A STUDY TRAINING AND DEVELOPMENT RANBAXY LABORATORIES LTD DEWAS

DR. SMITA KUMBHAR
Associate Professor
Siddhant Institute of Business Management
Pune **[MS] INDIA**

ABSTRACT

Training is a process of learning a sequence of programmed behavior. It is application of knowledge. It gives people an awareness of the rules and procedures of rules and procedures to prepare them for an intended job. Every organization needs to have well trained and experienced people to perform the activities that have to be done. Development is a related process. This paper will help to identify training need for employees at Ranbaxy. It covers not only those activities which improve job performance but also those which bring about growth of personality help individuals in the progress towards maturity and actualization of their potential capabilities so that they become not only good employees but better men and women. In today's 21st century organization it is identified why training is important and how employees are motivated through training.

Keywords: *Training, Development, Human Resources, Employees, Performance*

LITERATURE REVIEW

Models Of Training

Training is a sub-system of the organization because the departments such as, marketing & sales, HR, production, finance, etc depends on training for its survival. Training is a transforming process that requires some input and in turn it produces output in the form of knowledge, skills, and attitudes (KSAs).

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The System Model

The **system model** consists of five phases and should be repeated on a regular basis to make further improvements. The training should achieve the purpose of helping employee to perform their work to required standards.

The steps involved in System Model of training are as follows:

1. Analyze and identify the training needs i.e. to analyze the department, job, employees requirement, who needs training, what do they need to learn, estimating training cost, etc The next step is to develop a performance measure on the basis of which actual performance would be evaluated.

2. Design and provide training to meet identified needs. This step requires developing objectives of training, identifying the learning steps, sequencing and structuring the contents

3. Develop- This phase requires listing the activities in the training program that will assist the participants to learn, selecting delivery method, examining the training material, validating information to be imparted to make sure it accomplishes all the goals & objectives.

4. Implementing is the hardest part of the system because one wrong step can lead to the failure of whole training program.

5. Evaluating each phase so as to make sure it has achieved its aim in terms of subsequent work performance. Making necessary amendments to any of the previous stage in order to remedy or improve failure practices.

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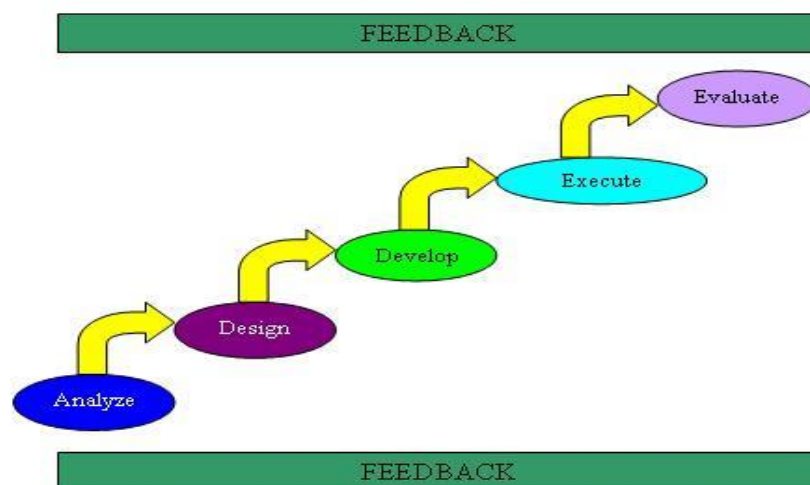
Instructional System Development Model (ISD) Model

Instructional System Development model was made to answer the training problems. This model is widely used now-a-days in the organization because it is concerned with the training need on the job performance. Training objectives are defined on the basis of job responsibilities and job description and on the basis of the defined objectives individual progress is measured. This model also helps in determining and developing the favorable strategies, sequencing the content, and delivering media for the types of training objectives to be achieved.

The Instructional System Development model comprises of five stages:

1. ANALYSIS – This phase consist of training need assessment, job analysis, and target audience analysis.

2. PLANNING – This phase consist of setting goal of the learning outcome, instructional objectives that measures behavior of a participant after the training, types of training material, media selection, methods of evaluating the trainee, trainer and the training program, strategies to impart knowledge i.e. selection of content, sequencing of content, etc.

3. DEVELOPMENT – This phase translates design decisions into training material. It consists of developing course material for the trainer including handouts, workbooks, visual aids, demonstration props, etc, course material for the trainee including handouts of summary

4. EXECUTION – This phase focuses on logistical arrangements, such as arranging speakers, equipments, benches, podium, food facilities, cooling, lighting, parking, and other training accessories.

5. EVALUATION – The purpose of this phase is to make sure that the training program has achieved its aim in terms of subsequent work performance. This phase consists of identifying strengths and weaknesses and making necessary amendments to any of the previous stage in order to remedy or improve failure practices.

Training Need Analysis (TNA)

An analysis of training need is an essential requirement to the design of effective training. The purpose of training need analysis is to determine whether there is a gap between what is required for effective performance and present level of performance.

Why training need analysis?

Training need analysis is conducted to determine whether resources required are available or not. It helps to plan the budget of the company, areas where training is required, and also highlights the occasions where training might not be appropriate but requires alternate action. Corporate need and training need are interdependent because the organization performance ultimately depends on the performance of its individual employee and its sub group.

Organizational Level –

Training need analysis at organizational level focuses on strategic planning, business need, and goals. It starts with the assessment of internal environment of the organization such as, procedures, structures, policies, strengths, and weaknesses and external environment such as opportunities and threats.

After doing the SWOT analysis, weaknesses can be dealt with the training interventions, while strengths can further be strengthened with continued training. Threats can be reduced by identifying the areas where training is required.

For this approach to be successful, the HR department of the company requires to be involved in strategic planning. In this planning, HR develops strategies to be sure that the employees in the organization have the required Knowledge, Skills, and Attributes (KSAs) based on the future KSAs requirements at each level.

Individual Level –

Training need analysis at individual level focuses on each and every individual in the organization. At this level, the organization checks whether an employee is performing at desired level or the performance is below expectation. If the difference between the expected performance and actual performance comes out to be positive, then certainly there is a need of training.

However, individual competence can also be linked to individual need. The methods that are used to analyze the individual need are:

• Appraisal and performance review
• Peer appraisal
• Competency assessments
• Subordinate appraisal

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• Client feedback
• Customer feedback
• Self-assessment or self-appraisal

Operational Level –

Training Need analysis at operational level focuses on the work that is being assigned to the employees. The job analyst gathers the information on whether the job is clearly understood by an employee or not. He gathers this information through technical interview, observation, psychological test; questionnaires asking the closed ended as well as open ended questions, etc. Today, jobs are dynamic and keep changing over the time. Employees need to prepare for these changes. The job analyst also gathers information on the tasks needs to be done plus the tasks that will be required in the future.

Based on the information collected, training Need analysis (TNA) is done.

For an effective training

Identify need of training → GOALS

1. Have a group with similar background → FUNCTIONAL , EDUCATIONAL
2. Work with group having identical goals and make them feel having identical goals
3. State objective in terms of outcome
   • Qualitative→ observable→ impact
   • Quantitative→measurable→impact
4. Observe pre-training behavior
5. Observe post-training behavior
6. What the group should start?
   What the group should stop?

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What the group should continue

Objective of Study

- To study the training methods used in Ranbaxy

- To evaluate training and development system from employees point of view and to find out employees perception about training and development system

- To check the satisfaction level of employees about the training given to them.

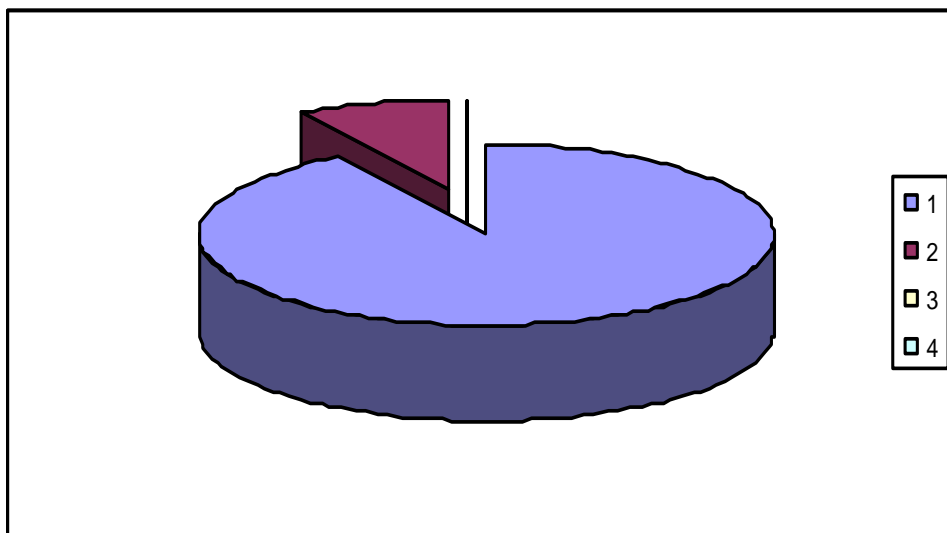- To give suggestion to improve procedure of training and development

Data analysis

Total respondents =35; supervisors=28; managers=7

Q1. Is Training and development of great importance in pharmaceutical industry?
a) Strongly agree   b) agree   c) disagree d) strongly disagree

32	3	0	0

We have analyzed here that most of the employees agree to the fact of importance of T&D in pharma industry.

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Q2. Training and development is conducted strictly according to SOP (standard operating procedure)

a) Strongly agree   b) agree   c) disagree d) strongly disagree

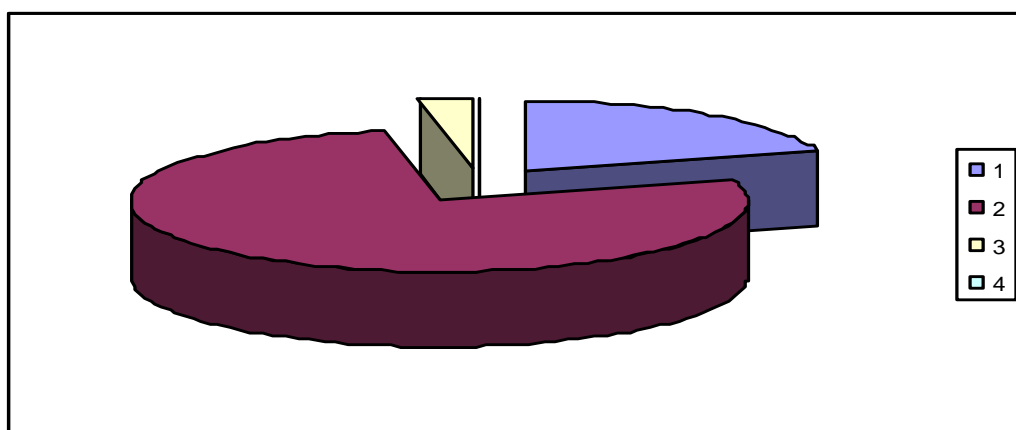| 14	17	4	0
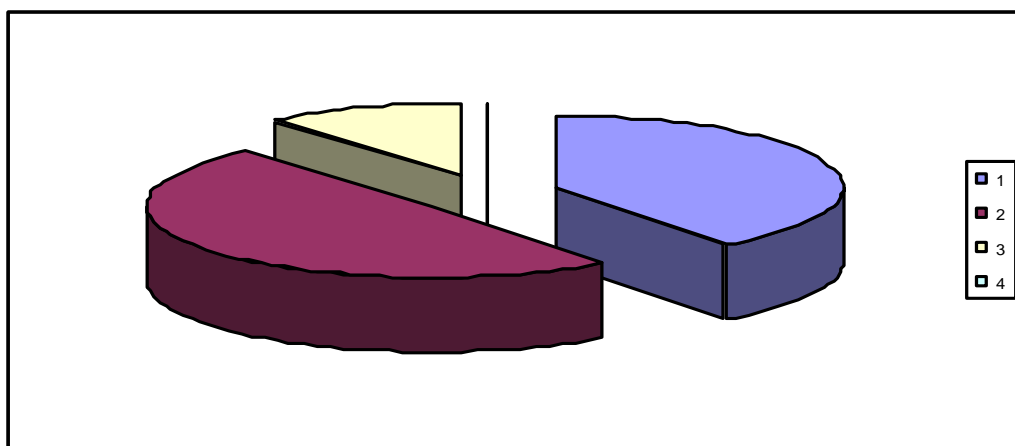
We have studied the concept of standard operating procedure and most of the employees agree that training is given by SOP. However out of 35, 4 disagree to it

Q3. I am aware about the types of training given here.
   a) Strongly agree   b) agree   c) disagree d) strongly disagree

7	27	1	0

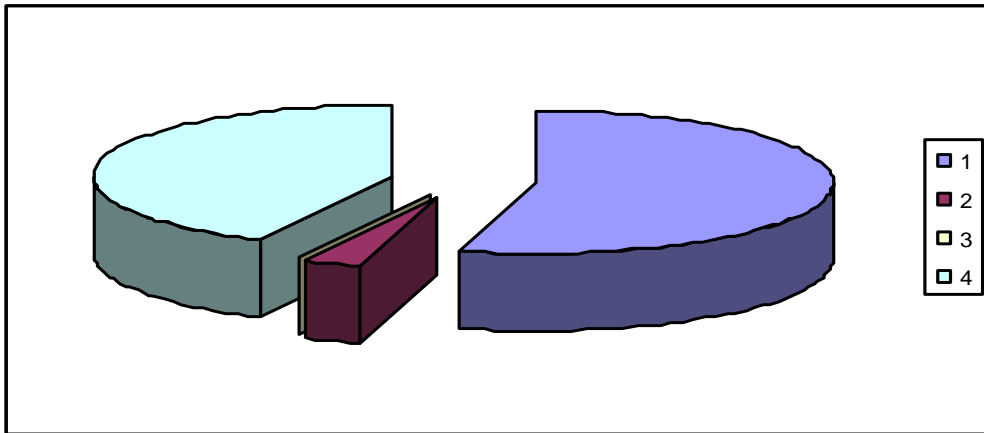**DR. SMITA KUMBHAR**   7P a g e

Most of the employees accepted that they are completely aware of types of training. However on our questioning some of them were found confused.

Q4. Which type of training is usually given here?
a)   Functional (CGMP) b) behavioral c) EHS d) all

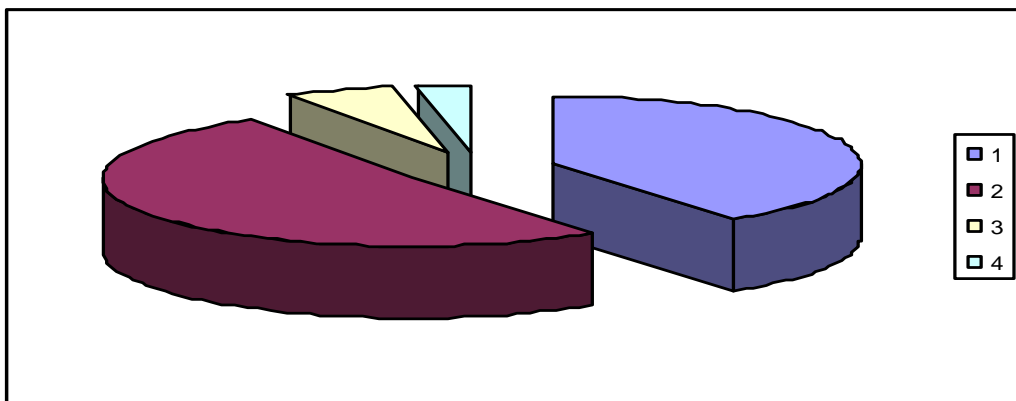| 19	1	0	15

Most of the employees accepted that they are given cGMP (current goods manufacturing process) training. When we analyzed we found it correct.

Q5. NEST (new employee safety training) is very effective.
 a) Strongly agree   b) agree   c) disagree d) strongly disagree

14	18	2	1

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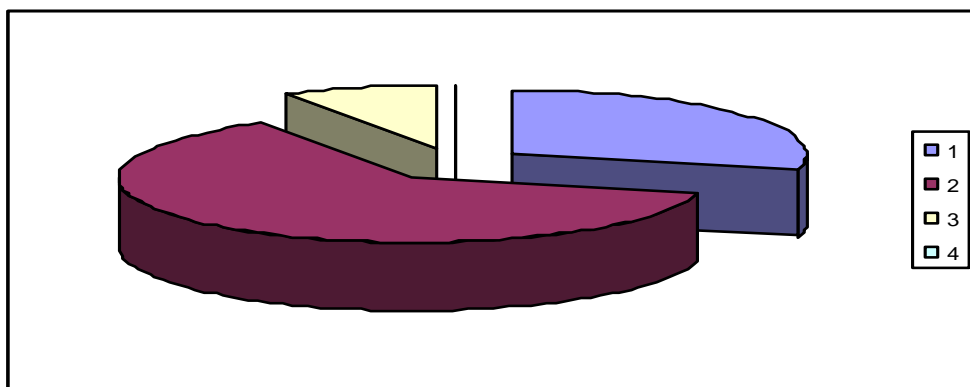
NEST was found effective because every new employee working in lab needs to know   the safety measures and correct procedures.

Q6. In Ranbaxy trainers are appointed from outside to provide the effective training.
     a) Strongly agree   b) agree   c) disagree d) strongly disagree
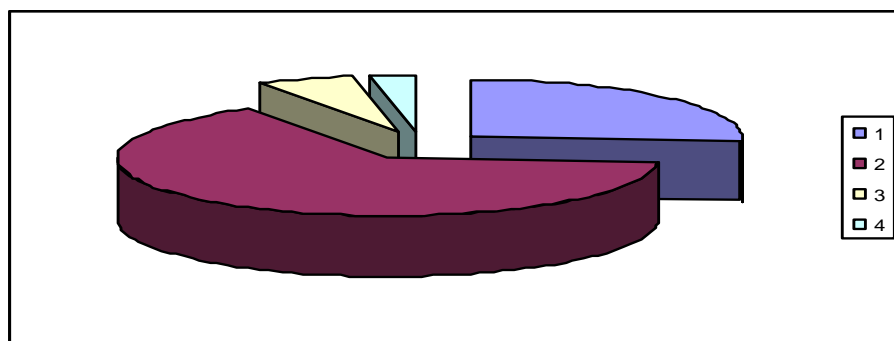
15	5	15	0

 Here we found disagreement among employees because not much trainers are   appointed from outside because it is costly so management avoids it.

Q7 I am satisfied * with training given here.

 a) Highly satisfied   b) satisfied   c) moderately satisfied d) unsatisfied
(15-20)   (10-15)   (5-10)   (0-5)

9	23	2	1

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* I have divided satisfaction level into 4 groups.
 15-20 points is highly satisfied
 10-15 points is satisfied
 5-10 points is moderately satisfied.
 0-5 points is unsatisfied.
 Most of the employees were found satisfied with the training given.

Q8 Market and quality complaints are reduced after training

 a) Strongly agree   b) agree   c) disagree d) strongly disagree

8	23	4	0
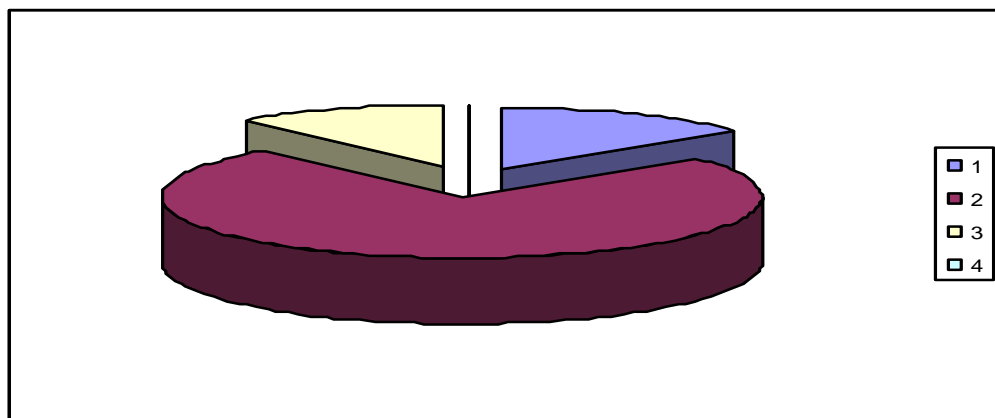
We got a positive response for this. Most of the employees agreed and some strongly agreed to this fact. This is because after proper training wastages and defects are reduced.

CONCLUSION

It is been observed that training is considered as an important aspect in Ranbaxy. All the employees are given compulsory training at the time of joining as well as in between as and when required. The most important types of training followed are NEST and GMP training. Most of the employees were found satisfied with training methods and have complete knowledge about it.   One important problem found is non availability of external trainers but they do send employees for training outside. However this practice is not frequent.

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