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**A STUDY ON ASSESSMENT OF TRAINING NEEDS WITH REFERENCE TO
SUPER SPINNING MILLS LTD, COIMBATORE.**

By

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A PROJECT REPORT
Submitted to the

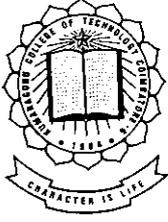
FACULTY OF MANAGEMENT SCIENCES

In partial fulfillment of the requirements
for the award of the degree

of

MASTER OF BUSINESS ADMINISTRATION

June, 2007



DEPARTMENT OF MANAGEMENT STUDIES
KUMARAGURU COLLEGE OF TECHNOLOGY
COIMBATORE-641 006

BONAFIDE CERTIFICATE

Certified that this project report titled “A STUDY ON ASSESSMENT OF TRAINING NEEDS WITH REFERENCE TO SUPER SPINNING MILLS LTD, COIMBATORE” is a bonafide work of Mr.R.JAFFAR SADIQ (71205631019) who carried out this research under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

Prof.Col. N.Jothilingam
Project Guide

Director

Evaluated and Viva-Voce conducted on ..02.07.2007

Examiner 1

Examiner 2



Super Spinning Mills Limited

Regd. & Central Office : " Elgi Towers " P.B. 7113 Green Fields, 737-D, Puliakulam Road, Coimbatore - 641 045

April 24, 2007

C E R T I F I C A T E

This is to certify that **Mr. R. Jaffar Sadiq**, Final year M.B.A. student of Kumuraguru College of Technology, has undergone his project work in our organisation during the period from 18.01.07 to 21.04.07.

Project Title: A Study on Assessment of Training Needs.

He has completed his project work and submitted a copy of the project report to the company.

During the said period his conduct and character was good.

We wish him all the best in his future endeavors.

Regards,

Sumanth Ramamurthi
Managing Director

DECLARATION

I, hereby declare that this project report entitled as “**A STUDY ON ASSESSMENT OF TRAINING NEEDS WITH REFERENCE TO SUPER SPINNING MILLS LTD, COIMBATORE**”, has undertaken for academic purpose submitted to Anna University in partial fulfillment of requirement for the award of the degree of Master of Business Administration. The project report is the record of the original work done by me under the guidance of Prof.Col. N.Jothilingam, during the academic year 2006-2007.

I, also declare hereby, that the information given in this report is correct to best of my knowledge and belief.

Date: ..01-06-2007

Place: Coimbatore


R.Jaffar Sadiq

Executive Summary

EXECUTIVE SUMMARY

Training is the process of changing attitudes, improving knowledge and developing skills of persons, that enables them to act effectively in their role. Hence training is the most important factor that highly influences the development of human resource in an organization.

In super spinning mills Ltd, the personnel management system was functioning effectively right from its inception. The department has extended its functioning from recruitment and selection, pay roll execution, employee benefits... etc to providing training and development program for its employees to bridge the gap between the actual and expected performance. Training, as it could be called, focuses on various facets of the work life, with its prime attention on bringing the people to understand the practices and underlying principles of an organization, to fine-tune any cultural differences, and to bring out the best performance from people, time after time, all through.

The study concentrates on the first and the most necessary step in training, identification of training needs of the employees. Need assessment is done on the three major needs namely the knowledge, skill, attitude (KSA) and behavior. The specific gaps in the KSA's are identified using a structured questionnaire and specific informal interviews, their responses were evaluated, and appropriate suggestions were offered. Qualitative recommendations over the type of training program feasible for the organization are suggested. Based upon those suggestions the organization can plan a training program for its employees for the current calendar year. As a whole, the research was indeed an enlightening process in terms of employee development process.

Acknowledgement

ACKNOWLEDGEMENT

I dedicate this project to *The God Almighty*, whose countless blessings have helped me to make my dream a reality.

I express my sincere gratitude to our beloved correspondent **Prof. Dr. K. Arumugam**, the prime guiding spirit of Kumaraguru College of technology.

I extend my heartfelt thanks to Principal **Dr. Joseph V.Thanikal**, Kumaraguru College of Technology, for providing facilities to do this project.

I endeavor my sincere gratitude towards my guiding spirit **Prof.Col. N.Jothilingam**, who has extended his guidance throughout this project.

I extend my sincere thanks and gratitude to Super Spinning mills limited for permitting me to do the project. Specially, I would like to thank **Miss. Nithya**, Human Resource Executive for extending her co-operation and guiding me to complete this project.

I also express my sincere thanks and appreciation to my friends and family members who helped me in the completion of this project successfully.

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Chapter 1
Introduction

CHAPTER 1

INTRODUCTION

1.1 BACKGROUND:

Today's economy is knowledge-based. Knowledge, skills and ideas are the new economic drivers. Information moves at lightning speed through cyberspace. Competition for skilled and creative workers is fierce. People who continue to learn and adapt their skills to keep pace with the demands of a changing workplace are best positioned to succeed. In today's knowledge-driven world, education, literacy, and training are bedrock.

Importance of developing men could be emphasized by citing 'If you wish to plan for a year sow a seed, if you wish to plan for ten years plant trees, if you wish to plan for a life time develop men'. Training is the most important function that directly contributes to the development of human resources. The primary purpose of training is to develop new skills, knowledge, expertise, attitude and behavior of the people.

Lynton and Pareek describe "Training consists largely of well organized opportunities for participants to acquire necessary understanding and skills". Super spinning mills Ltd is desirous to incorporate vigorous and competitive training program that will full fill the saying "Training to compete, competing to train". Thus the study concentrates on the first and the most necessary step in training that is identification of training needs of the employees. Based on the suggestions from the study the organization can consider for a training program for its employees.

1.2. REVIEW OF LITERATURE:

Training needs analysis is a process by which the instructional needs of the organization are identified and interpreted prior to the preparation of a training program. This involves identifying contemporary training needs that may have the potential to exist at a future time, and to design and develop the methodologies of addressing and satisfying those needs in the most cost effective and efficient manner. The training need analysis is an analysis of a particular set of needs; which can be met, at least partially, by a training solution. The analysis of performance problems might, only occasionally lead to the implementation of a strict training based solution.

Training could be conducted in three phases:

- Identification and Assessment of training needs
- Conducting a training program
- Evaluating the training program.

Assessment of training needs forms the basic and the most critical part of the whole training process. It helps in identifying who needs the training and what type of training. It is the process of identifying the discrepancies between the levels of output that, the organization hopes to attain.

Training need is a situation where there is a gap between “what is” and “what should be” in terms of employees knowledge, skills, attitudes and behavior for a particular situation at a point in time. This gap is called “a problem”, which usually occurs when a difference exists between “desired performance” and “expected performance”. The need identification process assists trainers in making clear that they have evaluated with training program to a training problem.

Johnson describes training need as the gap between what is going on at present and what should go on in future. It is the gap between the current level of performance and the expected level of performance of job.

The assessment begins with a “need” which can be described as a gap between what is existing at present and what is needed now and in the future gaps can include discrepancies or differences between:

- What the organization expects to happen and what actually happens.
- Current and desired job performance.
- Existing and desired competencies and skills.

The reasons for assessment of training needs:

- To determine whether training is needed and if so, in what areas and for whom.
- To determine causes for poor standard of performance.
- To determine desired training outcomes
- To determine content and scope of training
- To distinguish training needs from organization problems
- To link job performance with the organization’s goals.
- To make employees more productive.
- To determine the employees assessment with reference to their jobs and the training methods adopted.
- To find solutions to bridge the gaps.

Types of training needs

Training needs can be classified based on the individuals or organization,

1. Based on magnitude of content:

- Micro Training Needs
- Macro Training Needs

2. Based on number of persons to be covered:

- Individual training needs
- Group training needs

3. Based on status of individual in relation to an organization:

- Pre-service training needs
- In-service training needs

4. Based on specific areas:

- Subject matter training needs
- Behavioral training needs

5. Training needs caused by change:

- Technology
- Laws and legislation
- Markets
- Manpower composition

6. Training needs derived from work problems:

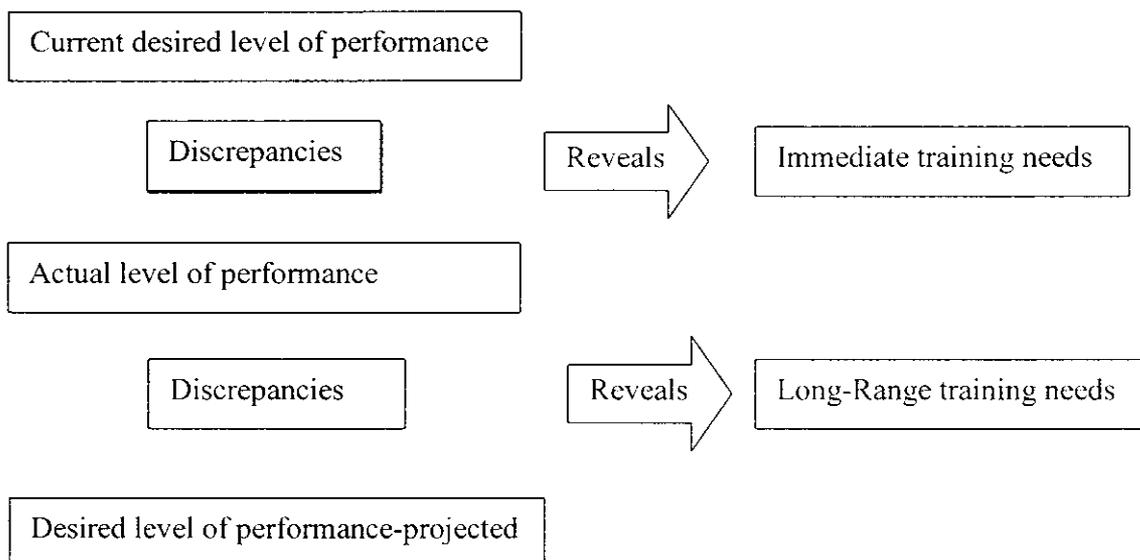
- Organizational structure
- Work methods, working conditions, resources utilization
- Quality and safety assurance
- Task analysis
- KSA's (Knowledge, skills and Attitude) required for the job

Methods of conducting Training Needs Assessment:

Methods of assessing training needs differ from organization to organization. Several methods by which training needs could be identified are as follows:

- Potential Appraisal
- 360 degree Appraisal
- Interview method
- Questionnaire method
- Self-Analysis method
- Past training needs assessment records
- Attitude surveys
- Performance Appraisal method where the perception of both the individual and the supervisor are recorded.
- Job Analysis
- Competency Mapping
- Consultation with persons in key positions with specific knowledge
- Performance problem – productivity, absenteeism, accidents, grievancees, wastes, product quality, down time, repairs, equipment utilization.
- Suggestion system

Defining Immediate and Long-Range training Needs



The discrepancy between the actual level of performance and desired levels in performance will give rise to immediate training needs. These needs have to be focused immediately to bring about a harmony in the desired and actual level of performance. Whereas the discrepancies in between the actual level of performance and the desired level of performance will give raise to the long-run training needs. The employees should be provided with continuous training programs for the overall development and to achieve the long run projected performance.

1.3. STATEMENT OF THE PROBLEM

Today's economy is knowledge-based. Knowledge, skills and ideas are the new economic drivers. Competition for skilled and creative workers is fierce. People who continue to learn and adapt their skills to keep pace with the demands of a changing workplace are best positioned to succeed. In today's knowledge-driven world, education, literacy, and training are bedrock. Training is the most important function that directly contributes to the development of human resources. Thus the study concentrates on the first and the most necessary step in training that is identification of training needs of the employees.

1.4 OBJECTIVES OF THE STUDY

Primary objective

To identify the training needs of the staff level employees of the company with high attention on specific skills required for effective performance.

Secondary objectives

- To identify appropriate training methods to facilitate the preparation of training plan to bridge the identified gaps.
- To identify the employees perception on training needs.
- To identify the employees perception on the benefits of training.
- To identify the employees perception on importance of various skills.
- To identify the skills that to be trained.
- To offer considerable suggestions to the organization based on the findings of the study.

1.5 SCOPE OF THE STUDY

The study will help the organization to identify the gaps in the exhibit knowledge, skills, attitudes and behaviors in comparison with the expectations of the management. Based on these identifications the organization might plan suitable training programs (either in house or external training) for its staff level employees in the garment division. The recommendations and suggestions made depend upon the respondents of the study in the garment division and it applies only to staff level employees in the garment division.

1.6. RESEARCH METHODOLOGY

Research design

The type of study is Descriptive in nature.

Population

The population of the study comprises of 89 staff level employees of the Garment division.

Sample size

The whole Population of 89 staff level employees of the Garment division is considered for the study.

Sampling design

The type of sampling design used in the study is Census method.

Questionnaire

The questionnaire used for the survey includes nominal and ordinal scales. The sampling unit of the research refers to the staff level employees of the garment division of the organization. The data was collected by using both the primary data collection and the secondary data collection techniques.

Secondary Data Collection

The secondary data used was job profiles of the employees from the records of the organization. Apart from this details about training needs was collected from various sources like books, journals, websites etc. and general information about the company was gathered from the company's website.

Tools used for Analysis

- Simple percentage Analysis
- Weighted average

1.7. LIMITATION OF THE STUDY:

All the data collected are generally limited to the method adopted. In the current research, the method of data collection being questionnaire and secondary data, data is limited to the extent of data generation available through these methods. No secondary data such as attrition rate, absenteeism, product quality, repairs, equipment utilization etc taken for consideration for assessing the training needs. The findings of the study pertain to Super Spinning Mills Ltd and similar organizations and it cannot be generalized for any other organizations. The study is carried over only in the garment division among the staff level employees, so the data reflects only the perception of particular employees who come under the study. The recommendations and suggestions made depend upon the respondents of the study in the garment division and it cannot be extended with other employee levels (Administration and operator levels) or other functional parts of the organization.

1.8. CHAPTER SCHEME:

Chapter 1: Introduction

This chapter deals with the basic information's of training. It consists of details about the phases of training, reasons for doing training needs assessment, types of training needs, methods to conduct assessment, objectives, scope and limitations of the study. It also discusses the research methodologies used for the study.

Chapter 2: Profile of the organization

This chapter discusses the history, structure, product profile, strengths, future plans of the organization and also the various functional areas in the organization.

Chapter 3: Macro – Micro Economic analysis

This chapter consists of details regarding the textile business as a whole and the position of the organization in the business environment. Also it reveals out the contribution of the organization for the economic development of the nation both in the macro and micro environment.

Chapter 4: Analysis and Interpretation

This chapter analyses the responses obtained from the respondents of the organization to the questionnaire presented for assessing the training needs. The responses are analyzed using simple percentage analysis and weighted average method. This part contains evaluation of each question with percentage distribution and interpretation from the analysis.

Chapter 5: Conclusion

This is the concluding part of the report on the project discussing the findings of the analysis. The finding gives the conclusion for the project and the most valuable recommendations for the organization to implement the training for respondents and also recommends the proper training methods to be followed.

Chapter 2

Profile of the Organization

CHAPTER 2

PROFILE OF THE ORGANIZATION

2.1. HISTORY

SARAEELGI GROUP has a band-wagon of bench marking industries in its fold. The Group has diversified manufacturing and trading activities. ELGI Group has a history almost parallel to that of India's Independence. The dreams began with providing faster transport facilities for the public between Coimbatore and Tirupur, using buses with coal fired engines.

The illustrious business and technical pioneers of Southern India namely M/s.G.D.NAIDU and MR.L.R.GOVINDASWAMY NAIDU (fondly known as LRG) were founders of the group. From transport operation the group has ventured into several fields covering engineering, automobile body building, textiles, auto service equipments, tyre retreading, textile machineries, household appliances etc. Today, the group has a sales turnover well over Rs 400 crores per annum.

The ELGI group has acquired a reputation for its in-house technological capabilities. Its reputation is based on such achievements as the development through its own unaided efforts of the technology for manufacture of their various products to cater to various industries.

ELGI has substantial experience in technology transfer. It has entered into 30 agreements with leading companies in the USA, West Germany, Japan and Italy. With the large volume that it has acquired along with simultaneous absorption and adoption of new technology, ELGI is poised for significant growth in the coming years.

As a consequence of its experience ELGI has a strong system of direct as well as indirect distribution. It has offices in every major city in India. In addition, it has a wide network of distributors who have grown with the ELGI name.

The **SARA Elgi Group** consists of, primarily, the following companies, besides several others in its extended group:

1. SUPER SPINNING MILLS LTD.
2. ELGI ELECTRIC & INDUSTRIES LTD.
3. ELGI BUILDING PRODUCTS LTD.
4. ELGI SOFTWARE & TECHNOLOGIES LTD.
5. SARAELGI INDUSTRIAL RESEARCH & DEVELOPMENT LTD
6. SARAELGI ARTERIORS LTD.
7. SARA ENVIROTECH LTD

Super Spinning Mills Limited was established in 1962 with an initial capacity of 12,000 spindles. Over its four decades of consistent growth it has expanded from 12000 spindles to 1, 33,776 spindles spread over 3 operational units. The company commenced operations with the manufacture of grey, gassed, mercerized and dyed cotton yarn. Today, the company has carved a niche for itself on the textile map of the country.

Super Spinning Mills Ltd is one of the leading spinning mills in India noted for its progressive outlook and technical excellence. In conformance with industry norms worldwide, the company has established laboratory facilities at each unit.

According to surveys conducted by South India Textile Research Association (SITRA), the performance of the company has been consistent in both production and quality over the years. During the 25th survey conducted by South India Textile Research Association out of 270 Mills, the company's three unit's productivity performance ranked as under:

A - Unit - 28th Rank

B - Unit - 4th Rank

C - Unit - 1st Rank

POLICIES OF SUPER SPINNING MILLS

- a) Quality Policy - Quality leading to customer satisfaction shall be the top priority. This shall be achieved by complying with the requirements of the quality management system and continually improving its effectiveness. Employees shall be trained and motivated to enhance the quality of their work, competence and skills.
- b) TPM Policy – The organization committed to maximizing overall Plant effectiveness to make it a world class company through Total Productive Manufacturing by
 - Promoting autonomous maintenance culture
 - Involving all employees and building ownership
 - Encouraging continuous improvement
 - Minimizing the losses and reducing cost.
- c) Environmental Policy - Super Spinning Mills Ltd. is committed to comply with the requirements of relevant environmental regulations and standards by implementing environmental management system and continually improve its effectiveness. Employees shall be trained on environmental aspects to minimize the pollution and conserve natural resources.

Accolades

- BVQI ISO 9901 – 2000
- ISO 14001 certification
- “The Award for Excellence” by ICMF Birla Economic and Textile Research Foundation.
- “Best Management Award” for its outstanding contribution towards harmonious industrial relations and Labour welfare during 1998-99 by Andhra Pradesh.
- “Export House” status conferred by the Government of India since 1994.
- SKAL International – Standards for sustainable Textile Production.
- Cotton Council International – Cotton USA licensee.
- SUPIMA Association of America – Member and licensee

Growth of SSML:-

In modern fashion technology, the demand for perfection begins right at the birth of the raw material, permeates through every single process, till the highly discerning customer dons the finished garment. It is this demand for perfection that has spurred the growth of an organization and its corporate philosophy. Super Spinning Mills Ltd. takes immense pride in perceiving its role as the comprehensive architect of every single yarn and garment that it produces.

Spun into life in a small way with an initial capacity of 12,000 spindles, SSML is a legacy woven in cotton. Over its four decades of consistent growth it has expanded to 1, 33,776 spindles spread over three operational units. The company commenced operations with the manufacture of grey, gassed, mercerized and dyed cotton yarn. Today, the company has carved a niche for itself on the textile map of the country.

With the backward integration of seed and cotton development and forward integration of garments manufacturing, SSML has become one stop shop for all textile requirements.

A-Unit: - The first unit of SSML, Super A, was set up in 1964 at Kirikera near Hindupur, Andhra Pradesh, with an initial capacity of 12096 spindles. Today, the installed capacity of the unit has gone upto 59712 spindles with a production capacity of 12 tons per day.

B-Unit: - The successful growth of the first unit of SSML, led to the set up of the second unit, Super B, in 1983 at Kotnur near Hindupur, Andhra Pradesh. The second unit went into production with an initial capacity of 28880 spindles. Today, the installed capacity of the unit has gone up to 58032 spindles with a production capacity of 13 tons per day.

C-Unit:-It was but a natural corollary that the company should go ahead with its third unit after the success of its first two units. Accordingly, the third unit, Super C, was set up in 1992 at D.Gudalur, near Karur in Tamilnadu. Originally started as a 100% Export Oriented Unit, Super C went into production with an initial capacity of 10080 spindles. Today, the installed capacity of the unit has gone upto 16128 spindles with a production capacity of 10 tons per day.

The shares of the company are listed in the Bombay, Madras and Coimbatore Stock Exchanges. The present market price of Rs.10 share is quoted around Rs.90.

Open End Division

Besides the above three units, SSML has also started its Open End Division with an installation capacity of 912 Rotors and production capacity of 10 tons per day.

Today the total installation capacity of SSML is 300000 spindles and 912 Rotors: with a production capacity of 35 tons ring spun yarn and 10 tons open end-spinning yarn.

Garments Division

As a step towards forward integration, SSML went into garment manufacture, with the fourth unit, Sara Apparels and Fashions, being set up in 2002 at Neelambur, Coimbatore. The unit went into production with an initial capacity of 800 pieces per day. Today with its second sub-unit established at Thekkalur, the total production capacity has gone up to 4000 pieces per day. The unit exports its products to USA, Canada, UK, Europe and Japan.

Current activities

This Division has organized hybrid cotton contract farming in 1445 acres in Tamil Nadu. Around 1400 bales of contamination free lint is expected out of this programme.

Research and Development activities:

To ensure the highest standards of raw material, a massive expansion was launched to establish a full-fledged research facility to develop new varieties of cotton seeds. This would go to ensure that the company supplied itself with a quality of material that matched its objective of superlative finished product. The result of the project was the development of high yielding hybrid cotton seeds christened SARA – I, medium and long-staple and SARA – II, extra-long staple varieties.

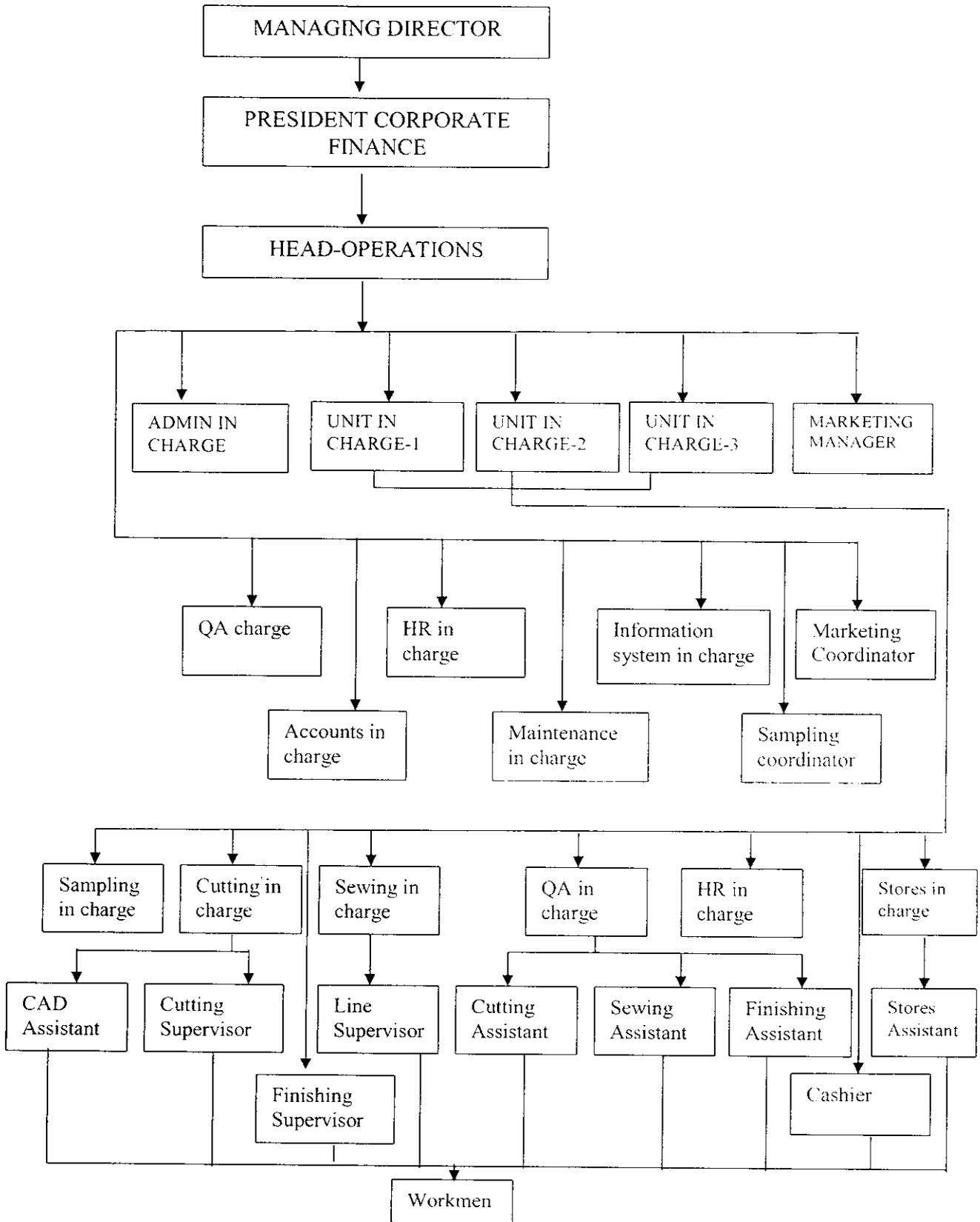
Apart from fulfilling SSML's social obligation in improving the standards of the farmers, in collaboration with them, the company derives the best quality raw material right from the field for its own manufacturing requirements.

Elimination of raw material contamination has been identified as the major factor of quality control. Close interaction with each supplier to ensure conformance to pre-set standards of consistent, contamination-free cotton.

2.2. MANAGEMENT:-

Founder	m/s G D Naidu and L D Govindasamy
Chairman	Mr. L.G.Ramamurthy
Managing Director	Mr. Sumanth Ramamurthy
Executive Director	Mr.K.R.Seethapathy
Chief Financial Officer	Mr.U.M.Reddy
Chief Corporate affairs	Mr.N.Mohanram

2.3. ORGANIZATION STRUCTURE:



2.4. PRODUCTS:-

SSML Manufactures high quality yarn and Knitted garments - Polo T-shirts. It produces the following products with a count range of 20s to 120s for knitting (in singles & doubles):

Yarn

- Compact (Elite) Yarn
- Grey Yarn- Single & Doubled (TFO)
- Gassed Yarn
- Gassed Mercerized Yarn
- Dyed Yarn
- Grindle Yarn
- Organic Cotton Yarn
- Lycra-Core Spun Yarn
- Slab / fancy yarn

Woven Fabrics

Garments

- Manufacturing of cotton / synthetic knitted garments
- Men's / Women's T-shirts and polo shirts – specialized in Gassed Single / Double Mercerized Polo Shirts.
- Cut & Sewn Garments, Collar Shirts, Basic Round – neck shirts.

Exports

Quality speaks a universal language – the language of acceptance and recognition. SSML has acquired leadership status in the Indian market and has a strong global presence today.

MARKETS

South Korea	Turkey	China
Italy	France	Taiwan
Germany	Switzerland	Mauritius
Spain	Serbia	Bangladesh
Portugal	Japan	Sri Lanka
United Kingdom	Hong Kong	UAE
Poland	Malaysia	

EXPORT SALES

Year	in Rupees (Million)	in US Dollars (Million)
1999 - 2000	762	18
2000 - 2001	1047	22
2001 - 2002	1163	25
2002 - 2003	1243	26
2005 - 2006	1473	33
2006 - 2007	1536	36

KEY FIGURES AT A GLANCE

Assets	Rs. 3020 million (\$70 million)
Net Worth	Rs. 1000 million (\$23 million)
No. of Units	8
Spindles	133776
Rotors	1152
Annual Sales	Rs. 3710 million (\$86 million)
Annual Production	17.5 million kg

2.5. STRENGTH OF COMPANY:

Understanding the needs of clients, Quality and Timely delivery makes Super Spinning Mills success story in various countries. Serving to the latest trends with up gradation in technology, Super Spinning Mills caters to a variety of clientele in U.S, Canada, Europe and Australia

COMPETITIVE STRENGTH:-

- Technically advanced machinery
- High production capacity
- In- House production from Yarn to Garmenting
- High Efficiency
- Punctual Delivery
- Prompt & Superior Service
- The Most Competitive & Reasonable Price

2.6. FUTURE PLANS

- 1) To strategically expand contract farming activities in southern states and use Sara-2 hybrid mostly for captive consumption. Target area 10,000 acres in the next four years.
- 2) To breed superior performing and widely acclimatized inter and intra specific hybrids incorporating wherever possible transgenic breeding methods for attaining high levels of pest tolerance.
- 3) Will continue to provide hybrid seeds of very high genetic purity to the farmers by arranging superior quality seed production plots.
- 4) To transfer latest agro technology in agronomy and pest management to the needed Farmers.

Chapter 3

Macro – Micro Analysis

CHAPTER 3

MACRO - MICRO ANALYSIS

India is the world's second largest producer of textiles and garments after China. India is the world's third largest producer of cotton—after China and the USA—and the second largest cotton consumer after China. The textile and garment industry in India is one of the oldest manufacturing sectors in the country. The textile and garment industry fulfils a pivotal role in the Indian economy. It is a major foreign exchange earner and, after agriculture, it is the largest employer with a total workforce of 35 million. In 2005 textiles and garments accounted for about 14% of industrial production and 16% of export earnings. The industry covers a wide range of activities. These include the production of natural raw materials such as cotton, jute, silk and wool, as well as synthetic filament and spun yarn. In addition an extensive range of finished products are made. The Indian textile industry accounts for about 23% of the world's spindle capacity, making it the second highest after China, and around 6% of global rotor capacity. Also, it has the highest loom capacity—including hand looms—with a 61% share. India accounts for about 12% of the world's production of textile fibers and yarns. This includes jute, of which it is the largest producer. The country is the second largest producer of silk and cellulose fiber and yarn, and the fifth largest producer of synthetic fiber and yarn.

The garment industry has several major factors going in its favor, in terms of cost-effectiveness in manufacture and raw material, quick adjustment to what will sell, and a vast and relatively inexpensive skilled work force. The industry offers the international fashion houses competitive prices, shorter lead times, and a virtual monopoly in embellishments. The growth of the textile industry right from its inception has been adversely affected by the quota regime, lack of industry-friendly government policies and technological obsolescence. Yet, the industry thrived because of the assured business under the quota system.

However, when quota-restrictions slammed shut the gates to free trade, the country's exports were accordingly channeled and fragmented. Preferential trade arrangements placed further constraints, as both the US and the EU provided duty-free

and quota-free access to selected countries. As a result, India now has just over 3% of the global trade in apparel - but despite its low share, India still remains among the Top 10 exporters of textiles and clothing in the world industry.

The US\$ 430 Billion world trade in textile and apparel has undergone a number of changes in first 180 days of quota free trading. With quotas no longer present the buyers have the option to source from the most efficient sources. Suppliers on the other hand are increasing competition from low cost countries.

South Asia comprising of India, Pakistan, Bangladesh and Sri Lanka is fast emerging as major trade block post quota. The region presently holds 14% share in US market and 9% share in EU market have seen exports growing in both these main markets. The region's exports have grown by 22% in US market and 6% in EU market. With abundant availability of raw material, spinning, weaving and knitting capacity, low garmenting cost and an entire bouquet of knits, woven and home textiles on offer South Asia is expected to be the major gainer of safeguards on China and India has the potential to lead the race and growth of South Asia.

OVERALL SCENARIO:-

The total imports of textiles and apparel into USA has seen a marginal increase of 1.48% in quantity terms during Jan/ Sep 2006, as compared to Jan/ Sep 2005. While imports from India, during this period have increased to a rise of 16.75%, Imports from Pakistan also have grown by 14.93%. Chinese imports, on the other hand, have recorded a marginal growth of 5.71%.

All Textiles / Clothing Items

Imports of made-ups from all suppliers (all fibers) (worldwide) into USA have shown an increase of 9.35% and apparel imports have shown a growth of 1.16%. Imports of yarns and fabrics have, however, declined by 6.27% and 2.35% respectively.

Imports of yarns (all fibers) from India have grown by 136.96%; Fabrics (all fibers) by 27.36%; Made Ups by 8.53% and Apparel by 11.32%; imports from China of these items have grown by 112.47%(Yarns), 13.65%(Made-up) but have declined by 4.99% in the case of Fabrics and 1.11% in the case of Apparel.. In the case of Pakistan, the growth is very high especially in Made-up and Garments amongst all the product groups.

COTTON YARN

Imports of cotton yarn from all sources into USA have shown a decline of 5.02%. However, imports have jumped by as much as 209.66% from India, 7.94% from Pakistan but have declined by 19.34% in the case of China. Apart from Pakistan the major suppliers of cotton yarn to US market are Canada, Mexico, Egypt, Turkey and Indonesia.

A redeeming feature in the fabric basket is that India has been able to record a growth of 150% in case of Knit Fabrics and 358% in case of Cotton Hosiery Here again like in cotton yarn; India has been able to surge ahead by nearly 3 times as compared to the corresponding period of the previous year. By comparison, Chinese and Pakistani's imports have also grown in this product.

COTTON APPAREL:-

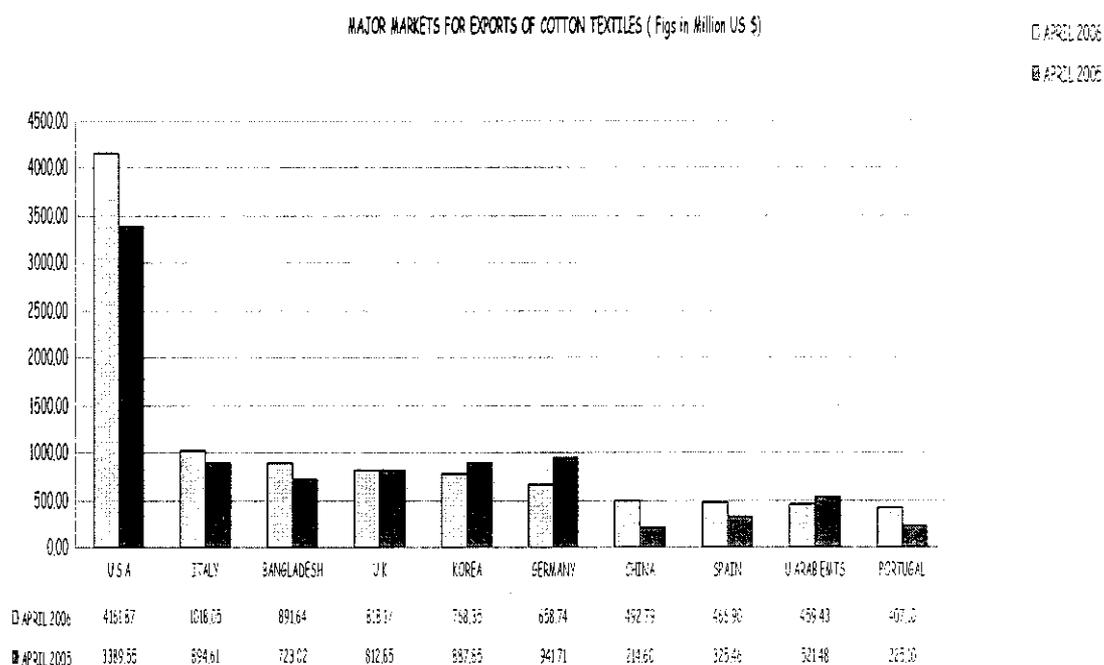
In case of cotton apparel, while growth in imports from all sources (World) increased by 3.61%, India achieved a growth of 17.30%; Pakistan's growth in apparel products is 24.16%. In comparison, China's has a marginal growth of 1.14%.

A high rate of growth in the apparel sector is probably an indicator of India consuming more of the domestically produced fabrics for apparel production rather than exporting them.

Rank	Major Market for India	Total Million Rupees
1	USA	23157.72
2	United Kingdom	5801.36
3	German Federal Republic	4916.44
4	Bangladesh	3312.58
5	Italy	3006.78
6	France	2801.35
7	Greece	2456.03
8	United Arab Emirates	2300.86
9	Sri Lanka	2256.99
10	Spain	2223.44
11	Australia	1390.44
12	Canada	1364.72
13	Belgium	1335.81
14	Sweden	1262.43
15	Japan	1246.03
16	Nether land	1144.59
17	Nepal	928.70
18	Togo	635.16
19	Turkey	888.24
20	Nigeria	835.41
	Total	63548.92
	Total of all countries	82961.54

Indian Scenario:-

EXIM Bank study states that Textile industry of India has a capability of \$70 billion export by 2010. Clothing offers higher gains than textile. India could increase its share in Textiles market of U.S.A and Europe of the present 8.4% and 3.2% to 13.5% and 8% in 2014.



Super Spinning Mills Ltd has several major factors going in its favor, in terms of cost-effectiveness in manufacture and raw material, quick adjustment to what will sell, and a vast and relatively inexpensive skilled work force. The industry offers the international fashion houses competitive prices, shorter lead times, and a virtual monopoly in embellishments. Super Spinning Mills share in the global textile trade was forecasted to grow the fastest of all other industries in India. The growth of this textile industry right from its inception has been adversely affected by the quota regime, lack of

industry-friendly government policies and technological obsolescence. Yet, the industry thrived because of the assured business under the quota system.

However, when quota-restrictions slammed shut the gates to free trade, the country's exports were accordingly channeled and fragmented. Preferential trade arrangements placed further constraints, as both the US and the EU provided duty-free and quota-free access to selected countries. As a result, India now has just over 3% of the global trade in apparel - but despite its low share, India still remains among the Top 10 exporters of textiles and clothing in the world industry where Super Spinning Mills also finds its position.

Chapter 4

Analysis and Interpretation

CHAPTER 4

ANALYSIS AND INTERPRETATION

4.1. EMPLOYEES PERCEPTION ON TRAINING NEEDS

The perception of the employees over the requirement of the training need is found to be as indicated in table 4.1.

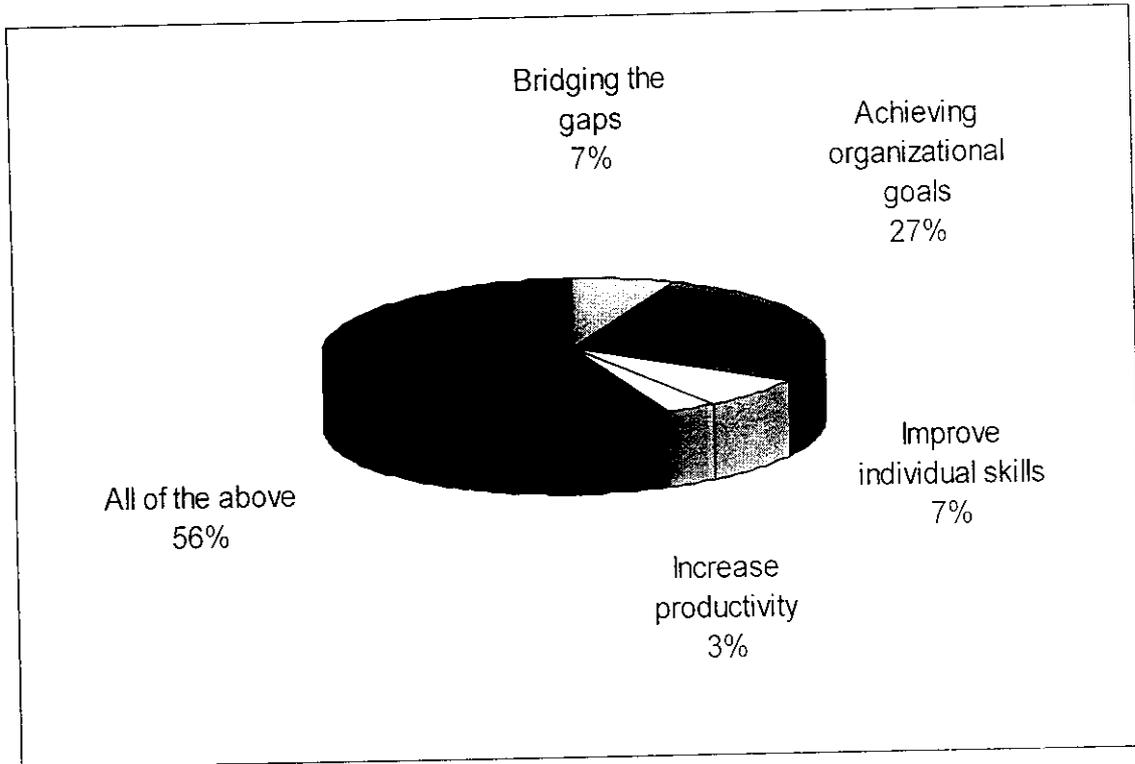
Table 4.1. Employees perception over training needs

Aspects	Frequency	Percentage
Bridging the gaps	6	7
Achieving organizational goals	24	27
Improve individual skills	6	7
Increase productivity	3	3
All of the above	50	56
Total	89	100

Interpretation:

Nearly 56% of the respondents think that all of the above said requirements are necessary for identifying the needs of a training program. And 27% are with an opinion that only achieving organizational goals is the most important requirement. Remaining 7% are with an opinion that improving the individual skills and bridging the gaps between the actual and expected performance are the required needs.

Chart 4.1 Employees perception over Training needs



4.2 EMPLOYEES PERCEPTION ON THE BENEFITS OF TRAINING

The perceptions of the employees on the benefits of training on various skills are as follows:

Table 4.2. Organizational Effectiveness

Aspects	Frequency	Percentage
Strongly agree	30	33.7
Agree	32	36
Neutral	24	27
Disagree	3	3.3
Total	89	100

Interpretation:

“Training leads to organizational effectiveness”. This has been strongly agreed and agreed by almost 33.7% and 36% of the respondents. Where as remaining 27% are neutral towards this opinion. Also 3 of the respondents have disagreed to the same.

Table 4.3. Learning and growth

Aspects	Frequency	Percentage
Strongly agree	27	30.3
Agree	50	56.2
Neutral	12	13.5
Total	89	100

Interpretation:

About 30.3% of the respondents have strongly agreed to the point that training builds a good climate for learning and growth. Where as 56.2% have agreed and 13.5% have remained hostile.

Table 4.4. Positive attitude among employees

Aspects	Frequency	Percentage
Strongly agree	38	42.7
Agree	45	50.6
Neutral	6	6.7
Total	89	100

Interpretation:

About 42.7% of the respondents have strongly agreed that training helps in building a positive attitude among employees, 50.6% have agree over the same and only 6.7% remain neutral.

Table 4.5. Team building

Aspects	Frequency	Percentage
Strongly agree	24	27
Agree	44	49.4
Neutral	12	13.5
Disagree	9	10.1
Total	89	100

Interpretation:

27% of the respondents have strongly agreed to the point that training leads to team building and 49.4% agree to the same. But nearly 10.1% of the respondents have actually disagreed to this opinion and 13.5% remain neutral.

Table 4.6.Improves performance of the employees

Aspects	Frequency	Percentage
Strongly agree	53	60
Agree	36	40
Total	89	100

Interpretation:

About 60% of the respondents strongly agree that training helps to improve their performance and 40% of the respondents agree to the same. And none of them disagree to the same.

Table 4.7.Prepare the employee for more responsibilities

Aspects	Frequency	Percentage
Strongly agree	53	59.5
Agree	24	27
Neutral	12	13.5
Total	89	100

Interpretation:

About 59.5% of the respondents have strongly agreed to the opinion that training helps to prepare employee to the next level of responsibility and 27% of the respondents agree to the same. But nearly 13.5% of the respondents remain neutral.

Table 4.8. Individual growth and development

Aspects	Frequency	Percentage
Strongly agree	50	56.2
Agree	27	30.3
Neutral	12	13.5
Total	89	100

Interpretation:

56.2% of the respondents have strongly agreed to the point that training leads to individual growth and development and 30.3% agree to the same. But nearly 13.5% of the respondents are not supporting it.

Table 4.9. Motivation and job involvement

Aspects	Frequency	Percentage
Strongly agree	36	40.5
Agree	50	56.2
Neutral	3	3.3
Total	89	100

Interpretation:

'Training leads to motivation and job involvement'. It was strongly agreed by 40.5% of the respondents, agreed by 56.2% and 3.3% remain with a different option against it.

Table 4.10. Confidence level

Aspects	Frequency	Percentage
Strongly agree	47	52.8
Agree	26	29.2
Neutral	9	10.1
Disagree	7	7.9
Total	89	100

Interpretation:

52.8% of the respondents have strongly agreed to the point that training increases the confidence level and while 29.2% agree the same, nearly 10.1% of the respondents remain neutral and 7 respondents have disagreed with it.

Table 4.11. Complex situations

Aspects	Frequency	Percentage
Strongly Agree	31	34.8
Agree	35	39.3
Neutral	12	13.5
Disagree	11	12.4
Total	89	100

Interpretation:

Training helps to handle complex situations. This was strongly agreed by 34.8% of the respondents and 39.3% have agreed and 13.5% have remained neutral on this opinion, but 11 respondents have disagreed with it.

Table 4.12.Satisfy job requirements

Aspects	Frequency	Percentage
Strongly Agree	43	48.3
Agree	31	34.9
Neutral	15	16.9
Total	89	100

Interpretation:

48.3% of the respondents have strongly agreed to the point that training helps in satisfying the job requirements and 34.9% agree to the same. But nearly 16.9% of the respondents have remained neutral to the same.

Table 4.13.Job promotions

Aspects	Frequency	Percentage
Strongly Agree	39	43.8
Agree	37	41.6
Neutral	13	14.6
Total	89	100

Interpretation:

43.8% of the respondents have strongly agreed to the point that training helps in job promotions and 41.6% agree to the same. But nearly 14.6% of the respondents have remained neutral to the same.

Table 4.14. Efficiency of work

Aspects	Frequency	Percentage
Strongly Agree	35	39.3
Agree	41	46.1
Neutral	13	14.6
Total	89	100

Interpretation:

39.3% of the respondents have strongly agreed to the point that training increases efficiency in work while 46.1% agree to the same. But nearly 14.6% of the respondents have remained neutral to the same.

Table 4.15. Short term and long term goals

Aspects	Frequency	Percentage
Strongly Agree	31	34.9
Agree	50	56.2
Neutral	8	8.9
Total	89	100

Interpretation:

34.9% of the respondents have strongly agreed to the point that training helps in attainment of short term and long term goals and 56.2% agree to the same. But nearly 8.9% of the respondents have remained neutral to the same.

4.3. IMPORTANCE OF VARIOUS ASPECTS OF THE TRAINING PROGRAM

The perceptions of the respondents about various aspects of the training program are as follows:

4.3.1 PERCEPTION ABOUT SPECIFIC ASPECT OF THE TRAINING PROGRAM

The importance level given to trainer, methods and identification of training needs is shown in the table 4.16.

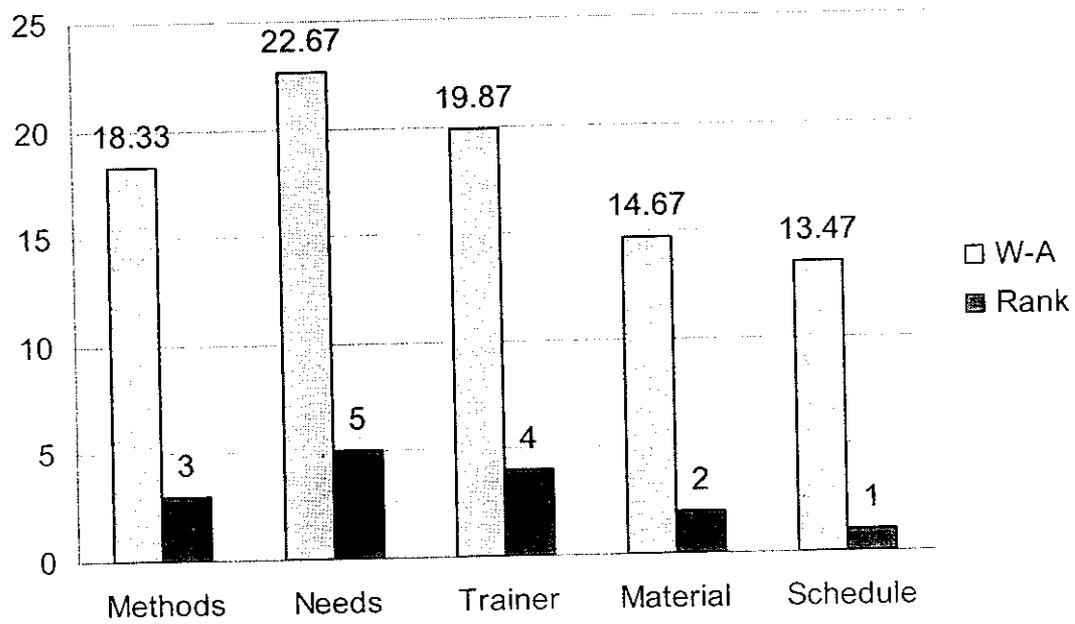
Table.4.16.Perception about specific aspect of the training program

<i>Aspects/Rank</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	W-Avg	Rank
Methods	12	19	26	13	19	18.33	3
Needs	5	8	18	25	33	22.67	5
Trainer	8	17	16	32	16	19.87	4
Material	26	25	17	12	9	14.67	2
Schedule	38	20	12	7	12	13.47	1

(Example of calculating weighted average indicating the perception of the respondents regarding specific aspect of the training program is shown in appendix-1.)

Interpretation:

The above table 4.16.shows the order of preference given by the respondents regarding the specific aspects that should be present in the training program. Training Schedule is the primary aspect that is chosen by the respondents. The second important aspect is training material followed by training method; trainer and needs identification in the third, fourth and fifth order of preferences for the respondents respectively.

Chart.4.2. Perception about specific aspect of the training program

4.3.2 VARIOUS METHODS OF TRAINING

The level of importance given by the respondents for various methods of training is shown in the table 4.17.

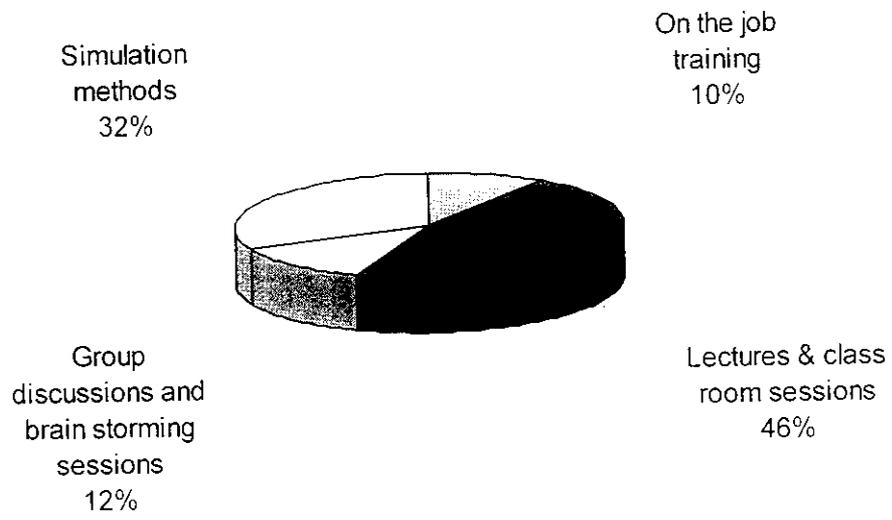
Table.4.17.Various Methods of Training

Aspects	Frequency	Percentage
On the job training	9	10
Lectures & class room sessions	41	46
Group discussions and brain storming sessions	11	12
Simulation methods	28	32
Total	89	100

Interpretation:

From the above table 4.17.it is clear that 46% of the respondents give their importance to Lectures and class room training for method of training to be provided,32% of the respondents have showed their likeness towards simulation methods,12% of the respondents support group discussions and 10% of the respondents support on the job training method.

Chart.4.3. Various Methods of Training



4.3.3 PERCEPTION ABOUT VARIOUS SKILLS

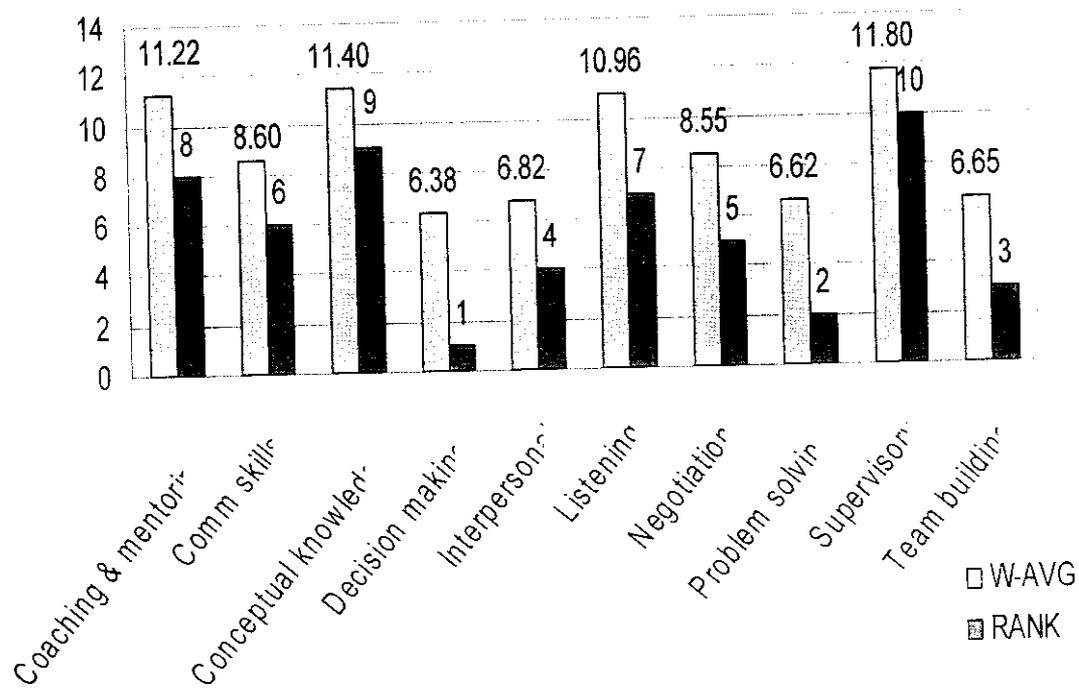
The perception of the employees about various skills in which a training program should be conducted is shown in the following table 4.18.

Table 4.18. Perception about various skills

Aspects/Ranks	1	2	3	4	5	6	7	8	9	10	W-AVG	RANK
Coaching & mentoring /	1	5	9	2	2	12	19	11	12	16	11.22	8
Communication skills /	9	6	9	12	11	13	7	9	7	6	8.6	6
Conceptual knowledge	1	3	2	5	9	9	13	25	16	6	11.4	9
Decision making /	20	14	13	9	5	12	6	4	3	3	6.38	1
Interpersonal /	14	18	14	10	6	2	7	11	6	1	6.82	4
Listening	1	2	2	10	18	7	13	9	13	14	10.96	7
Negotiation	6	5	7	16	18	14	7	3	8	5	8.55	5
Problem solving	19	14	9	11	8	13	3	4	5	3	6.62	2
Supervisory	1	5	11	7	1	3	7	11	13	30	11.8	10
Team building /	17	17	13	7	11	4	7	2	6	5	6.65	3

(Example of calculating weighted average indicating the perception of the respondents about various skills is shown in the appendix-1.)

Chart.4.4. Perception about Various Skills



Interpretation:

The above chart 4.4. shows the order of preference of the respondents from highest to least regarding importance of various skills that should be trained. Most importance is given to decision making skills by respondents. Second, third, fourth orders of preference are carried by problem solving skills, team building skills, and interpersonal skills respectively. Fifth, sixth, and seventh places are carried by negotiation, communication, and listening skills respectively. Coaching, conceptual skills and supervisory skills hold the last three places respectively.

4.4. IMPORTANCE OF VARIOUS SKILLS

The importance given to various skills by the respondents is as follows:

4.4.1. IMPORTANCE LEVEL OF DECISION MAKING SKILLS

Table.4.19. Importance level of decision making skills

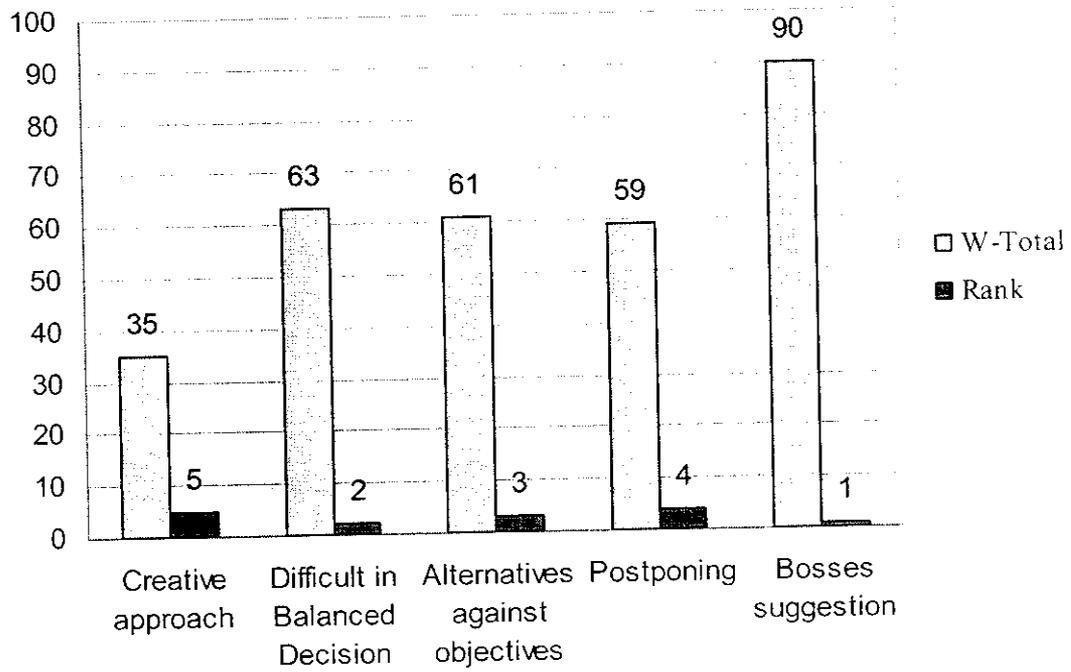
Decision making skills	SA	A	N	DA	SDA	W-Total	Rank
Creative approach	23	23	17	18	8	35	5
Difficulty in Balanced Decision	27	36	6	13	7	63	2
Alternatives against objectives	26	33	12	12	6	61	3
Postponing	29	32	6	13	9	59	4
Boss suggestion	37	32	9	6	5	90	1

(Example of calculating weighted total for the above table is shown in appendix-2 .The following all the tables weighted total is also calculated in the same method.)

Interpretation:

The above table 4.19.shows the order of preference given by the respondents regarding different traits experienced by them related to decision making skills. Most of the respondents seek boss suggestion to arrive on a decision. Second important trait preferred by the respondents is they find difficulty in arriving at a balanced decision and the respective third, fourth, fifth traits preferred by them are evaluating the alternatives against objectives, postponing the decision, and using a creative approach in decision making respectively.

Chart .4.5. Importance level of decision making skills



4.4.2. IMPORTANCE LEVEL OF BEHAVIORAL SKILLS

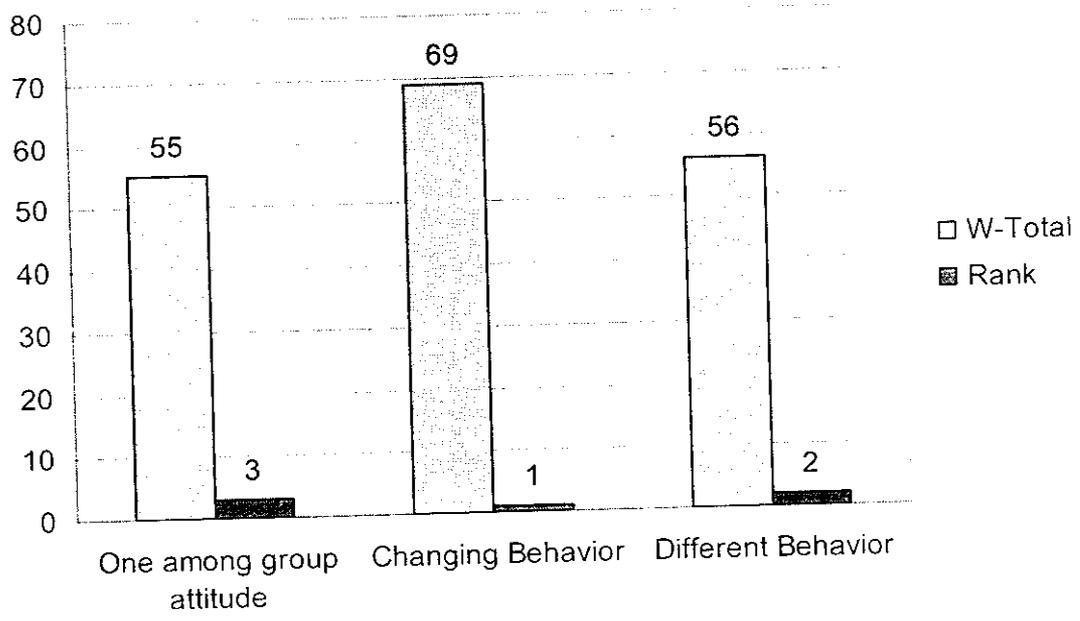
Table.4.20. Importance level of Behavioral skills

Behavioral skills	SA	A	N	DA	SDA	W-Total	Rank
One among group attitude	19	41	9	16	4	55	3
Changing Behavior	30	34	7	11	7	69	1
Different Behavior	28	32	6	14	9	56	2

Interpretation:

The above table 4.20.shows the order of preference given by the respondents regarding different traits experienced by them related to behavioral skills. Changing their behavior according to the situation is the foremost trait preferred by the respondents. Different behavior during business and personal situation and one among group attitude is the traits chosen by the respondents as their second and third preferences.

Chart 4.6.Importance Level of Behavioral skills



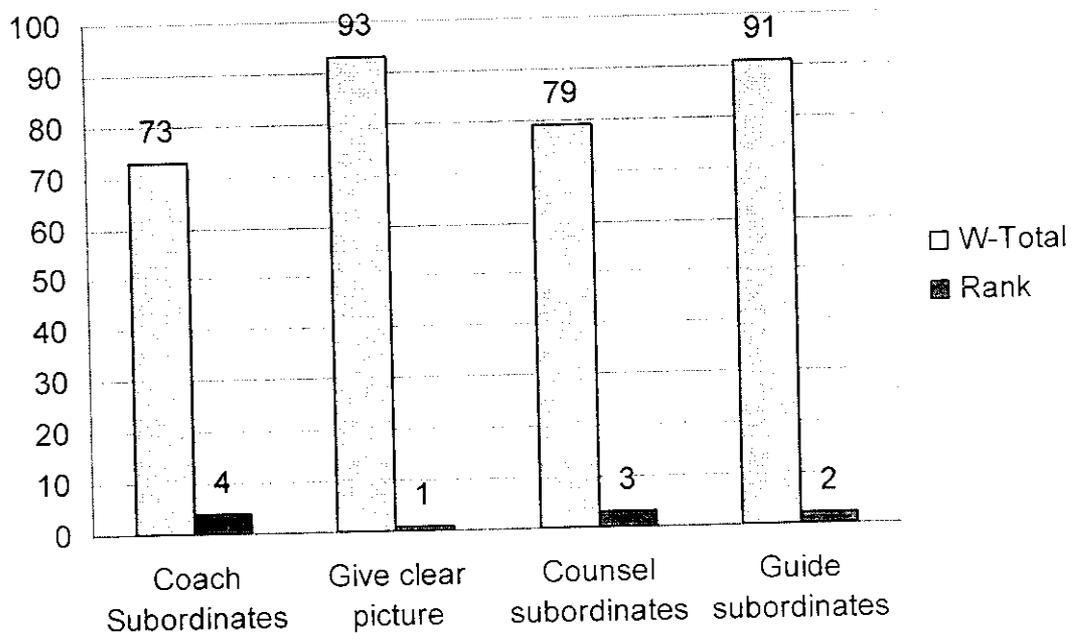
4.4.3. IMPORTANCE LEVEL OF COACHING AND MENTORING SKILLS

Table.4.21.Importance level of coaching and mentoring skills

Coaching & Mentoring Skills	SA	A	N	DA	SDA	W-Total	Rank
Coach Subordinates	23	44	9	9	4	73	4
Give clear picture	38	29	13	6	3	93	1
Counsel subordinates	29	39	9	6	6	79	3
Guide subordinates	36	33	9	8	3	91	2

Interpretation:

The above table 4.21.shows the order of preference given by the respondents regarding different traits experienced by them related to Coaching and mentoring skills. Giving clear picture is the foremost trait preferred by the respondents. Second, third and fourth traits chosen by the respondents as their preference are guiding subordinates in achieving organizational goals, counseling Subordinates in overcoming any work related or personal issues, coaching subordinates to overcome organizational problems respectively.

Chart 4.7.Importance Level of Coaching and Mentoring Skills

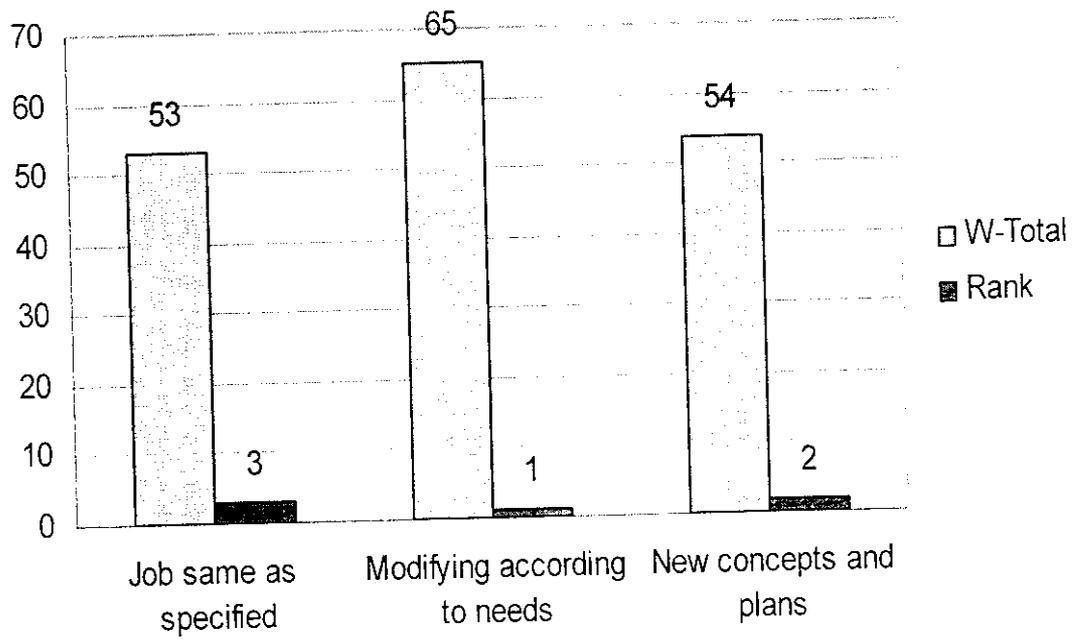
4.4.4. IMPORTANCE LEVEL OF CONCEPTUAL SKILLS

Table.4.22.Importance Level of Conceptual Skills

Conceptual Skills	SA	A	N	DA	SDA	W-Total	Rank
Job same as specified	26	31	11	12	9	53	3
Modifying according to needs	29	34	5	15	6	65	1
New concepts and plans	21	39	7	17	5	54	2

Interpretation:

The above table 4.22.shows the order of preference given by the respondents regarding different traits experienced by them related to conceptual skills. Foremost trait preferred by the respondents is analyzing the present work and modifying according to needs. Second and third traits chosen by the respondents as their preference are new concepts and plans for benefit of the organization and conduct the job same as specified by the organization respectively.

Chart 4.8.Importance Level of Conceptual Skills

4.4.5. IMPORTANCE LEVEL OF COMMUNICATION SKILLS

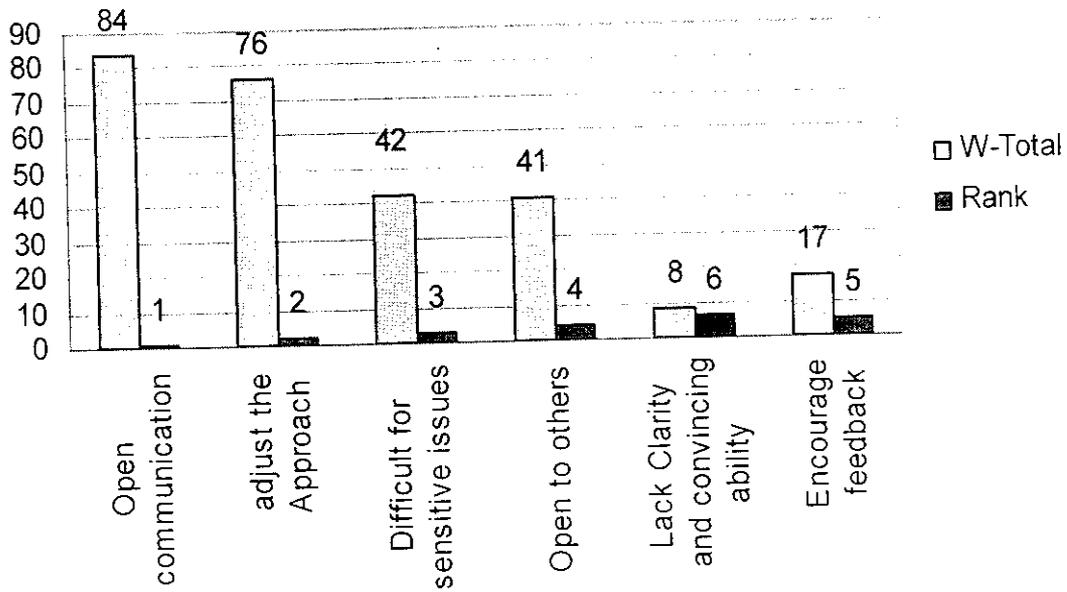
Table.4.23.Importance Level of Communication Skills

Communication skills	SA	A	N	DA	SDA	W-Total	Rank
Open communication	31	39	7	7	5	84	1
Adjust the Approach	29	38	6	12	4	76	2
Difficult for sensitive issues	23	28	15	14	9	42	3
Open to others	21	31	12	18	7	41	4
Lack Clarity and convincing ability	11	23	27	19	9	8	6
Encourage feedback	16	26	16	21	10	17	5

Interpretation:

The above table 4.23.shows the order of preference given by the respondents regarding different traits experienced by them related to communication skills. Open communication is the foremost trait preferred by the respondents. Second, third, fourth traits chosen by the respondents as their preference are adjusting the approach according to the person, feeling difficulty while dealing with sensitive issues and open to others idea respectively. The other important traits chosen by the respondents as their preference are encouraging feedback and lack in clarity and convincing ability in respective orders.

Chart.4.9. Importance Level of Communication Skills



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4.4.6. IMPORTANCE LEVEL OF NEGOTIATION SKILLS

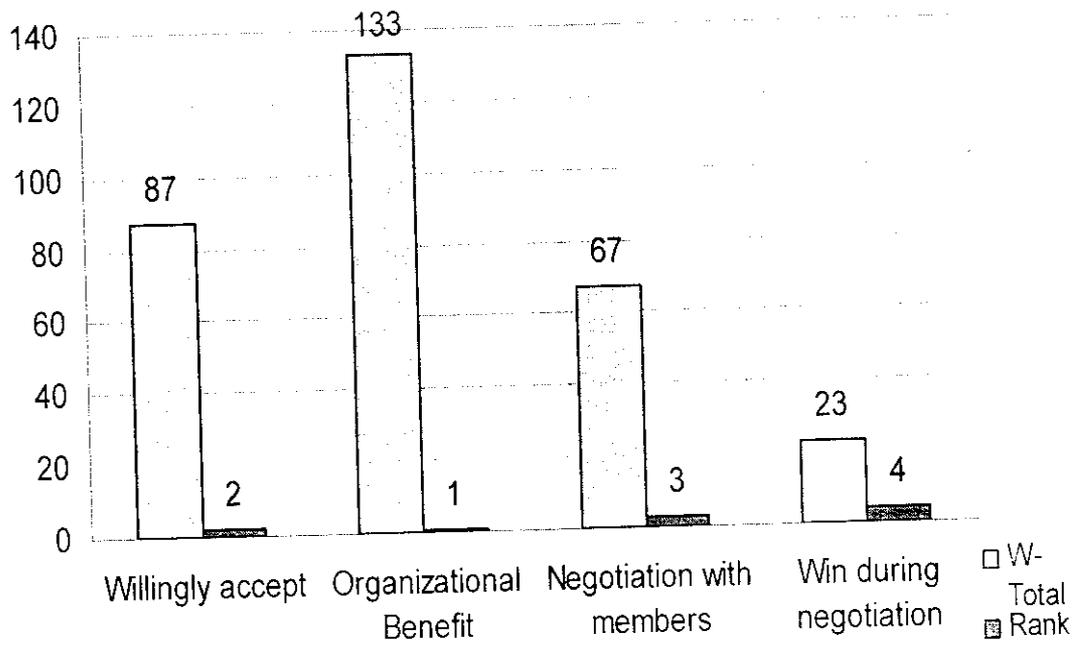
Table.4.24.Importance Level of Negotiation Skills

Negotiation skills	SA	A	N	DA	SDA	W-Total	Rank
Willingly accept	40	29	3	12	5	87	2
Organizational Benefit	48	37	4	0	0	133	1
Negotiation with members	31	34	2	15	7	67	3
Win during negotiation	19	34	1	21	14	23	4

Interpretation:

The above table 4.24.shows the order of preference given by the respondents regarding different traits experienced by them related to negotiation skills. Negotiating for the benefit of the organization is the foremost trait preferred by the respondents. The other important traits chosen by the respondents as their preferences are willingly accepting all that is implemented in the organization, negotiation with members, and win during negotiation in respective orders.

Chart.4.10. Importance Level of Negotiation Skills



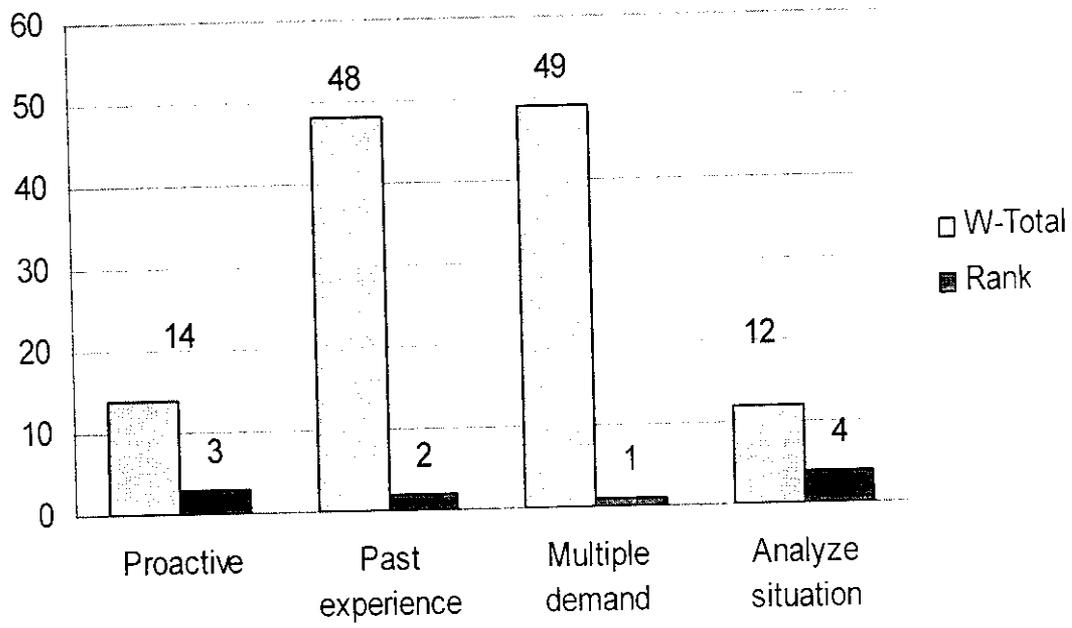
4.4.7. IMPORTANCE LEVEL OF PROBLEM SOLVING SKILLS

Table.4.25. Importance Level of Problem Solving Skills

Problem Solving Skills	SA	A	N	DA	SDA	W-Total	Rank
Proactive	17	26	14	18	14	14	3
Past experience	24	29	13	17	6	48	2
Multiple demand	27	30	9	11	12	49	1
Analyze situation	18	23	12	25	11	12	4

Interpretation:

The above table 4.25.shows the order of preference given by the respondents regarding different traits experienced by them related to problem solving skills. Difficulty in handling multiple demands and conflicting priorities is the foremost trait preferred by the respondents. The other important traits chosen by the respondents as their preference related to problem solving skills are using past experience in solving the problem, proactive in identifying the situation, analyze situation before solving in the respective orders.

Chart.4.11. Importance Level of Problem Solving Skills

4.4.8. IMPORTANCE LEVEL OF TEAM BUILDING SKILLS

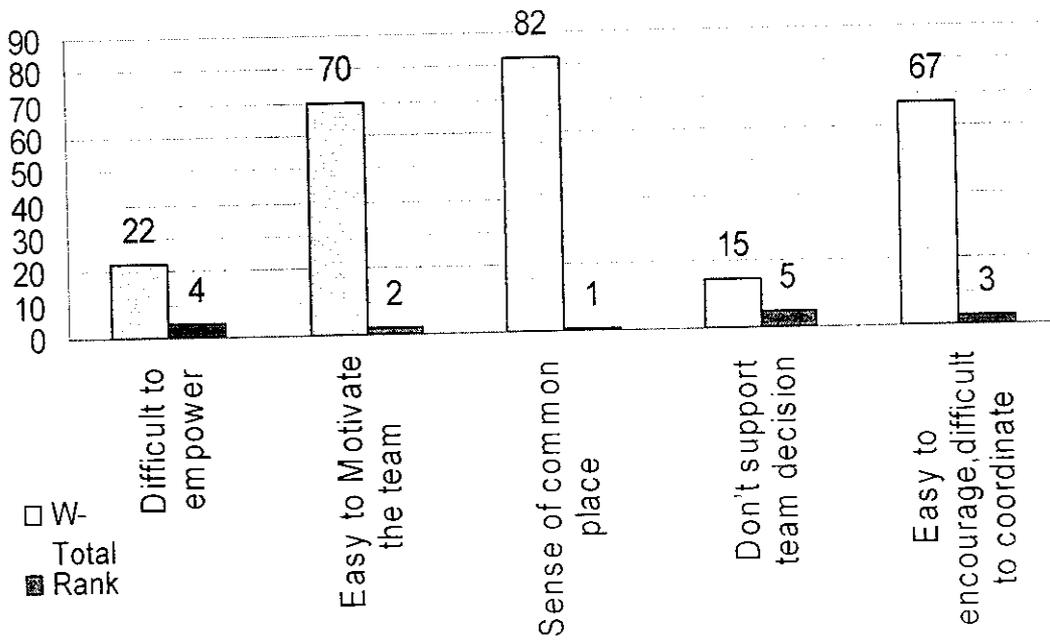
Table.4.26. Importance level of Team Building Skills

Team building skills	SA	A	N	DA	SDA	W-Total	Rank
Difficult to empower	19	24	19	14	13	22	4
Easy to Motivate the team	30	35	7	9	8	70	2
Sense of common place	29	41	6	9	4	82	1
Don't support team decision	18	21	21	16	13	15	5
Easy to encourage, difficult to coordinate	29	32	9	15	4	67	3

Interpretation:

The above table 4.26.shows the order of preference given by the respondents regarding different traits experienced by them related to team building skills. Creating a sense of common place is the foremost trait preferred by the respondents. Easy to Motivate the team, easy to encourage but difficult to coordinate, difficult to empower, don't support team decision if they don't support me are the other traits preferred by the respondents in respective orders.

Chart.4.12. Importance Level of Team Building Skills



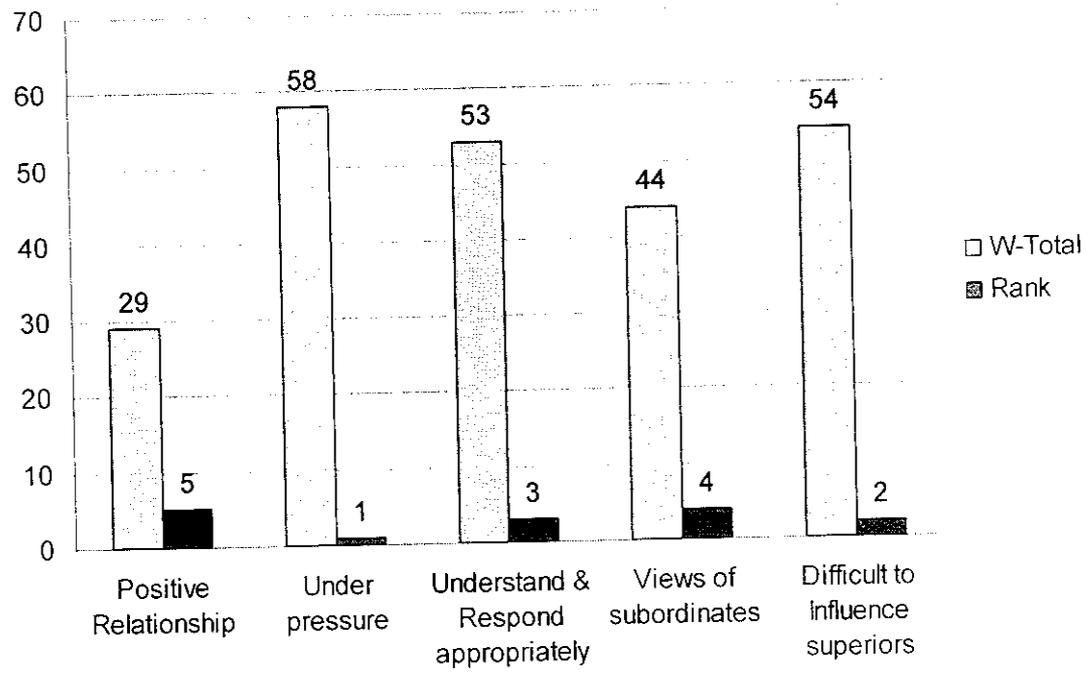
4.4.9. IMPORTANCE LEVEL OF INTERPERSONAL SKILLS

Table.4.27. Importance Level of Interpersonal Skills

Interpersonal skills	SA	A	N	DA	SDA	W-Total	Rank
Positive Relationship	26	22	9	19	13	29	5
Under pressure	27	28	17	10	7	58	1
Understand & Respond appropriately	26	30	14	9	10	53	3
Views of subordinates	25	29	11	13	11	44	4
Difficult to Influence superiors	29	27	13	9	11	54	2

Interpretation:

The above table 4.27.shows the order of preference given by the respondents regarding different traits experienced by them related to interpersonal skills. Under pressure while interacting with the boss is the foremost trait preferred by the respondents. Difficult to Influence superiors, understand & respond appropriately to the subordinates, taking the views of subordinates, ease in building positive relationship with colleagues are the other traits chosen by the respondents as they preference in respective orders.

Chart.4.13. Importance level of Interpersonal Skills

Chapter 5

Conclusions

CHAPTER 5

CONCLUSIONS

5.1 FINDINGS:

1. More than half of the respondents (56%) are of the opinion that training has to be identified appropriately as it would facilitate to bridge the gap between actual and expected performance, achieve organizational goals, improve individual skills and increase productivity.
2. The respondents agree to the fact that training would help them to hone their skills, knowledge, improve their performance, brings positive attitude among employees, helps in promotions and it helps in handling complex situations and it also motivates and increases the confidence level, which brings individual growth and organizational effectiveness.
3. The respondents are of the opinion that training schedule and material are the most important aspects to be present in a training program.
4. The respondents highly (46%) prefer on the Lectures and class room sessions as the method of training to be adopted and also they prefer to attend simulation methods (52%) to improve their skills.
5. The respondents highly prefer that decision making skills and problem solving skills are the most important skills to be hone in preferential order.
6. The primary trait preferred by the respondents related to decision making skills is found as consulting with their boss while arriving at decisions and also they find difficulty in arriving decisions during difficult situations.
7. The primary trait preferred by the respondents related to behavioral skills is found as changing their behavior according to the business situation.

8. The most important trait preferred by the respondents related to coaching and mentoring skills is found as giving a clear picture on the problem or issue and guiding the subordinates on work related issues.
9. The most important trait preferred by the respondents related to communication skills is found as encouraging open communication among team members and another important trait displayed is customizing their approach depending upon the person they speak.
10. The most important trait preferred by the respondents related to negotiation skills is found as aiming at organizational benefit while making any negotiation and also they willingly accept that is implemented in the organization for the benefit of the organization.
11. The primary trait preferred by the respondents related to problem solving skills is found as they feel difficulty while dealing with multiple demands and they mostly use their past experience to solve a problem, thus they are able to handle the problems with ease only if it is already experienced by them.
12. The primary trait preferred by the respondents related to team building skills is found as they create a sense of 'common place' among the team members and also they find it easy to motivate the team members towards goal accomplishment but difficulty in coordinating them.
13. The primary trait preferred by the respondents related to interpersonal skills is they feel pressure while interacting with their immediate boss also they find difficulty in influencing their boss.

5.2 RESULTS AND DISCUSSIONS:

Super spinning mills Ltd. is under full swing to incorporate a vigorous and competitive training program that would full fill the saying “Training to compete, competing to train”. Any training program in order to be effective must have clearly measurable objectives like expanding the knowledge of the employees, improving the skills possessed or bringing about a change in the attitude and behavior of the employee. Hence a training need identification study was conducted to identify the specific gaps in the actual performance exhibited by the employees and the desired performance expected from the employees by the management.

Based on this study’s findings the company can identify specific gaps in various skills like decision making skill, team building skill, problem solving skill etc... To fill these gaps it’s advisable for the company to go in for appropriate training programs like Lectures and class room sessions, simulation methods.

5.3 CONSIDERED RECOMMENDATIONS:

As identified in the study training is an essential factor in the organization. The training needs aspired by the respondents are almost similar. The respondents in the organization need to be trained in soft skills like Decision making skills, problem solving skills, team building skills, interpersonal skills, etc apart from the conceptual and other technical skills.

A training plan can be stimulated from the results of the study to fulfill the training needs of the staffs. The training program can be assigned to Fridays and Saturdays of the week. A plan of assigning Sundays would not be feasible and would not make training effective, because Sundays are generally perceived as the day of rest. Training on these days would actually frustrate them. Before starting the program the schedule of the program should be supplied to the participants.

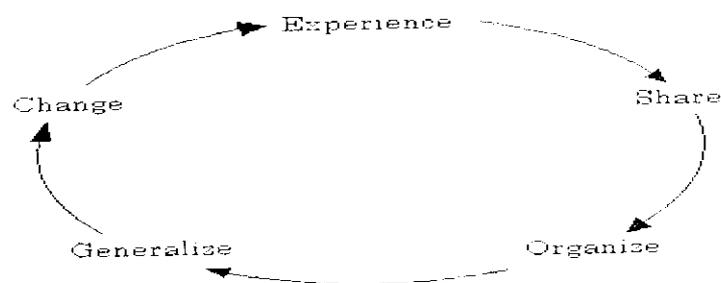
Training on soft skills, need more exposure to nature. This creates a curb to learn as well as enjoy the training program. Hence soft skills training could be made out door with inclusion of management development programs (MDP). This would not only fulfill the training needs but also help build better relations among themselves.

More of practical training i.e. situation based training like simulation methods, role play, etc. is to be imparted in the training plan, especially for training on behavioral skills. Classroom sessions like lectures, seminars, online tests etc are to be conducted to teach the basics before imparting simulation methods.

According to COLBE'S Principle; "In a group of people there are three different categories.

1. KINESICS - People who learn by seeing
2. VOCALICS - People who learn by hearing
3. HAPTICS - People who learn by touching/ feeling"

Hence every training program should satisfy the needs of all the above said categories. That is the training program should be an experiential training program. This can be depicted clearly by the following figure



. Experiential Training Programme Cycle

That is the trainer should teach by word of mouth and also provide the trainees an opportunity to experience what they learn both individually and in teams. This would enable them not only to experience but also share the views among themselves, organize them, and generalize them to real work life situations and change as per requirements.

Appendices

APPENDICES

APPENDIX -1

Example of the calculation of weighted average done in Table 4.16 and 4.17 is shown below.

Weights given for the scales are: for rank 1 = value 1, rank 2 = value 2, as till rank 10 = value 10.

$$\begin{aligned}
 \text{Formula} &= \sum wx / \sum W \\
 &= \frac{(12*1) + (19*2) + (26*3) + (13*4) + (19*5)}{15} \\
 &= \frac{275}{15} \\
 &= 18.33
 \end{aligned}$$

APPENDIX -2

Example of the calculation of weighted total done in section 4.4 is shown below.

Weights given for the scales are: SA = 2, A = 1, N = 0, DA = -1, SDA = -2.

$$\begin{aligned}
 \text{Formula} &= \sum wx \\
 &= (23*2) + (23*1) + (17*0) + (18*(-1)) + (8*(-2)) \\
 &= 35
 \end{aligned}$$

APPENDIX - 3

**“A STUDY ON ASSESSMENT OF TRAINING NEEDS WITH REFERENCE TO
SUPER SPINNING MILLS LTD”**

This document is a questionnaire for identifying the training needs of staffs of garment division of super spinning mills ltd. Please support with your valuable inputs which will facilitate the conduct of the training program.

Name: (optional) _____

Department: _____

Age: 20-30 30-40 40-50 above 50

1) Training Need Identification is required for

- Bridging the gap between the actual and expected performance
- Achieve organizational goals
- Improve an individual skill
- Increase productivity
- All of the above

2) Training helps to

(SA: Strongly agree, A: Agree, N: Neutral, DA: Disagree, SDA: Strongly Disagree)

Specific aspects	SA	A	N	DA	SDA
Bringing organizational effectiveness					
Builds a good climate for learning, growth & coordination					
Build a positive attitude among employees					
Improve performance of the employees					
Increase motivation, job involvement, contribution					
Individual growth and development					
Prepare employees for the next level of responsibility					
Team building					

- 3) Rank your order of preference the aspects to be present in a training program
(Rank 1 = Highest rank and Rank 5 = lowest rank)

Specific aspects	Ranking
Methods and techniques of training	
Appropriate identification of training needs	
Trainer	
Training materials	
Training Schedule	

- 4) Rank the order of priority of the aspects that you believe is strongly needed and should be improved in your work life (Rank 1 = Highest rank and Rank 10 = lowest rank)

Aspects to be considered	RANKING
Coaching and mentoring	
Communication skills	
Conceptual knowledge	
Decision Making skills	
Interpersonal Skills	
Listening and Observation skills	
Negotiation skills	
Problem Solving	
Supervisory skills	
Team Work/Collaboration	

- 5) Training increases the confidence level

SA A N DA SDA

- 6) Training helps to handle complex situation

SA A N DA SDA

- 7) Training helps to satisfy the job requirements

SA A N DA SDA

8 Training help in job promotions

- SA A N DA SDA

9) Training increases productivity.

- SA A N DA SDA

10) Training increases the efficiency of work

- SA A N DA SDA

11) Training helps in attainment of short term and long term goals

- SA A N DA SDA

12) Choose one of the following methods for imparting training that would suite your present working environment

- On the job training
- Lectures and class room sessions
- Group discussions and brain storming sessions
- Simulation methods (role play, management games etc)

(Respond to the following questions in accordance to the current work situation)

(SA: Strongly agree, A: Agree, N: Neutral, DA: Disagree, SDA: Strongly Disagree)

13) Behavioral skills

		SA	A	N	DA	SDA
(i)	My responses during business and personal situation is very different					
(ii)	I try to have the 'I am one among the group' attitude					
(iii)	I can change my behavior according to the business situations					

14) Coaching and mentoring

		SA	A	N	DA	SDA
(i)	I coach my subordinates to overcome organizational problems					
(ii)	I give a clear picture and guide my subordinates on work related issues					
(iii)	I counsel my subordinates in overcoming any work related or personal issues					
(iv)	I guide my subordinates to achieving organizational goals					

15) Interpersonal Skills

		SA	A	N	DA	SDA
(i)	I find it easy to build a positive relationship with my colleagues					
(ii)	I feel pressure while interacting with my immediate boss.					
(iii)	I understand the feelings of the subordinates and respond to them appropriately					
(iv)	I am not able to take the views and opinions of my subordinates objectively					
(v)	I find it difficult to persuade my superior towards accepting new strategies					

16) Communication Skills

		SA	A	N	DA	SDA
(i)	I believe in open communication among team members					
(ii)	I adjust my approach depending upon the person I am speaking to					
(iii)	I find it difficult to communicate while dealing with sensitive issues					
(iv)	I am always open to others idea and listen to them actively before directing them to act in a desired way					
(v)	I lack clarity and convincing ability in communicating the facts and ideas					
(vi)	I encourage feedback and express critiques and reviews in a constructive way					

17) Decision making Skills

		SA	A	N	DA	SDA
(i)	I use a creative approach while taking decision					
(ii)	I find it difficult to make a balanced decision under intense pressure					
(iii)	I always evaluate the alternatives against objectives					
(iv)	I feel "postponing" is the best solution for critical issues					
(v)	I seek my boss suggestion before arriving at any conclusions					

18) Negotiation Skills

		SA	A	N	DA	SDA
(i)	I willingly accept all that is implemented in the organization					
(ii)	I aim at organizational benefit while making any negotiation					
(iii)	Negotiation with the members of the organization is important.					
(iv)	Winning is the only cause for negotiating					

19) Problem solving Skills

		SA	A	N	DA	SDA
(i)	I identify the problems proactively					
(ii)	I depend on my past experience to solve unforeseen problem					
(iii)	I find it difficult to meet multiple demand and conflicting priorities					
(iv)	I usually recognize, define and analyze the situation before solving it					

20) Team building

		SA	A	N	DA	SDA
(ii)	I find it difficult to empower my team members by sharing authority and power					
(iii)	I find it easy to motivate and guide the team members towards goal accomplishment					
(iv)	I try to create a sense of 'common place' among my team members					
(v)	I don't support team decisions if they don't support my decisions					
(vi)	I can easily encourage my team, but coordinating them towards the achievement of goals is difficult					

21) Conceptual skills

		SA	A	N	DA	SDA
(i)	I conduct my job in the same way as specified by the organization					
(ii)	I have the habit of analyzing my present work and modifying them according to needs					
(iii)	I am a creator of new concepts and plans for benefit of the organization.					

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