepared by her 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, Belagavi, Karnataka.

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Bengaluru-107.

## DECLARATION

I, **RISHIKA**, hereby declare that this Project report entitled “**A SYUDY ONTRAINING NEED ANALYSIS**” with reference to “Eurofins Advinus limited” prepared by me under the guidance of Prof. **Bhagyashee GK**, faculty of M.B.A Department, Acharya Institute of Technology under the external guidance of **Mr. Srimanivel, V.P** Senior HR Manager at **Eurofins Advinus Limited**. I also declare that this Project work is towards the partial fulfilment of the university Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I have undergone a summer project for a period of Twelve weeks. I further declare that this Project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place: Bangalore  
Date: 05/04/2019

  
Signature of the student

## ACKNOWLEDGEMENT

I wish to express my sincere thanks to our respected Principal, **Dr. Prakash M R**, beloved Dean-Academics, **Dr. Devarajaiah R M**, and deep sense of gratitude to **Dr. M.M Bagali**, HOD, Department of MBA, Acharya Institute of Technology, Bengaluru for their kind support and encouragement in completion of the Internship Report.

I would like to thank **Prof. Bhagyashree GK** Asst. Professor, Department of MBA, Acharya Institute of Technology, Bengaluru and my external guide **Mr. Srimanivel V.P**, Senior HR Manager at Eurofins Advinus Limited Bengaluru, who gave me golden opportunity to do this wonderful Project in the esteemed organization, which helped me to learn various concepts.

Finally, I express my sincere thanks to my Parents, Friends and all the Staff of MBA department of AIT for their valuable suggestions in completing this Project Report.

Place: Bangalore

Date: 05/04/2019

Name: Rishika

USN: 1AY17MBA43

## TABLE OF CONTENTS

	Executive Summary	1
1.	Introduction 1.1 Introduction 1.2 Industry Profile 1.3 Company Profile 1.3.1 Promoters 1.3.2 Vision, Mission & Quality Policy 1.3.3 Products & Services profile 1.3.4 Areas of operations 1.3.5 Infrastructure facilities 1.4 SWOT Analysis 1.5 Future growth and prospects	7-16
2.	Conceptual background & Literature review 2.1 Theoretical background of the study 2.2 Literature Review	17-23
3.	Research Design 3.1 Statement of the problem 3.2 Need of the study 3.3 Objectives 3.4 Scope of the study 3.5 Research methodology 3.6 Limitations 3.7 Chapter Scheme	24-27
4.	Analysis and Interpretation 4.1 Data Analysis and interpretation 4.2 Statistical Tool Results	28-48
5.	Summary of Findings, Conclusion and suggestions 5.1 Findings 5.2 Conclusions 5.3 Suggestions	49-51
6	Bibliography	52
7	Annexure – Questionnaire	53-58

## LIST OF TABLES

<b>Table no.</b>	<b>Particulars</b>	<b>Page No.</b>
4.1	Table Showing Gender split	29
4.2	Table showing Age split	30
4.3	Table showing education of respondents	31
4.4	Table showing employees department wise:	32
4.5	Table showing the type of employment	33
4.6	Table showing Importance of training needs	34
4.7	Table showing Training for newly recruited employees	35
4.8	Table showing tenure employment with the Company.	36
4.9	Table showing Initial Training as per Job Profile	37
4.10	Table showing responses if a sophisticated and transparent procedure is followed to identify the training needs of employees.	38
4.11	Table showing customised and well-designed training schedule is prepared to achieve the expectation of employee training needs	39
4.12	Table showing training is aimed to encourage innovation and out-of-box thinking in employees to match market needs.	41
4.13	Table showing Areas of Training required	42
4.14	Table showing how work related problems are solved	43
4.15	Table showing training leads to advancement in career and increase in productivity	45
4.16	Table showing Requirement of practical or hands on training	46

## LIST OF GRAPHS

<b>Table no.</b>	<b>Particulars</b>	<b>Page No.</b>
4.1	Graph Showing Gender split	29
4.2	Graph showing Age split	30
4.3	Graph showing education of respondents	31
4.4	Graph showing employees department wise:	32
4.5	Graph showing the type of employment	33
4.6	Graph showing Importance of training needs	34
4.7	Graph showing Training for newly recruited employees	35
4.8	Graph showing tenure employment with the Company.	36
4.9	Graph showing Initial Training as per Job Profile	37
4.10	Graph showing responses if a sophisticated and transparent procedure is followed to identify the training needs of employees.	38
4.11	Table showing customised and well-designed training schedule is prepared to achieve the expectation of employee training needs	39
4.12	Graph showing training is aimed to encourage innovation and out-of-box thinking in employees to match market needs.	41
4.13	Graph showing Areas of Training required	42
4.14	Graph showing how work related problems are solved	43
4.15	Graph showing training leads to advancement in career and increase in productivity	45
4.16	Graph showing Requirement of practical or hands on training	46



## **Executive Summary**

The MBA course offered by the VISVESVARAYA TECHNOLOGICAL UNIVERSITY has its own unique syllabus which requires its MBA students to undertake internship training with any of the leading companies or corporations for a period of 6 weeks during the third semester of the course. I completed my internship at Eurofins Advinus Limited starting from 3.01.2019 till 16.02.2019. This project is titled “Training Need Analysis of Employees” at **EUROFINS ADVINUS LIMITED**. The project was carried out as per the terms and conditions prescribed by the guidelines of VTU. The well supported objectives were set for the study.

Training Need Analysis (TNA) is a step by step process of various inter-twined activities using which the training and development needs of employees in a corporate company are identified. The purpose of TNA is to find out how organisations achieve their corporate objectives by systematic analysis of performance deficiencies and imparting the company workforce suitable training to increase the knowledge, efficiency and skills. A sincere effort is made to correlate and establish a link between corporate objectives and training needs o further common goal of success.

There are many benefits to an effective training need analysis. It leads to the development of a clear an agreed approach to training and designing of training solutions that matches required needs. It facilitates identification of pre-requisites to training and risk assumption that affect the training plan. It increases the likelihood of developing a culture of learning, enabling faster and more effective changes.

This project report completely focuses on the Training Need Analysis process at India’s leading Pharmaceutical Research and Development Company i.e. is Eurofins Advinus Limited.

This project is an attempt to highlight the essential procedures followed for identifying the training need of an employee or employees on the large. TNA is the major and most important system followed by every organisation for future objectives to be accomplished successfully. Method, technique and process are briefly explained in this project with respect to training need analysis.

**CHAPTER-1**  
**INTRODUCTION**

## **1.1 Introduction:**

As per the Master of Business Administration course structure of Visvesvaraya Technological University-Belgaum, every student has to undergo an internship/training after the 3rd semester of their MBA course for a period of six (6) weeks under the mentorship of the external guide in the reported company. At the end of the internship period, the student has to submit the internship report to the VTU, Belgaum. The said report will be evaluated internally by the college professors and externally by the university. The project work is done on the topic “**Study on the Training Need Analysis at Eurofins Advinus Limited**”

This project work is the external activity given as an opportunity to the student to find the statement of problem and work it on it by reporting some findings suggestion solution and recommendation.

A review of the literature is made pertaining to some of the authors and researchers who have explained exactly what they meant by Training need analysis. A thorough theoretical background of the study is made as to understand the concept to its depth.

To find how effective the training methodology is at Eurofins Advinus Limited for employees of the company, respondents are selected randomly and are given questionnaire in order to obtain data. The data obtained so from the employees is analysed and the interpretation of the same is made in order to justify what exactly it meant by using table and graph.

## **1.2 Industry Profile:**

Pharmaceutical industry consists of companies and individuals who are involved in the process of discovering, developing and production of various pharmaceutical drugs or technologies which may be used for medicinal or therapeutical purposes. The pharmaceutical industry is hugely regulated in terms of compliance and governed by various laws which protect the end users on one hand in making sure best of health care is reaching the patients and on the other hand provides protection for companies in preserving the patents, intellectual property and prescribing standards for various activities involved in the R&D value chain.

The pharmaceutical industry is the most important component of health care system. There players in the market can be either private and public or foundation/trusts which are involved in discovery, development, manufacturing of medicinal drugs or devices or technology for

human and animal health. The pharmaceutical industry is based basically on the premise of extensive research and development of medicinal drugs or therapeutic processes that are aimed to prevent the occurrence and control the spread of various diseases or disorders. Like any other industry, pharmaceutical industry is subjected to change and innovation on a daily basis leading to technological advancements to ensure health care is provided to the needy. The industry has been successful in controlling various diseases and disorders with lesser side effects compared to past few decades. Similar to other industries, pharmaceutical industry undergoes various social, economic and scientific changes.

The pharmaceutical industry consists of various companies where big multinational companies are involved in almost all the aspects of the drug development, marketing and manufacture while smaller companies either are invested in doing smaller portions of the work which are either outsourced by the bigger pharma companies or the smaller companies prefer the business model due to its cost effectiveness. It is rightly said that there may be times few smaller companies outsource some activities and would want to focus on a particular aspect of the R&D process for efficiency reasons.

Various technological developments are easing the burden and speeding up the process of drug discovery. Discovering a new drug is a very costly and intensive. It can be stated that out of numerous number of drugs being developed only a negligible percentage of the compounds are approved by the authorities for clinical trials and only few drugs reach the market.

The smaller industries involved in the development price often work in such a way that they comprehend the business efforts of larger organisations by removing the need of costly investment there by earning a portion of revenue for themselves without having to compromise on the quality of the tests. A contract Research company/organisation is one such type of entity which is also a part of the whole process providing whole range of services to all pharma clients.

### **1.3 COMPANY PROFILE**

Eurofins Advinus Limited was initially part of Rallis Research Centre. Rallis was initially focused on research activities in the field of Agro-chemistry and little part was dedicated to toxicity studies. Rallis was part of TATA Enterprises. Due to the increasing demand in the 1970's TATA wanted to create a specialized wing which would cater to raising costs of the in-house research and investigations of investigational new drugs. TATA Advinus was formed by spinning out of Rallis Research centre and focusing full time on IND (investigational New Drug) and Discovery of new Drugs and compounds.

Initially TATA Advinus was formed as a private limited company and due to the raise in capital demands, TATA's converted the Advinus into a Public company for want of more capital. TATA Advinus was focused on discovery of new drugs for various industries along with providing contract research services to medicine industry. During the transition, Advinus became famous and acclaimed as one of the first in India to receive GLP certification. It is one of the very few company's in India which has submitted more than 50 assays on new drugs to the US Food & Drug Administration Authority. TATA Advinus operated from two locations in India, One in Pune with its Discovery Services and another head office in Bangalore. TATA Advinus was recently acquired by Eurofins Scientific group in the year 2017. TATA Advinus was renamed as Eurofins Advinus. The CEO & Managing Director of Eurofins is Mr. Rajiv Malik. Eurofins Advinus is now part of one of the biggest laboratories in the world with more than 4 billion dollars in revenue every year. Eurofins Scientific is located in almost every part of the world and in almost all the countries with major concentration in USA, FRANCE and CHINA.

Eurofins Advinus is one of India's leading contract research organization offering discovery and development services to pharmaceuticals, biological, agrochemical nutraceutical cosmetics and other industries globally. Eurofins Advinus operates a state-of-the art 20,000 m<sup>2</sup> facility in Bangalore entirely for contract research services.

It is now part of Eurofins Scientific Group with offices spread all over the world. The revenue exceeds \$5 billion US dollars per annum. The group is comprised of various laboratories and companies which specialise in providing services related and allied to pharmaceutical and agro chemical companies to various clients and also help authorities all over the world.

### **1.3.1 NATURE OF BUSINESS**

Contract research organizations (CROs) provides various kinds of pre-clinical, clinical trials and other pharmaceutical research services for big pharma companies which are involved in discovery of new medicinal drugs, medical instruments, biotechnology. CRO's also work for government institutions, research trusts and universities.

Pharma companies in the current scenario increase the profitability by planning the operations in such a way that the business functions like R&D, manufacturing of the drugs, preclinical or clinical research are divided among various departments or business units or directly outsourcing to third party companies to avoid unnecessary costs. This is where contract research companies come into action by taking up such portion of the work. In the recent times companies which provide specific research services have increased manifold. These CRO's have all the intellectual manpower and infrastructure needed for conducting the studies needed by the drug approval authorities such as US FDA or DCGI, CDSCO in India. These CRO's help pharmaceutical drug development companies in reducing the cost involved in maintaining the complete set-up and human resource. It also helps the pharma companies to concentrate on the R&D and discovery of new drugs whereas the CRO's would do the necessary work such as maintaining of the animals, satisfying regulatory conditions for conducting the studies. There are various kinds of companies which are involved provide enough services catering to all stages of drug approval.

### **1.3.2 EUROFINS ADVINUS VISION, MISSION AND QUALITY POLICY:**

**VISION:** Advinus was found with the sole aim to bring world class pharmaceutical services to India. Advinus is formed by three words; "Advantage" "India" and "USA" which together forms the meaning "Advantage in India with USA quality".

**MISSION:**

- To become most prestigious and most preferred company for scientific research and development from India providing quality and value added services for its customers.
- To become the number one choice for providing scientific services, offering comprehensive and out of the box solutions to global pharma companies.
- To best utilise India's talent and cost effective labour in provision world renown services for all kinds of pharma companies such as medical instruments, agrochemical industries, food industry and cosmetic companies.

## **QUALITY POLICY OF EUROFINS:**

The policy of quality at the company aims to achieve and provide services with highest quality standard. The policy aims at understanding the expectations of clients and match services to fit the purpose. Keeping the SOP's updated as per the advancements in the procedures and comply with the national and international standards prescribed by the authorities involved in registration and approval of medicinal applications. All the services to be provided by trained technicians and qualified scientists. It also makes sure that all the instruments technical and otherwise are properly calibrated and suited for the tests. Ensure that all safety precautions are followed devotedly. The audit system is fully updated to ensure the quality is maintained. The data integrity is maintained to make sure the document trail is followed by all the parties involved including company and subcontractors. The quality policy gives an assurance to the clients that the company data can be relied by the clients and the approving authorities.

### **1.3.3 SERVICE PROFILE**

Eurofins Advinus currently provides various services among which the below are more prominent:

- Research and development of new investigational drugs in pharma as well as agro chemical vertical.
- Testing and reporting of biological compounds
- Registration, Evaluation and Authorisation of chemical compounds for approval process.
- Assurance of quality of compounds as per Good Labour Practices.
- Chemical Synthesis.

The various services are explained as below:

#### **➤ DRUG DISCOVERY SERVICES**

Advinus has huge experience in discovery of new drugs for its diversified clientele. With the use of its infrastructure and the experienced scientific talent base Advinus is able to produce the results the clients expect. Advinus has produced many best in class compounds which are

already in the process of approval by the authorities or in the stage of clinical testing. The experience of Advinus has always commanded approvals and trust of the authorities. The compounds have never been proved toxic or rejected. Eurofins provides best-in-class and fully integrated, in the following areas.

- Discovery of chemical compounds
- Discovery of Biological compounds
- Testing the characteristics of various compounds such as absorption, distribution, metabolism, and excretion of drugs.
- Testing the toxicity of drugs.

Eurofins Advinus is the first company in India to have worked for world famous companies such as Merck, Johnson & Johnson, Takeda Pharmaceuticals, Novartis Pharma, Celgene Therapeutics etc. Advinus cares utmost for its clients and provides customised services for all their needs without any delay to accommodate their business plans.

Eurofins Advinus serves with in-depth scientific expertise across various therapeutic verticals including topical diseases, gastro-intestinal diseases etc.

#### ➤ DRUG DEVELOPMENT SERVICES

Eurofins Advinus offers a wide-ranging services in the area of non-clinical drug development. Its service offering is based upon its accreditations and approvals.

- Advinus was the first facility in India to have received GLP approval in compliance with the OECD and German BfR guidelines. It has successfully passed inspections by the OECD authorities and the US FDA several times.
- It has been assessed by the authorities in Netherlands for its quality and expertise and in compliance of testing guidelines.
- It was successfully conducted more than 11,000 studies complying with the Good Laboratory Practices authorities in India, Canada, USA, Netherlands, and Germany.
- It has extensive capability of executing projects involving chronic diseases, toxicity, and carcinogenicity studies.
- Advinus has submitted assays for more than 60 investigational new drugs for approvals.
- Successfully implemented more than 65 carci studies in the pharma and agro vertical for submissions in the USA, European Union and in India.



- The talent includes world renowned veterinarians and doctors certified by the Diplomate of American Toxicology Board.
- Displays solid capabilities in DMPK and analysis of biologics.
- Has huge infrastructure of consisting of high end machinery to conduct LC-MS methods and for conducting various kinds of analysis such as Watson software and for conducting toxicity tests.
- Bio-analytical lab complying with GLP standards to cater to the world wide clients.
- Excellent Facility complying GMP standards for synthesis of chemical compounds for preclinical studies and clinical studies.
- It has excellent capabilities for producing in small scale quantities various chemical compounds for using them for in vitro and in vivo preclinical testing as and when needed.

Eurofins Advinus has more than 400 super-qualified scientists working in the level of study directors with PhD efficiency. The name Advinus is the patented trademark of Eurofins Advinus which provides time-proven efficient services at a cost effective price while ensuring the integrity of the studies and without compromising the quality due to the low price. It also provides studies in compliance with GLP and GMP regulatory standards for word wide approvals and submissions.

#### ➤ AGROCHEMICAL DISCOVERY AND DEVELOPMENT

Eurofins Advinus has extensive expertise in conducting studies and bringing together scientific teams to conduct large scale studies in production, synthesis an discovery of agro-chemical products with unmatched purity to support agrochemical development of drugs for clients. Eurofins Advinus also offers this services on Full-Time-Equivalent (FTE) basis.

- The scientific teams design unique methods to efficiently synthesize drugs using latest methodologies to synthesize agro-compounds. These methods are designed specifically for clients and unique to each and every client which the client may use it as its own intellectual property without having to pay royalty to Advinus and may be patented as process patents for synthesis of specific compounds.
- Advinus is equipped with the state-of-the-art infrastructure and sophisticated instruments to carry out reactions to generate high purity chemicals entities for further

testing and analysis and also conduct purification tests of target compounds through various methods like HPLC, LCMS and NMR tests.

Eurofins Advinus Agro-chemical development studies include Process Chemistry, analytical studies of insecticide crop agents including that of agro-chemical and industrial chemicals. It can also conduct studies for testing efficacy of agrochemical compounds and toxicity of compounds for agricultural and industrial use. The above studies are conducted to test the efficacy of compounds to achieve desired results in plants and crops and also see if the chemical compounds on use do not affect the ecology like bees, plants, humans in an adverse way.

#### ➤ BIOLOGICS TESTING

Eurofins Advinus provides one stop solution for biologics and bio-similar testing which includes toxicology and immunity assessment. Eurofins Advinus has successfully evaluated more than twenty biologics and bio-similar compounds for toxicology studies. It can conduct in-vivo studies and bio-analysis studies for Bio-similar compounds.

- REACH Services: Eurofins Advinus provides services to include registration evaluation and authorization of chemicals compounds for approvals. REACH is a European Regulation EC1907/2006, adopted by the European Parliament which came into force in June 2007 for authorisation and approval of new chemicals in the European Union. The regulation creates a unified system for existing and new chemicals produced or imported into the European Union exceeding quantities more than one tonne in a year. Although REACH is a European law, it controls and affects drug chemical manufacturers established in any part of the world as the compounds find some or the other way into Europe. The main reason is that the European law applies if the chemical compounds directly or indirectly affect citizens situated in the geography. It mandates manufacturers in European Union and importers of chemicals into the EU to comply and provide hazard reports, toxicity reports and all risk data for all chemical substances.

#### 1.3.4 COMPANY INFRASTRUCTURE FACILITIES

Eurofins Advinus is located in an 8 acre campus with more than 250000 sq.ft of modern carpet area and is one of the most accredited research and development centre in India. The facility is certified for conducting both GLP and GMP studies approved by BFR Germany and W&V Netherland. Advinus was instrumental in bringing the GLP to India and setting up of GLP guidelines in India after India became the member of OECD after 2005. The animal facility is approved by AAALAC and has accreditation for safekeeping of animals used for testing of various products. Eurofins Advinus has a huge set-up for chemical synthesis and development for its projects. It is famous for conducting almost all the studies which are required for successfully completing the non-clinical stage of any drug right from synthesis to animal testing including in-vivo or in-vitro studies or safety assessment. The QUA department is headed by Dr. Natesan who has been instrumental in developing GLP standards in India. The facility also runs under the guidance of toxicology experts of India Mr. K.S Rao.

**Competitor Information:** Eurofins Advinus faces tough competition from various companies but the below rivals are noteworthy of a mention from the CRO industry.

1) **BIONEEDS:**

Bionees is a situated out of Bengaluru which provides drug discovery and development services to pharma, agro-chemical and medical devices clients. It also provides services to nutraceutical, herbal companies. Bionees provides similar services compared to that of Eurofins Advinus at competitive prices. The possible reason for offering cheaper quotes may be because of managing the cost of running the facility including the overhead costs. It has best-in-class infrastructure equipped with state-of the-art facilities more than 210,000 sq.ft. carpet area in a 5.5 acre campus. A veterinary facility with more than 80 exclusive animal rooms built matching Indian and international standards. Best-in-class labs for conducting drug research and developmental activities to support various kinds of studies such as in-vitro, in-vivo studies complying GLP and GMP standards. Bionees can execute projects using its extensive high end laboratories. It is a GLP accredited facility and also approved by CPCSEA, DCGI to conduct studies also on controlled substances such as cannabis and psychotropic substances. It has approvals from department of

biotechnology and to run facility approved by AAALAC for animal care. It is a NABL accredited laboratory to conduct various kinds of studies.

## **2) Vimta Labs Limited:**

Vimta Labs is engaged in the business of providing contract research services to a diversified clientele present in India and globally. Vimta provides services of testing and research in the fields of clinical and pre-clinical studies. It conducts studies for clinical reference. It is equipped with enough infrastructure to conduct analytical testing and studies in the field of advanced molecular biology and environmental studies. It supports clients in submitting reports for regulatory approvals such as certification of food and agricultural products imported into and exported out of India. Vimta labs provide companies in the food industry in conducting food safety evaluations, nutrition labelling on the food products, testing food products for tracing harmful substances and studies to confirm shelf life of products. The services in the area of environmental services include selection of cultivation site, environmental impact evaluations, environmental disaster control plans, and carrying capacity-based regional studies. It also offers inspection services such as pre-shipment examination, quantity and quality certification and sealing before transport. It also provides audit of all the production process.

## **3) JRF: Jai Research Foundation:**

Jai Research Foundation (JRF) is a CRO based in India which has developed manifold in the last decade with revenues more than 90 crores Indian rupees. It offers safety evaluation studies for specialty chemicals, agrochemicals and bio-therapeutic chemical etc. JRF has the capacity to provide wide range of evaluation services for the purpose of regulatory submissions at the level of leading national and international regulatory authorities. JRF is built on a strong foundation backed by 250 plus qualified scientists and scientific technicians. JRF have more than 250 clients worldwide from various verticals like pharma, agrochemicals, food industry and speciality chemicals. It specialises in generics molecules studies.

## **4) GVK Biosciences:**

GVK Biosciences is situated in Hyderabad and a contract research company providing services to pharmaceutical and biotechnology companies. The company

offers bioinformatics services; chemo informatics services, toxicological studies, structural biology services, It provides KPO as well as IT services for pharma industry. It also provides process research and development and custom synthesis, and analytical and separation services; clinical pharmacology services. Apart from the above mentioned companies, Eurofins Advinus faces a tough competition from various Indian and international players. Jubilant Life Sciences, Chembiotek, from India, WuxiAppTech, Amri, Covance are few international players. Eurofins Advinus faces competition from companies which are itself part of the Eurofins Group in offering speciality services.

#### **1.4 INTRODUCTION OF SWOT ANALYSIS:**

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. A critical evaluation of the company in terms of SWOT explains the various assets it thinks as strength, the weakness in terms of processes or methods if follows, opportunities it has in the market for development and threat it perceives moving forward. When a company conducts SWOT analysis it can understand how to face threats and eradicate weaknesses. The analysis helps companies to draft plans for future basing on the existing corporate set-up. The analysis helps companies consider various factors which may or may not be in its control. When a company conducts this analysis it can understand as to what factors which affect itself are within its control and the factors outside the company's control. The company can make use of its strengths to eradicate the weaknesses. Opportunities and threats are the factors which are not within the control of the company but which may make or break the company success story. Usually the SWOT analysis is done by a team of specialised individuals in a company adopting variety of practical perspectives. It involves contribution from all the departments which are required to contribute towards suggesting various aspects which can be categorised into weakness, strengths, threats and opportunities. Every individual in a company has a view point who can help in this tremendous and beneficial exercise.

#### **4.2 SWOT ANALYSIS WITH REFERENCE TO THE COMPANY:**

##### **1) Strengths**

- GLP Certified
- GMP/CGMP FACILITIES
- Good will and brand superiority enjoyed by Eurofins

- State-of-art setup capable of expanding 100x
- Availability of skilled scientists and an Indian advantage
- The ability to convert leads into confirmed sales
- Enormous cash flows of the parent company to invest further as it is a listed company in France.
- Strong international presence
- Eurofins attends conferences and medical conventions where networking is converted to business leads
- Easy access to outsourcing to small companies

**2) Weakness:**

- Indecisiveness of medicine manufacturing and Drug discovery companies.
- Falling revenue due to low investment in drug discovery sector
- Increased Regulation by government such as permissions and licenses for using animals for research and ever changing regulatory landscape.
- Increasing public sentiments towards using animals for research
- Size of the company is small compare to their rival such as Syngene.
- NO clinical services are conducted in this company.
- Not all the experiments can be conducted due to the central policy of Eurofins. Ex: Whenever there is a study based on large animals such as monkeys, dogs and specific animals, the studies are outsourced which reduces the margin of the company.

**3) Opportunity:**

- Increasing expenditure for conducting in-house studies for drug discovery and manufacturing companies
- Advancement of medicinal research for new diseases
- Increased government spending for public health.

#### 4) Threats

- Competition from US based CRO's backed by companies involved in drug discovery and manufacturing. Ex: Syngene is a CRO backed by Biocon.
- Most favoured countries for pre-clinical studies. Ex: US FDA
- Ever-changing governmental policies
- International players looking to explore Indian market.

### 1.6 Future growth and prospects:

Eurofins Advinus top 20% of clients bring major share of the revenue for the company. Eurofins Advinus has an opportunity of extending its reach to the South American countries for providing cost effective services. Though there is a financial risk associated with working with South American clients but if the risk is properly managed, developing countries in South America, Asia, and Africa will bring greater revenues.

Israel is also another country which is worth concentrating due to the advancement of and investment in IND's and API's. The advanced studies being conducted by Israeli companies in the area of cannabinoids is also a new arena. Though import of cannabinoids is prohibited in India, the authorities in India allow imports on a case-to-case basis to allow research and development for therapeutic development.

Eurofins Advinus has been effectively implementing cost reduction by plugging leakages in the day to day operations which could save the company costs in the range of 1 million USD. Eurofins Advinus has forecasted an year on year growth rate of 20% and it has been successful in achieving this growth target.

The acceptance of various international research and testing guidelines will add to the growth of the CRO industry on the whole and Eurofins Advinus individually. The company has a lot of scope to develop in safety pharmacology, toxicological assessments. The drug discovery department has lot of scope specifically on a FTE model.

Eurofins Advinus since being acquired by the Eurofins Scientific Group has been instrumental in developing the infrastructure and refining the human resource talent. Adding the cheap human resource cost with the client outreach of Eurofins Group companies will be

a strategic advantage. The addition of human resources as strategic positions such as business development and technical operations will fetch the company the success it deserves.

The relaxation of few guidelines by the government authorities in India may help bring additional revenues. Future growth of Eurofins is optimistic as the company has forecasted annual growth rate of 25% for the financial year 2018-19 and the years to come by.



**Chapter 2**  
**Conceptual Background and Literature Review**

## **2.1 Background of the study**

Training has always been an important part in furthering various types of human learning and development. For enterprises to make the best of available resources training should be made important aspect and training should be designed in a manner which is in line with the business plans. This means that a proper training plan needs to be designed, agreed, supported and implemented by the management for all levels.

Evaluation is the most important aspect of instructional design models. A training design model offers an arrangement of instructions addressed to solve a problem in the institutional design problem. Many of them have common instructional design principles and patterns. Evaluation methods and processes help determine the effectiveness of a particular initiative aimed at change in the existing institutional set-up. Training need analysis is a process to analyse the skill gaps in an organisation and to understand if training will be an adequate response. In short, TNA involves a detailed process where firstly an objective of the company on one hand and the steps to achieve the desired performance in the employees needs to be understood. For bridging the gap of current level and anticipated growth of company, the skills, knowledge and attitude of the existing pool of resources needs to be evaluated. After evaluation, the training topic or method needs to be selected and the same has to be checked for efficiency through literature review and existing case studies. Once the training need is selected, the target needs to be identified. The target identification which usually happens by supervisors electing team members has to be reviewed based on the actual need of the employees. The trainer needs to review the job description of the employees and understand if the employees need to undergo a particular training to increase the competence. The Difficulty analysis identifies the particular aspect of the duty of an employee which causes more trouble to employee which can be reduced by training. After all the evaluations are completed, the feedback and a study to understand the effectiveness of the training needs to be ascertained. Training need analysis is thus a whole process in itself.

### **Training methods**

- **Instructor lead classroom training** – Classroom style coaching is the oldest and most used training methodology. This method is similar to any other educational

atmosphere like schools and college imparting theoretical courses. This method is quite prevalent everywhere and is proven method for ages and for a valid reason.

- **Interactive method-** This training method involves the traditional classroom style coaching mixed with an advanced level where the target audience is interacting with each other for a better learning experience. The interaction happens through a set of question and answers and sharing of personal experiences related to the topic in discussion. The Interactive method may include one or more activities such as group discussions, debates, brainstorming sessions, case-study evaluations, quiz questions, roleplaying and in-detail explanations.
- **Hands-on training-** It refers to the conceptual training and requires diving into the practical aspects which allows trainees to quickly understand and allows them to practice whatever they are being taught. This method is mostly favoured by employers as they do not have much time to tutor new-employees on theoretical aspect first and then the practical aspect.

This method is having several other advantages

- It is fast track process because the target dives right into the training on the very first day.
  - It will enhances employees awareness and wisdom
  - It requires lots of focus which can improve information retention.
- **Computer based & e- learning training-** in this method of training usually enacts either the classroom style or interactive method using various types of audio-visual content which is directly displayed on to the screen of the trainee. The computer based learning has been more effective way of learning with the advancement of technology which is enabling various kinds of training to be imparted at the click of a button without any geographical limitations. The use is only limited by imagination and nothing else.

## 2.2 Review of literature

- **Johnson (1993)** “performance improvement”.

Johnson in his research paper on quality training practices states that performance of the employees is usually possible through employees who are motivated, have specific skills and who understand the tricks of the trade. He

also states that companies have been able to achieve continued excellence in business because they are investing in standardised training of the organisational workforce as training has been evident for success of an organisation. It involves serious evaluation of the pertinent necessities of skills to meet the organisational goal objectives. The understanding of the real need is a complicated exercise as it commands a deep understanding of complete enterprise itself, its future scope of development existence and sustenance.

- **Shulgna Sarkar (2013)** “Competency based Training Need Assessment” – Approach in Indian companies in *The Finnish journal of Business Economics* pg. no 13.

Shuang Sarkar in his research paper stresses on the importance of assessing the training needs of employees before subjecting them to a particular training exercise. It is worthwhile to notice that even the companies do understand that it is important to conduct such an exercise to assess the needs, but businesses fail to do so. In small scale industries being selected for a particular training course is a matter of fortune as target individuals are often selected by either reporting officers. Many people suffer due to the reason as the decision making authority is purely arbitrary. Hence the expected result is not realized even after individuals undergo hours and hours of training. The method is a one of a kind solution to a certain lot of enterprises.

- **Jacqueline Reed (2003)** “Role of training in organisational culture”.

The author in study in 2003 states that importance of TNA in particular company influences the very development and evolution of the TNA processes itself. As the research on the training needs assessment has always been influenced by the culture of a particular organisation the importance of culture and the method to cope change has been ignored. As it may be quoted that designing the need analysis procedure was complicated but eventually deciding the particular methodology was quite easy. It can be noted majority of the literary sources concentrate on the procedure but only a vague reference to culture and change management process.

- **Cecilia Fila (2005)** “Training Needs Analysis for Abhyanga Company in Botswana”

The study discovered that there are various factors influencing the performance of individuals at Abhyanga. The importance of training was only a minor aspect which covered less than 20% in the total findings. It was stated that various other factors such as employee recognition, effective utilisation of resources and awards were some of the reasons which increased the performance and reduced the gap between expected and achieved performance. Though training was considered to be the first in the list of initial approaches for development, the training topic and method of administration needs to pass the practicality test. To understand the effectiveness of a particular training, the current level of performance needs to be gauged to identify the problem and the level of improvement post the training needs to be calculated properly to see if the training has been successful to eradicating the problem or at least minimising the defect. Training material must also be designed and executed properly. It is also important to measure by observation if the learning of the training are properly put to use in the day to day operations post the learning activity.

- **Angelina Mesne (2009)** “Needs Assessment and Analysis Method”

This study states that various means were discovered for surveying training needs which included analysis of the tasks performed, level of performance, assessment based on ability, knowledge and skills. It is stated that assessing the performance was akin to understanding if training had to be imparted. Though selecting a particular method was quite confusing, it could be stated that if performance analysis is done properly, it would lead also lead to understanding the actual need.

- **Phillips (2007)** “training courses were based on management”

The study portrays in a critical manner that the training was conducted mostly because the management wanted the training to be imparted but not because a proper need analysis was seriously thought through. It was said that value of the courses fail because companies do not consider training to be an essential part

for growth and the proceeds of investment in training courses fetches negative results. When proper need analysis is not done, practical difficulties emerge in imparting training.

- **Boydell and Leary 1996, Reid and Barrington (1996)** “Training needs analysis”

The study stated that TNA is the very basis of all training undertakings. The study stresses on the importance of needs analysis which is important for imparting successful training matching the necessities of individuals and denotes proper value of money.

- **Wills (1998)** “TNA is a step by step process of evaluations, alignments and assessments and needs compulsory development”.

The study lays down various steps in the process of TNA. It states that there are various steps including that of selecting the important underlying essentials of training, outlining the model for imparting training, proper preparation, executing and evaluation post training. It says that TNA is a mature process involving all the refined activities and need a professional outlook. TNA enables to showcase the desired results and substantiate the costs incurred in proportion to the realized results.

- **Herbert and Dover spike (1990)- “TNA needs theoretical clarity”**

After critical analysis from the impending literary sources it is quite evident that TNA is subjugated by different approaches and methodologies for conducting training assessments. It was stated that there is substantial overlap of descriptive and prescriptive literature.

- **Potter et al., (2000)** “ Foremost step in the training need analysis is the identification of training targets”.

The study prescribes processes where managers and supervisors were asked instead of the employees who need training themselves.

- **Gary et al., (1997)– “The need for rethinking the formula”**

The study describes the approaches in understanding the training needs of employees in government health care system stating that the process employed is faulty where supervisors were consulted for identifying the need of employees. It was noted that the process employed was faulty as the managers do not work closely with lower level of employees to understand their daily needs.

- **Matthews et al., (2001)**“Best Practices in Training Needs”

This study showcases the findings of a survey which proves that training needs are always determined by management decision and influenced by senior management choices and beliefs. The regularly used approach was skill portfolio.

- **Hayton (1990)** “the importance of linking skills audit to company strategy.”

This study discusses the importance of linking skills audit with company’s strategy for driving the change. The important recommendation was that all departments and employees to be involved in the whole process of audit and understanding. Hayton almost signifies the importance of basic approach which can be understood by employee unions and management themselves. The method recognises the possibility of reducing the industrial labour conflicts with skills audits.

**CHAPTER 3**  
**RESEARCH DESIGN**



### **3.1 Statement of the Problem**

The business environment in the recent times has changed exponentially compared to few decades ago. As the time goes by more and more companies have begun to realise that the only way to ensure their business remains competitive compared their peers is only by increasing the value of the people it is made of through refining their skill, outlook and approach and the manner they execute their jobs. In order to achieve such objective, businesses must change their approach by taking a pre-emptive action rather than choosing to respond when the problem occurs. The right approach will be to assess what talent they currently have and what steps should be taken to improve the quality of the workforce to achieve the position of comparative advantage to that of their competitors.

Training objective should concentrate on increasing the individual and organisational competence in a manner to provide the business competitive advantages over competitors. In pursuit of the solution to the question, this study aims to explore and understand the existing practices of training need analysis at Eurofins Advinus Limited.

### **3.2 Need of the study**

- Eurofins Advinus limited found that the existing training program conducted for their employees was not yielding desired results. In order to understand the efficiency of the training program, the management wanted to conduct a study to find out the employees perception on training programs in the organisation.
- Basing on the understanding of the employee perception on training, a suitable list of training programs would be selected by the management so that the quality of the workforce can be improved. Training program aims to achieve uniformity in the level of skill of all employees so that all employees are equally skilled to further the business goals of the company.

### **3.3 Objective**

- To understand the various types of training needs.
- To identify, various methods for collecting data for analysing training needs of employees.
- To find out the various processes involved in analysis of training necessities.
- To understand the various factors involved in the assessment.

- To understand the true connotation and significance of analysis of training needs.

### 3.4 Scope of the study

Whether this study of TNA will help the organization achieve its goals because once the gaps between employee skills and the skills required for the job is understood the workforce can be trained basing on the skills they lack rather than one size fits all approach which is usually employed in various organisations across the industry. The study is important for the company to understand and ensure that the employees are kept motivated and interested in the work they do and the satisfaction level of organization staff is achieved.

### 3.5 Research methodology:

- **Type of research:** Descriptive research
- **Research Instrument:** Structured questionnaire.
- **Collection of data:**
  - **Primary data:** structured questionnaire is used as primary data where few employees at EUROFINS ADVINUS were randomly selected to gather the required information.
  - **Secondary data:** various company non-confidential documents, information made available on the company website and company brochures are used as secondary data.
- **Sampling method:** simple random sampling
- **Sample unit:** 100
- **Statistical tool:** Mann Whitney U test

### 3.6 Hypothesis

Null Hypothesis (H<sub>0</sub>): There is significant gap between actual performance and expected performance

Alternative Hypothesis (H<sub>a</sub>): There is no significant gap between actual performance and expected performance.

### **3.7 Limitation**

- Due to the sensitivity of the information, some company details were not made available for review. Was unable to fully access to the company's information required for the study and analysis.
- Many of the company employees did not properly submit answers for the questionnaire and their responses were incomplete.
- Target company being a pharmaceutical company has various kinds of technology and methods involved and trying to understand training needs of ever changing industry is a limitation.
- Limited time was available.

### **3.7 CHAPTER SCHEME**

#### **Chapter 1: Introduction**

This chapter includes introduction, company profile and industry profile, promoter, mission, vision and quality policy, product and service, area where they of operate, infrastructure facility, SWOT analysis, future growth and prospects.

#### **Chapter 2: Conceptual background and Literature review**

This chapter describes Theoretical background of the study and review of literature

#### **Chapter 3: Research Design**

This chapter includes title of the study, necessity of the study, problem statement, objectives, scope of the study, research methodology, limitations, chapter scheme.

#### **Chapter 4: Data Analysis and Interpretation**

Analyse and Interpretation of data, collected with relevant tables and graph, result obtain by using statistical- Mann Whitney U test.

#### **Chapter 5: Finding, suggestion and conclusion suggestion**

Summary of finding, suggestion and conclusion is cover in this chapter

#### **Bibliography**

Annexure – Questionnaire.

## **Chapter 4**

### **Analysis and interpretation**

## Data Analysis & Interpretation

This study consists of a survey data collected from 100 respondents by employees of Eurofins Advinus Limited. It also includes demographic details like Gender, Age group, educational Qualifications and type of work etc., along with past and present training initiatives taken by the company and their understanding of the same.

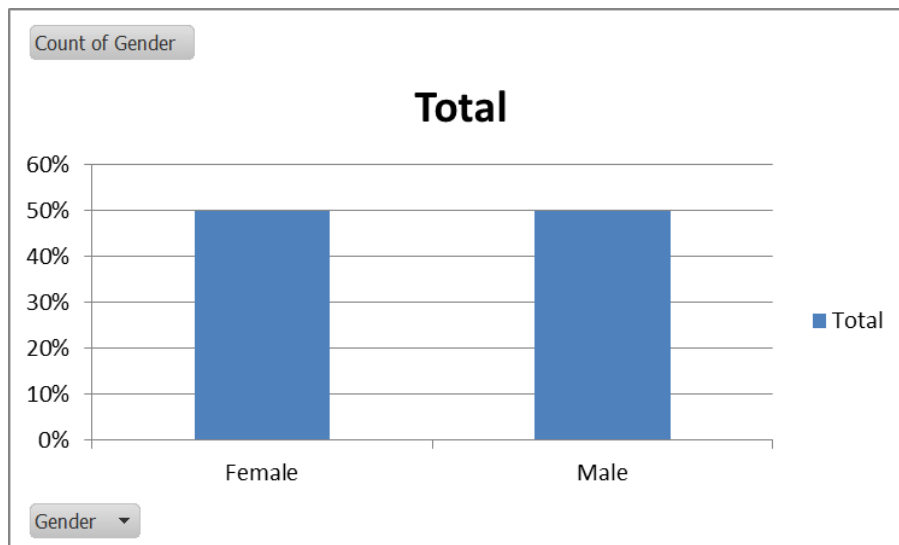
### 1) Gender split:

#### 4.1 Table Showing Gender split:

Gender	Total No. of Respondents	Total
Male	50	50%
Female	50	50%
Total	100	100%

Analysis: 50% of sample space comprises of male & rest 50% of sample comprises of female.

#### 4.1 Graph showing Gender split:



(Chart -1)

Interpretation: The ratio of male to female respondents is 1:1.

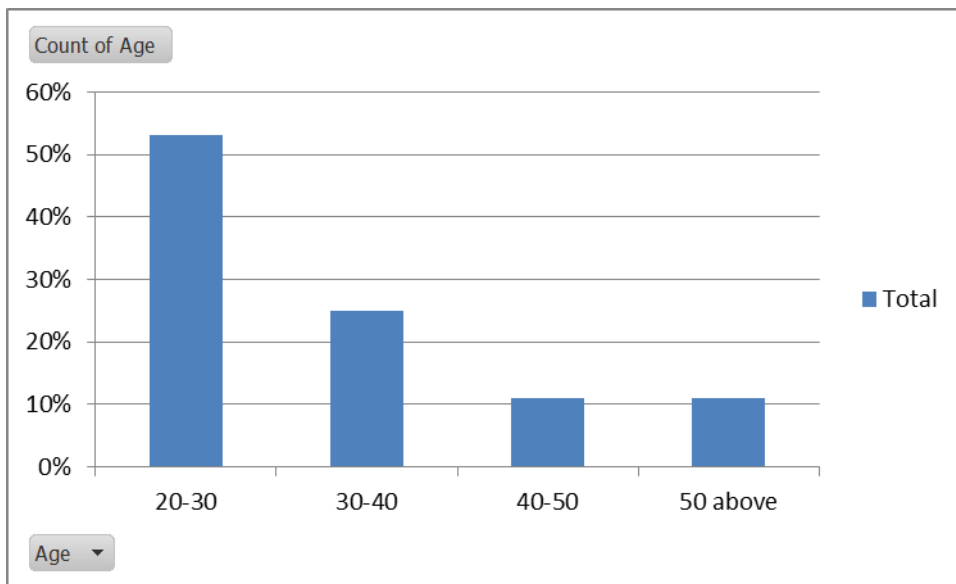
2) Age Split:

4.2 Table showing Age split

Age Split (years)	20-30	30-40	40-50	50 & Above
Percentage	53%	25%	11%	11%
Total	100%			

**Analysis:** It can be deduced that 53% of the employees are in the age group of 2- to 30 years, 25% of the employees are in the age group of 30-40 years, 11% fall under the age of 40-50 years and 11% fall in the age median of 50 years or above.

4.2 Graph showing Gender split:



(Chart-2)

**Interpretation:** It can be inferred from the survey that majority of the respondents fall under the age group of 20-30 years and a considerable percentage fall under the age group of 30-40 years.

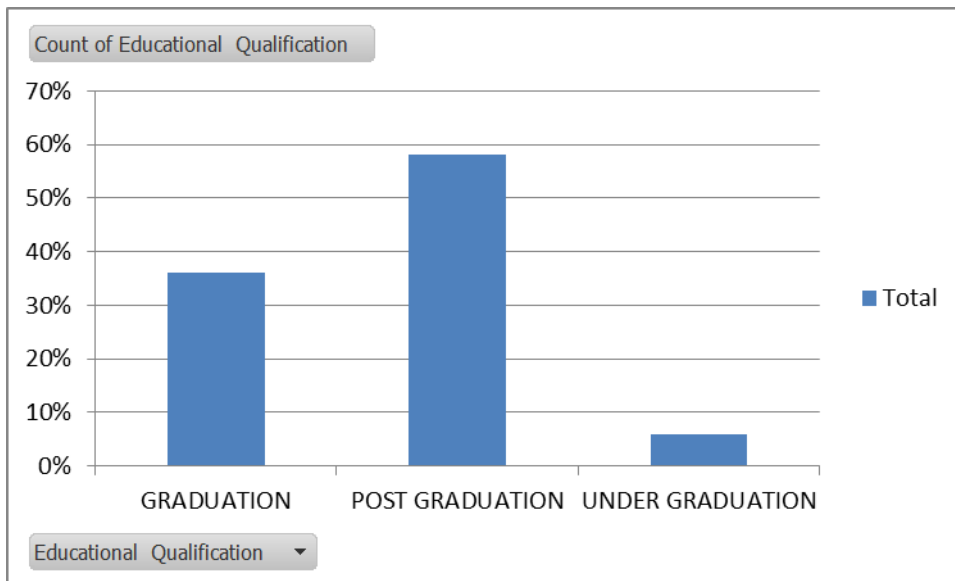
3) Level of Education of Respondents:

4.3 Table showing education of respondents

Education	Total No. of Respondents	Total Percentage
PG	58	58%
Graduation	36	36%
UG or Diploma	6	6%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Analysis:** It can be analysed that 58% of the respondent employees are post graduate and above, 36% of the respondents are graduates and 6% are either graduates are diploma holders.

4.3 Graph showing level of education:



**Interpretation:** It can be inferred from the graph and the table that majority of the respondents are highly educated with post-graduation followed by graduation. As the industry is specialised there is very less incidence of employees being with education below graduation or Diploma.

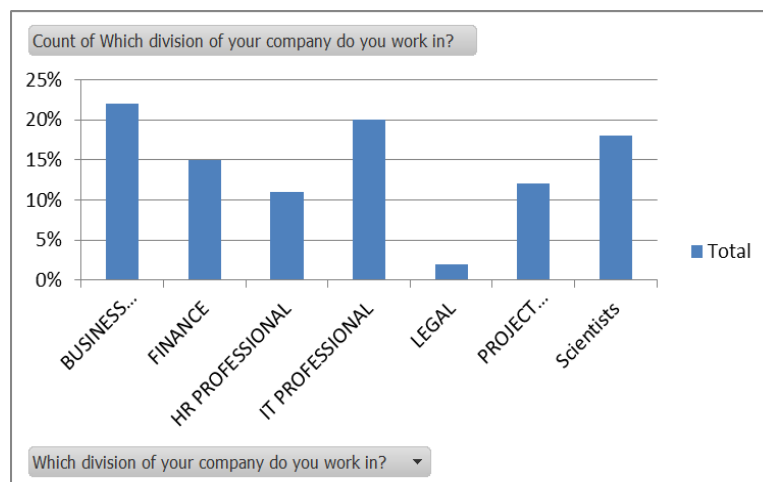
4) Department of the Company.

4.4 Table showing employees department wise:

Department	Total No. of Respondents	Total Percentage
Business Development	22	22%
HR Professional	11	11%
IT Professional	20	20%
Legal	2	2%
Finance	15	15%
Project Management	12	12%
Scientists	18	18%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Analysis:** The analysis of the above chart states that 22% of the respondents belong to business development team, 15% are from finance team, 11% are from HR, 20% are from IT team, 2% are from legal department, 12% are from project management team and 18% are from Scientific team.

4.4 Graph showing employees department wise:



**Interpretation:** It is evident that the majority of the respondents are from business development team.



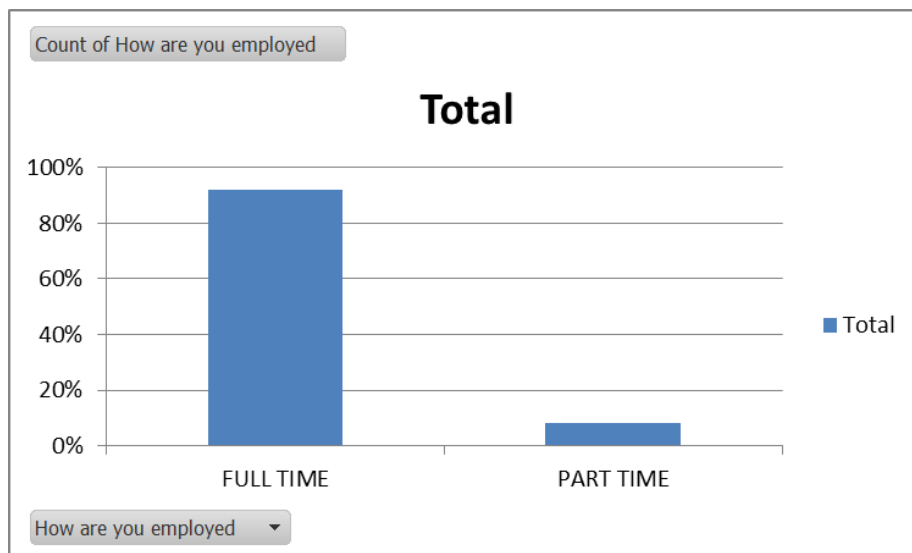
5) Employment Type:

4.5 Table showing the type of employment of all the respondents:

Row Labels	Count of How are you employed?	Percentage of How are you employed
FULL TIME	92	92%
PART TIME	8	8%
<b>Grand Total</b>	<b>100</b>	100%

Analysis: It can be analysed that 92% of the respondents are full time employees and 8% of the respondents are part- time employees.

4.5 Graph showing Type of Employment



Interpretation: It can be understood that majority of the respondents are employed on a full-time basis.

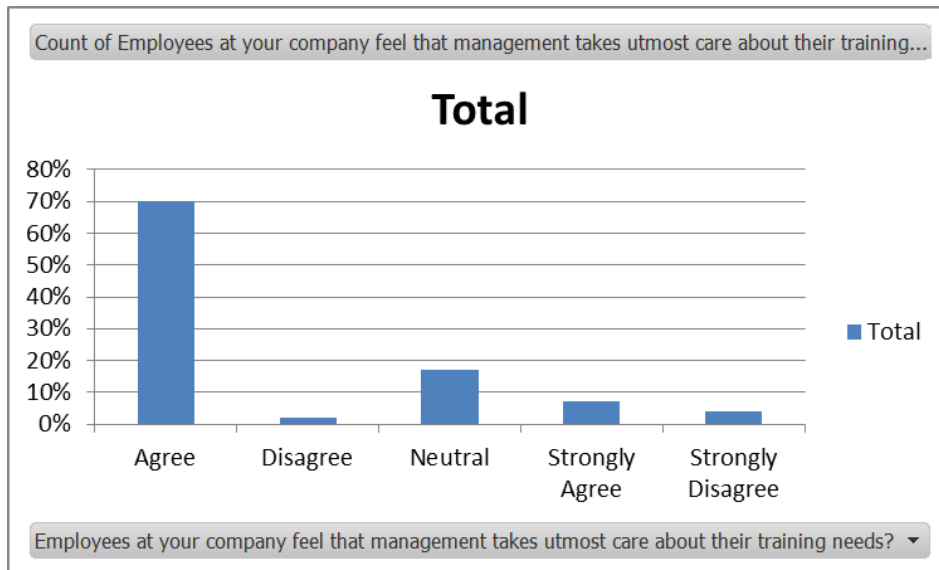
6) Importance of Training Needs:

4.6 Table showing Importance of training needs

<b>Row Labels</b>	<b>Count of Training needs</b>	<b>Percentage of Training needs</b>
Agree	70	70%
Disagree	2	2%
Neutral	17	17%
Strongly Agree	7	7%
Strongly Disagree	4	4%
<b>Grand Total</b>	<b>100</b>	<b>100%</b>

Analysis: The Graph shows that 70% of the respondents agree that the management takes utmost care for their training needs, while 2% of the respondents disagree that management does not care about their training needs. 17% are neutral where as 7% strongly agree and 4% strongly disagree.

#### 4.6 Graph showing Importance of training needs



**Interpretation:** It can be understood from the chart that majority of the respondents agree that management takes utmost care for their training needs.

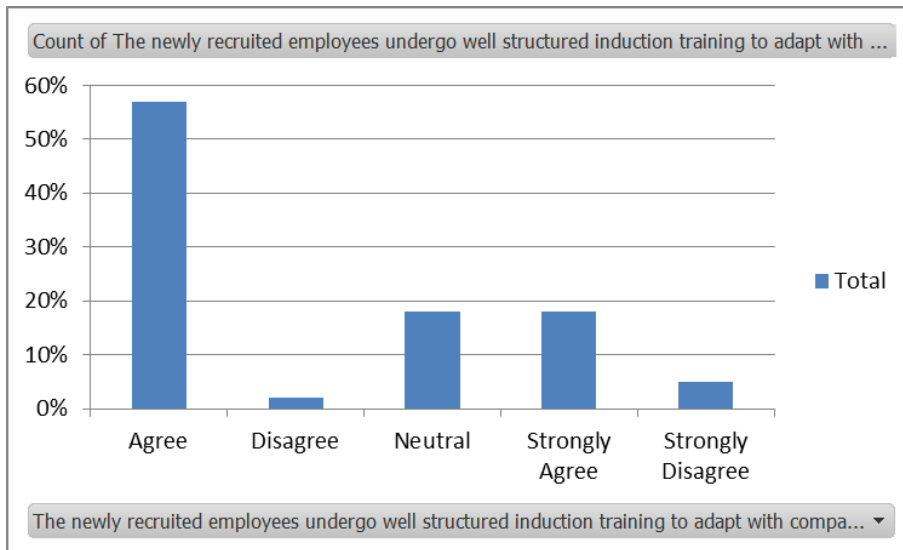
7) Induction training for newly recruited employees:

#### 4.7 Table showing Training for newly recruited employees

Row Labels	Percentage of newly recruited employees	Count of newly recruited employees
Agree	57	57%
Disagree	2	2%
Neutral	18	18%
Strongly Agree	18	18%
Strongly Disagree	5	5%
<b>Grand Total</b>	<b>100</b>	<b>100%</b>

**Analysis:** It can be analysed from the table that 57% of the respondents agree that newly recruited employees undergo well-structured induction training to adapt with company set-up and work culture while 2% disagree. It can also analysed that 18% respondents are neutral while 18% strongly agree and 5% strongly disagree.

#### 4.7 Graph showing training for newly employees



**Interpretation:** It can be interpreted from the chart that majority of the respondents agree that the newly employed undergo a well-structured induction training to adapt with company set-up and work culture.

#### 8) Employment Tenure:

#### 4.8 Table showing the years of tenure employees are associated with the Company.

Tenure of Employment (Years)	Total No. of Respondents	Total Percentage
0 to 1	29	29%
1 to 2	26	25%
2 to 3	14	14%
3 to 4	6	6%
4 & above	25	25%
<b>Total</b>	<b>100</b>	<b>100%</b>

**Analysis:** It can be analysed that 29% of the respondents are in the company have joined the company within 1 year or less, 26% of the respondents have been with the company for 1-2 years, 14% have been employed by the company from 2-3 years, 6% of the respondents are employed with the company for 3-4 years and 25% of the respondents are with the company for more than 4 years.

4.8 Graph Showing tenure of employment:



**Interpretation:** It can be inferred from the graph and the table majority of the respondents are either employed in the company for 0-1 years or employed for more than 4 years and above.

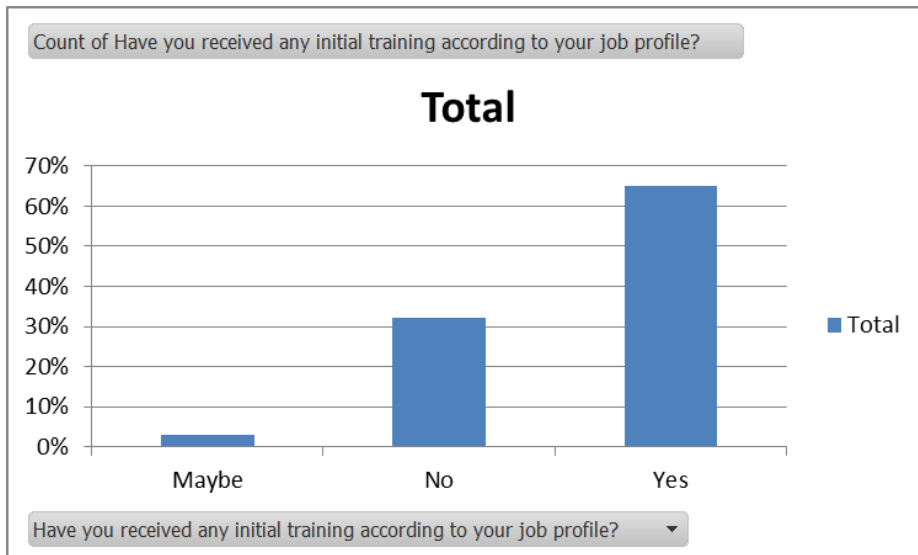
9) Initial Training as per Job Profile:

4.9 Table showing Initial Training as per Job Profile

Initial Training received	Count of Respondents received initial training	Percentage of Respondents received initial training
Maybe	3	3%
No	32	32%
Yes	65	65%
<b>Grand Total</b>	<b>100</b>	<b>100%</b>

**Analysis:** It can be analysed from the picture that 65% of the respondents underwent initial training as per job profile, whereas 32% respondents state that they did not have any initial training while 3% are unaware if they have undergone any initial training.

4.9 Graph showing percentage of respondents undergoing initial training according to job profile.



**Interpretation:** It can be understood that majority of the respondents have undergone initial training as per the job profile.

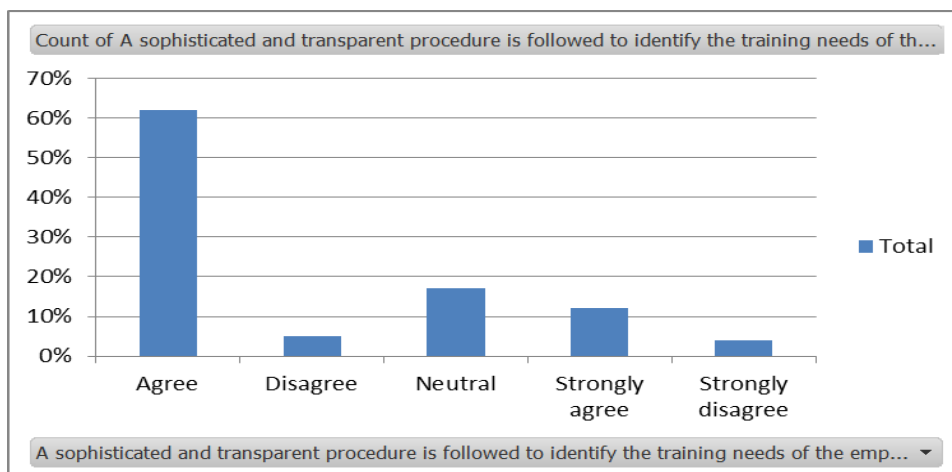
10) Identification of Training Needs:

4.10 Table showing responses if a sophisticated and transparent procedure is followed to identify the training needs of employees.

Row Labels	Count of Respondents feel that sophisticated and transparent procedure is followed	Percentage of Respondents feel that sophisticated and transparent procedure is followed
Agree	62	62%
Disagree	5	5%
Neutral	17	17%
Strongly agree	12	12%
Strongly disagree	4	4%
<b>Grand Total</b>	<b>100</b>	<b>100%</b>

**Analysis:** It can be analysed about 57% of the respondents agree and 2% disagree that a sophisticated and transparent procedure is followed to identify the training needs of the employees where as 18% are neutral, 18% strongly agree while 5% strongly disagree.

4.10 Graph showing responses if a sophisticated and transparent procedure is followed to identify the training needs of employees.



Interpretation: It can be interpreted from the chart that majority of the respondents agree that a sophisticated and transparent procedure is followed to identify the training needs of the employees.

11) Customised Training is used to achieve the Training Expectation:

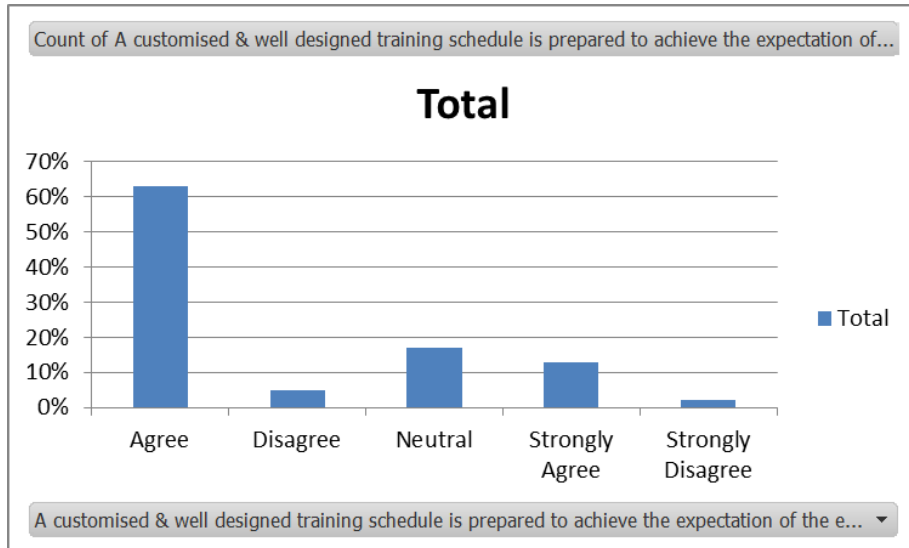
4.11 A Table showing customised and well-designed training schedule is prepared to achieve the expectation of employee training needs.

<b>Row Labels</b>	<b>Count of respondents who think that customised &amp; well designed training schedule is prepared.</b>	<b>Percentage of respondents who think that customised &amp; well designed training schedule is prepared.</b>
Agree	63%	63
Disagree	5%	5
Neutral	17%	17
Strongly Agree	13%	13
Strongly Disagree	2%	2
<b>Grand Total</b>	<b>100%</b>	<b>100</b>

Analysis: The chart shows that 63% of the respondents agree that a customised and well-designed training schedule is prepared to achieve the expectation of the training needs of the employees while 3% disagree, 17% are neutral 20% strongly agree and 2% strongly disagree.

4.11 Graph showing customised and well-designed training schedule is prepared to achieve the expectation of employee training needs





Interpretation: It can be understood that majority of the respondents believe that a customised well-designed training schedule is prepared to achieve the expectation of the training needs of the employees.

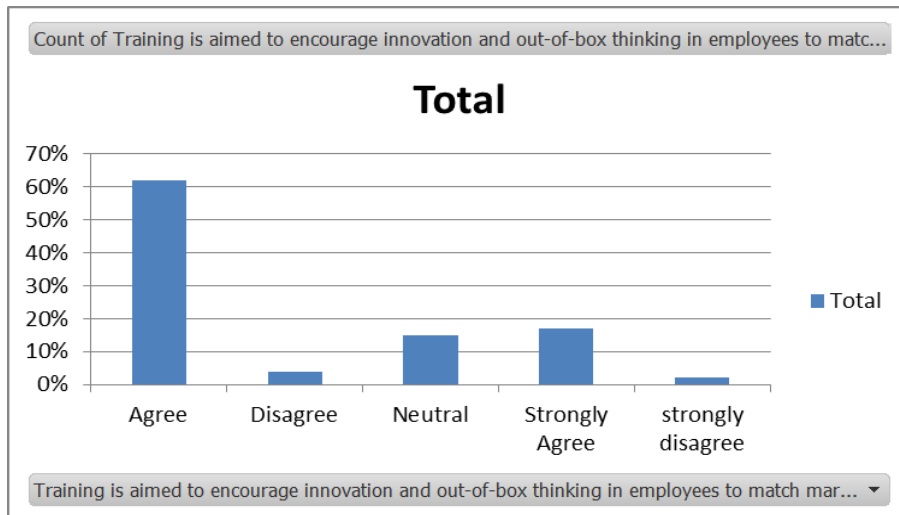
12) Training is important to encourage innovation and out of box thinking

4.12 Table showing training is aimed to encourage innovation and out-of-box thinking in employees to match market needs.

Row Labels	Count of training is aimed to encourage innovation and out-of-box thinking in employees	Percentage of training is aimed to encourage innovation and out-of-box thinking in employees
Agree	62	62%
Disagree	4	4%
Neutral	15	15%
Strongly Agree	17	17%
strongly disagree	2	2%
<b>Grand Total</b>	<b>100</b>	<b>100%</b>

**Analysis:** It can be seen that about 62% of the respondents believe that training is aimed to encourage innovation and out-of-box thinking in employees to match market needs while 4% disagree, 15% are neutral, 17% strongly agree and 2% strongly disagree.

4.12 Graph showing training is aimed to encourage innovation and out-of-box thinking in employees to match market needs.



**Interpretation:** It can be understood from the chart that the majority of the respondents feel that training should be aimed to encourage innovation and out-of-box thinking to match market needs.

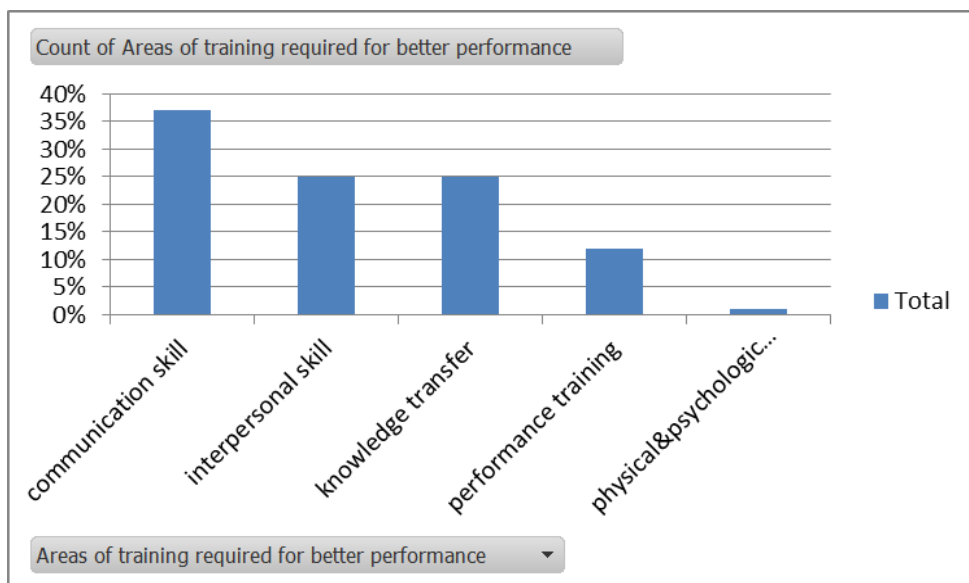
13) Areas of Training required for better performance:

4.13 Table showing Areas of Training required

Row Labels	Count of Areas of training required for better performance	Percentage to f area training required
communication skill	37	37%
interpersonal skill	25	25%
knowledge transfer	25	25%
performance training	12	12%
Physical & psychological stress relief training	1	1%
<b>Grand Total</b>	<b>100</b>	<b>100%</b>

**Analysis:** It can be analysed that for better performance 37% of the respondents prefer training in communication skills, 25% prefer interpersonal skills training, 25% prefer proper knowledge transfer, 12% prefer performance training and 1% prefer training in reducing physical & psychological stress.

4.13 Graph showing Areas of Training required



**Interpretation:** It can be interpreted that majority of the respondents believe that training in communication skills will increase their performance at work.

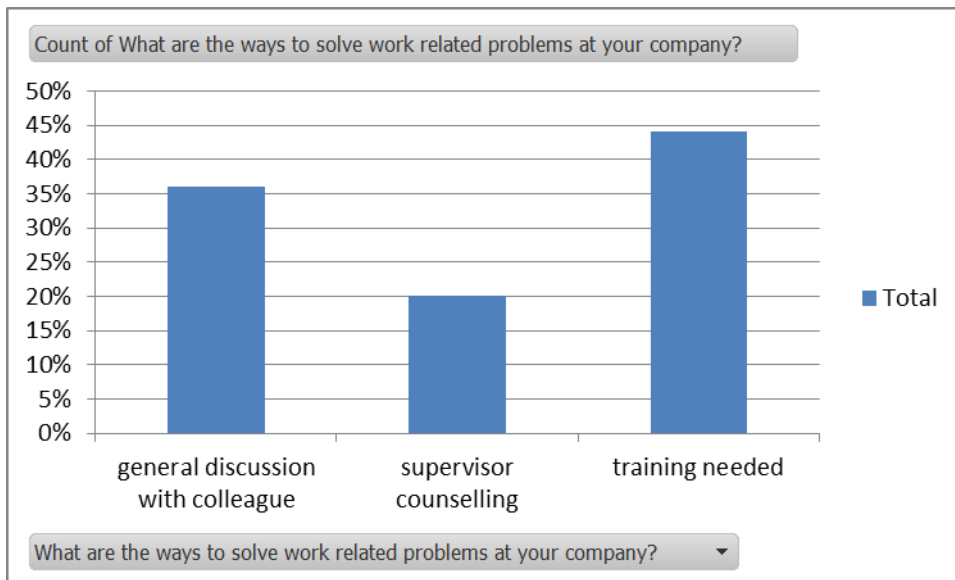
Solving work related problems:

4.14 Table showing how work related problems are solved

Row Labels	Count ways to solve work related problems	Percentage of way to solve work related problem
general discussion with colleague	36	36%
supervisor counselling	20	20%
training needed	44	44%
<b>Grand Total</b>	<b>100</b>	<b>100%</b>

**Analysis:** It can be analysed that 36% believe that general discussion with colleagues will lead to solving of work related problems whereas 20% believe supervisor counselling solves 20% of the work related problems and 44% believe training is required.

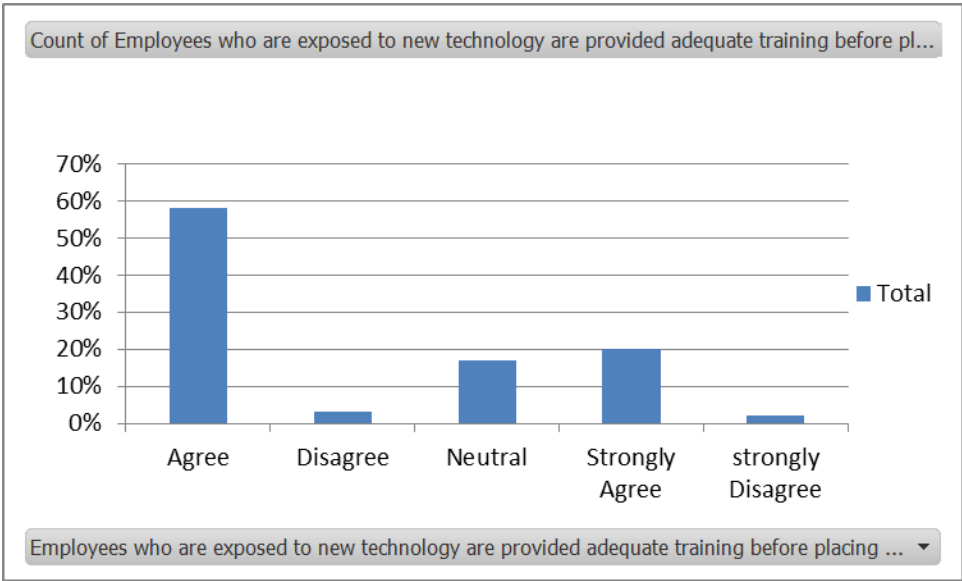
4.14 Graph showing how work related problems are solved



**Interpretation:** The interpretation of the chart leads to the interpretation that various problems which are generally faced by the employees at work can be solved by training.

Row Labels	Count of Employees undergoing training before new assignments	Percentage of Employees undergoing training before new assignments
Agree	58	58%
Disagree	3	3%
Neutral	17	17%
Strongly Agree	20	20%
strongly Disagree	2	2%
<b>Grand Total</b>	<b>100%</b>	<b>100%</b>

**Analysis:** It can be seen that 58% of the respondents agree that adequate training is provided to employee exposed to new technology before placing them in new assignments where as 3% disagree, 17% are neutral, 20% strongly agree and 2% strongly disagree.



**Interpretation:** It can be interpreted from the chart that majority of the employees are adequately training on new technology before placing them on new assignments.

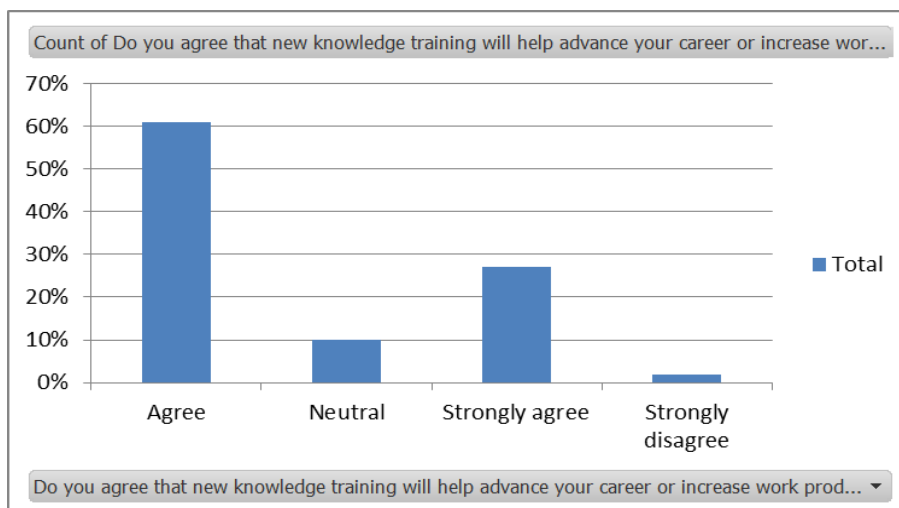
14) Knowledge Training:

4.15 Table showing training leads to advancement in career and increase in productivity:

Row Labels	Count Knowledge Training required	Percentage Of knowledge training is required
Agree	61	61%
Neutral	10	10%
Strongly agree	27	27%
Strongly disagree	2	2%
<b>Grand Total</b>	<b>100</b>	<b>100%</b>

**Analysis:** It can be analysed that 61% of the employees agree that knowledge training will advance career or increase work productivity whereas 10% have a neutral opinion, 27% of the respondents strongly agree that knowledge training leads to career growth and productivity. 2% of the respondents strongly disagree that knowledge training does not lead to career growth or increase in productivity.

4.15 Graph showing training leads to advancement in career and increase in productivity:



**Interpretation:** It can be stated that majority of the respondents believe that knowledge training leads to career growth and increase in productivity at work.

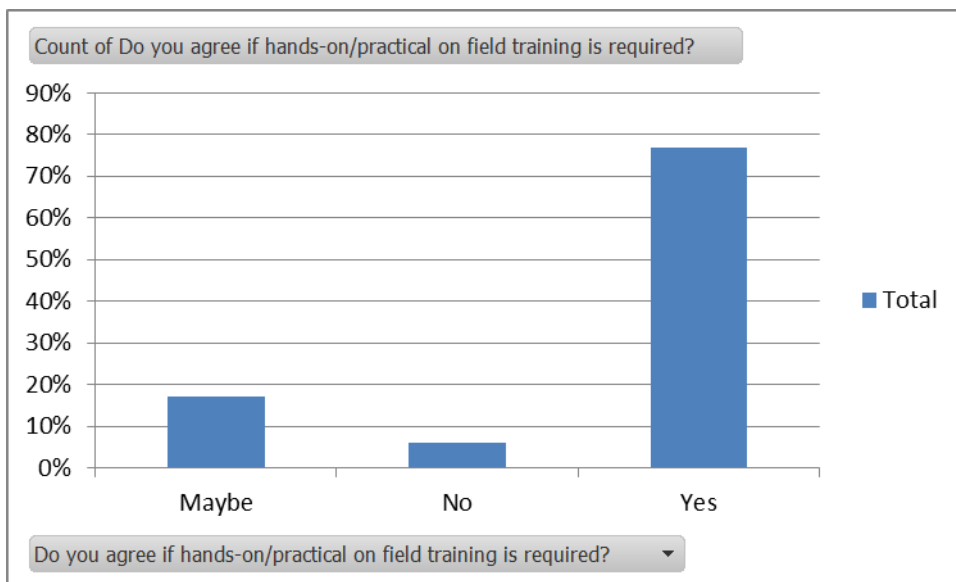
15) Requirement of Practical Training:

4.16 Table showing Requirement of practical or hands on training

Row Labels	Count of Requirement of Practical Training	Percentage of Requirement of practical training
Maybe	17	17%
No	6	6%
Yes	77	77%
<b>Grand Total</b>	<b>100</b>	<b>100%</b>

**Analysis:** It can be analysed that 77% of the respondents feel that hands-on practical training is needed, whereas 6% of the respondents feel that practical training is not required while 17% of the respondents are neutral.

4.16 Graph showing Requirement of practical or hands on training



**Interpretation:** It can be understood that hands-on/practical training is more important for majority of the individuals.

#### **4.4 Statistical tool and Result:**

Hypothesis:

There is significant gap between actual performance and expected performance

**Ranks**

		N	Mean Rank	Sum of Ranks
expected actual	- Negative Ranks	3 <sup>a</sup>	23.00	69.00
	Positive Ranks	77 <sup>b</sup>	41.18	<b>3171.00</b>
	Ties	20 <sup>c</sup>		
	Total	100		

a. expected < actual

b. expected > actual

c. expected = actual

#### **Interpretation:**

The above table shows, expected performance is more than actual performance, result says there is larger difference between expected and actual performance, it means the gap need to be identified based on the Job description and Job Specification.

**Test Statistics<sup>a</sup>**

	expected - actual
Z	-7.664 <sup>a</sup>
Asymp. Sig. (2-tailed)	.000
Exact Sig. (2-tailed)	.000
Exact Sig. (1-tailed)	.000
Point Probability	.000

**Interpretations** Wilcoxon Signed Ranks Test indicated that the expected performance was rated more than actual performance with mean value 41.18, Z=-7.664, p= 0.00.



## **Chapter 5**

### **Summary of findings, conclusions and suggestions**

## 5.1 Findings:

- The respondents were equally distributed among men and women.
- A considerable percentage of the respondents fall under the age group of 20-30 years while a considerable percentage falls under the age group of 30-40 years.
- The majority of the employees who took the survey are highly educated with post-graduation followed by graduation.
- It was found that majority of the employees feel that management takes utmost care of the employee training needs.
- It was observed that all the newly recruited employees under-go proper induction training to adapt to company set-up and work culture
- It was found that majority of the employees are in the range of 0-2 years (i.e. 29% in 0-1 years and 26% 1-2 years).
- It was found that almost all the employees undergo initial training as per job description.
- It was found that communication skills at 37% training is more important training followed by knowledge transfer at 25% and interpersonal skills at 25% of responses.
- It was found that new knowledge training leads to increase in the productivity and advancing career.
- It is observed that majority of the employees think that new training is needed to solve work related problems.
- Almost all the employees think practical/on-hands training is needed to learn new knowledge and techniques at work place.

## **5.2 Suggestions:**

- As the majority of the employees employed with the company are in the range of 0-1 years and 4 years above, the company should focus on imparting training to the above two ranges as the new comers need to be trained effectively to understand the work culture and the employees above employed for 4 years and above should be trained as knowledge becomes redundant over a period of time due to changes and innovation in technology.
- The training efforts should be focused basically on improving the communication skills and interpersonal skills of the employees as almost all the employees feel communication is a hindrance to development in career.
- As almost 32% of the employees feel they did not have any training as per their job profile, the training should focus on segregation of job profile and proper training should be imparted accordingly.
- There is a considerable difference between actual performance and expected performance, various training initiatives will need to be implemented to achieve expected performance.

## **5.3 Conclusion:**

Very less percentage of employees have awareness of the skills they lack. The awareness of the employees should be raised by including training as a mandate. The CRO industry is very dynamic with various day-to-day changes. The trainer of the company not only needs to be dynamic but should understand the dynamism of a highly evolving sector.

Self-awareness is very much important if employees want to be successful in their career. The company should encourage self-awareness and distribution of knowledge among colleagues. The company should endeavour to mandate knowledge sharing by the heads of departments on a regular basis to avoid any gap.

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[www.advinus.com](http://www.advinus.com)

Survey Questionnaire:

Survey on need of training at workplace

1.Name:

2. Gender:

- a. Male
- b. Female

3. Age:

- a) 20-30
- b) 30-40
- c) 40-50
- d) 50 above

4. Educational Qualification:

- a) UNDER GRADUATION
- b) GRADUATION
- c) POST GRADUATION
- d) OTHER

5. Which division of your company do you work in?

- a. BUSINESS DEVELOPMENT
- b. HR PROFESSIONAL
- c. IT PROFESSIONAL
- d. LEGAL
- e. FINANCE
- f. PROJECT MANAGEMENT
- g. SCIENTIST

6. How long have you been employed by your current company?

- a. 0-1 years
- b. 1-2 years
- c. 2-3 years
- d. 3-4 years
- e. 4 years and above.

7. How are you employed?

- a. FULL TIME
- b. PART TIME

8. Employees at your company feel that management takes utmost care about their training needs?

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

9. Have you received any initial training according to your job profile?

- a. Yes
- b. No
- c. Maybe

10. Employees face work related problem while performing task in your company.

- a. Strongly Disagree
- b. Disagree

- c. Neutral
- d. Agree
- e. Strongly Agree

11. The newly recruited employees undergo well-structured induction training to adapt with company set-up and work culture.

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

12. A sophisticated and transparent procedure is followed to identify the training needs of employees.

- a. Strongly disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly agree

13. A customised & well designed training schedule is prepared to achieve the expectation of employee training needs.

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

14. Employees who are exposed to new technology are provided adequate training before placing them on new assignments.

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

15. The management invests in updating techniques and methods to train the employees.

- a. strongly disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

16. What are the ways to solve work related problems at your company?

- a. supervisor counselling
- b. general discussion with colleague
- c. training needed

17. Training is aimed to encourage innovation and out-of-box thinking in employees to match market changes.

- a. strongly disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree



18. Areas of training required for better performance?

- a. communication skill
- b. interpersonal skill
- c. performance training
- d. knowledge transfer
- e. physical & psychological stress relief training

19. Do you agree that new knowledge training will help advance your career or increase work productivity? \*

- a. Strongly disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly agree

20. Do you agree skill training is needed to improve your efficiency at work place?

- a. Strongly disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly agree

21. Do you agree if hands-on/practical on field training is required?

- a. Yes
- b. No
- c. Maybe

22. Rate your actual performance (1 being the lowest and 5 being the highest)

- a. 1
- b. 2
- c. 3
- d. 4
- e. 5

23. Rate your performance actual to expected (1 being the lowest and 5 being the highest)

- a. 1
- b. 2
- c. 3
- d. 4
- e. 5

24. Depending upon the above questions please explain in few words what is your training Expectation?

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ACHARYA INSTITUTE OF TECHNOLOGY  
DEPARTMENT OF MBA

PROJECT (17MBAPR407) -WEEKLY REPORT

NAME OF THE STUDENT: RISHIKA

INTERNAL GUIDE: PROF. BHAGYASHREE G.K

USN: 1AY17MBA43

COMPANY NAME: EUROFINS ADVINUS LIMITED

WEEK	WORK UNDERTAKEN	EXTERNAL GUIDE SIGNATURE	INTERNAL GUIDE SIGNATURE
3 <sup>rd</sup> Jan 2019 – 9 <sup>th</sup> Jan 2019	Industry Profile and Company Profile		
10 <sup>th</sup> Jan 2019 – 17 <sup>th</sup> Jan 2019	Preparation of Research instrument for data collection		
18 <sup>th</sup> Jan 2019 – 25 <sup>th</sup> Jan 2019	Data collection		
26 <sup>th</sup> Jan 2019 – 2 <sup>nd</sup> Feb 2019	Analysis and finalization of report		
3 <sup>rd</sup> Feb 2019 – 9 <sup>th</sup> Feb 2019	Findings and Suggestions		
10 <sup>th</sup> Feb 2019 – 16 <sup>th</sup> Feb 2019	Conclusion and Final Report		



Company Seal



College Seal

HOD Signature

4/4