
CHAPTER - IV
CONCLUSIONS AND SUGGESTIONS

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CHAPTER - IV
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4.1 Summary.

The present study is titled "A Diagnostic Survey of Training Needs in Menon Pistons Pvt.Ltd., Kolhapur, and is about the evaluation of training needs of supervisors and middle-level executives of the Company.

For the purpose of assessment of training needs of supervisors, a diagnostic training needs questionnaire was adopted, which consists of twenty indirect questions relating to their problems and difficulties. Thirtysix supervisors in the organization related to the production area have been considered as samples for the present study.

To evaluate the executive training needs, a structured interview schedule was prepared. Out of twentynine middle-level executives, six were randomly selected for the study.

4.2 Conclusions.

The findings of the present study are as follows:-

A) An Assessment of Supervisors' Training Needs:

1. 'Delegation and directing the workers' emerged as the vital area of the training needs of supervisors, according to VED (Vital, Essential, Desirable) classification.

The obtained score is 0.54.

2. The second important training area, according to VED classification, is 'financial aspects of daily work'. The obtained score is 0.38. If the score is more than 0.35, the dimension has been treated as 'essential' for the training. Supervisors need training in relation to finance. This will help them to utilise the resources properly.

3. The next essential need of training is related to 'general supervision' and 'record keeping'. The obtained scores are 0.36 and 0.35 respectively.

Once a worker finds that his supervisor is incompetent, it may affect the supervisor's control. Hence, 'general supervision' is an important function of the supervisors. Training relating to 'principles of supervision' will help them to do their jobs efficiently. In general, many of the supervisors are not exposed to the record keeping functions. So, the training in record keeping is also essential.

4. There is also a desirable need to give training relating to 'maintenance management'. The score is 0.34. Maintenance of various equipments and machinery is always a difficult task. Training regarding handling of various tools and machinery will help them to do better and economical use of materials and equipments. These will lead to lessen the cost of production per unit.

5. According to the third classification of VED analysis, 'work study', 'quality control' and 'time management' are related as desirable needs of the training. The respective dimension scores are 0.33, 0.30 and 0.30 respectively. Improvement in the quality or creating an awareness of quality control is an important aspect of the management. In the light of this, the supervisors should be exposed to the training in this behalf.
6. According to the 'Ranking Method', the ranking values are shown from the lowest mean to the highest mean. The lowest mean is 4.20 and the highest is 8.47. 'Controlling of work' emerged as the top-priority of training needs of the supervisors. The obtained mean value is 4.20 and 'complaints and grievances' is given the lowest ranking, according to the supervisors. The obtained score is 8.47. They have given second preference to 'principles of supervision' and thereafter to 'directing and co-ordinating the work'. Other areas like 'quality control', 'motivation and human behaviour', 'time management' are treated as middle important training areas.
7. Comparing the two models, VED classification and Ranking Method, it is found that there is a close relationship between the various training needs. The overall picture shows that the 'controlling of work' and 'delegation and directing the workers' can be treated as similar areas. So, the supervisors should be imparted training in these aspects.

'General supervision' emerged as an essential need, whereas the 'principles of supervision' emerged as the second ranking. It shows a close relationship between these two dimensions.

Certain training areas like 'quality control' and 'time management' emerged in the middle of the ranking position. Some areas have been treated as desirable needs of the training in VED analysis.

8. According to DAF (Difficulty Area Factors), it is seen that the supervisors do not have any problems while discussing with their boss, rendering useful and objective group discussions. Respective dimension scores are 0.08 and 0.13, which show very less value. Training related to these areas is not very much needed at present.

B) An Assessment of Executive Training Needs:

1. Most of the executives are well-versed in their respective technical fields.
2. In most of the executives' opinion, the training related to their specific areas will help them to improve the quality of their work and working conditions. They also feel that they can cope up with the technological progress.
3. The executives also feel that the literature on current technical developments should be made available in the organization.
4. The Engineering Department executives feel that since the

modern industries are highly sophisticated, the training in the practical aspects is most important. 'Time management', 'utilization of equipments' and 'industrial relations' are the training needs of the Engineering Department.

5. As per the opinion of the Export Department executives, various courses in the field of export management conducted by various institutes will help them a lot in addition to new knowledge and techniques, etc.
6. Technical upgradation programmes of foreign countries are very useful for quality control executives.

4.3 Suggestions.

With the help of the above mentioned conclusions, the following suggestions are being made relating to the training of supervisors and executives:

1. As 'delegation and directing the workers', 'controlling of work' are the most important areas of training needs of supervisors, they should be imparted training related to these areas.

'Directing the workers' is related to the basic function of management. From the study, it is revealed that the supervisors are not exposed to any type of management training. Similarly, they should be given training in 'motivation', especially on 'job design' and 'job relation' aspects.

2. 'General Supervision' and 'Principles of Supervision' are also the important aspects of training areas. Hence, the supervisors should be instructed about the 'principles of supervision', 'managing the workers', 'controlling the subordinates', etc. Such training can be imparted as an 'off-the-job training'. Many well recognized institutions conduct such training programmes.
3. As the training in the field of 'financial aspects' is essential, attention should be paid to this fact also. None of the economic activities are possible without finance. Hence, the supervisors should be imparted the knowledge of financial aspects.
4. 'Record keeping' is a very important aspect of any organization. It shows an essential area of training needs of the supervisors. They may be given training regarding this subject.
5. Training related to 'maintenance management' is also necessary. Training related to this field can be offered within the organization. A separate department is essential to be set up to give proper training about the employees' jobs and responsibilities.
6. 'Quality control' and 'work study' are related to the technical aspects. Such training can be imparted as 'on-the-job training programmes' within the organization.
7. Training regarding 'time management' is also necessary. Knowledge regarding time study will help the supervisors

to improve the productivity of the organization.

8. The observation about the executive training programmes is that the executives need training in their respective occupations, which will enhance their knowledge and in return, the organization will be benefitted.
9. Since modern industries are highly sophisticated, training regarding the practical aspects, utilization of equipments and machinery is very important. Seminars, exhibitions and training programmes of well-established organizations will help very much in this connection. The executives of the Engineering Department may be given an opportunity to attend these programmes.
10. Quality of the product also is is very important to compete in the market. As suggested by the Quality Control executives, they may be given opportunities to attend technical upgradation programmes in the foreign countries.
11. To compete in the international market, new knowledge and techniques relating to export management are very important. There are various courses in the field of export management conducted by various institutions like Indian Export Management (IEM), Engineering Export Promotion Council (EEPC), etc. The executives of Export Department should be given an opportunity to attend such courses.
12. Organizational change is necessary to cope-up with technological changes. Every organization must be willing to

accept the change for future prospects. In this respect, executives should be exposed to the organizational development programmes systematically.

13. A separate department is necessary to look after the training programmes. It will function under the guidance of a Training Manager. Periodic Training Programmes in various categories can be conducted according to their felt need. It will also be useful if the organization collaborates with nearby management institutes and conducts various training programmes.
14. From the point of view of the executives, it can be concluded that there is a felt-need of a library which can provide upto date information in various fields. It is also necessary to have various audio-visual equipments for conducting the training programmes effectively.

4.4 Limitations of the Study:

The present study focusses solely on the training needs of the supervisors related to production area and middle-level executives. The supervisors and middle-level executives from other areas were not taken into consideration.

The disadvantages of the 'questionnaire technique' might have become projected in the data collection. The 'Ranking Method' also is not a sophisticated method to evaluate the training needs.

Further, the linkage between the training needs and the training programmes was not taken into consideration during the present study.

4.5 Scope for Further Study.

In the present study, only the questionnaire technique was used for the assessment of the training needs. There are different methods which may prove to be better than the questionnaire technique. The group techniques such as Delphi Technique, Normal Group Technique, etc., can also be used to assess the training needs.

Similarly, the 'content validity ratio approach' can also be applied to establish the job-relatedness of the content of the training programmes.