Synopsis Abstract
'A Study on Training Needs Assessment for Non-Executives in Central Public Sector Enterprises of India'

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Indian economy has been exposed to many upheaval situations. These include, the recent demonitisation, India competing with the economy of China, the global financial crises, launch of Make in India, introduction of the new economic policy, all of which can have ripple effects on GDP[1] growth of the country. Emergence of public sector in India was a boon. It was a conscious policy decision taken in the context of the development strategy adopted at the beginning of the planning era. They aimed for generating larger social gains and strengthening the country's economy, known to influence the growth in the economy and are also affected by the overall growth in the economy. In India, public enterprises have been increasingly utilized as a form of intervention within the overall planned effort for economic development. Therefore this study was based in CPSE[2] to understand the approach of *training needs assessment*. Training needs assessment (TNA) as a concept emerged in 1961, it is the first crucial step in the most important HR intervention, *training*. Employees are the most valuable assets in an organisation. With challenges coming across the economy to grow which brings in pressure on smooth functioning of organisations, it is obvious the manpower or the human capitals are also persistently open to the not so easy circumstances whether knowingly or unknowingly in the array of competition. *Training* is the intervention that has benefited many employees to perform according to the needs of their organisations. Training is an important function in an organisation, which includes huge investment every year and expect the return of this investment through making high profit turnover in successive years and the failure of which may bring huge losses to organisations. Therefore, to make training a successful story, according to Dessler (2005) it is a requirement to go through the phases of training with a systematic training procedure which is a five-step process. In the five-step process TNA is the first step, which provides a benchmark of the performance level and the KSA[3] an employee or a trainee possesses prior to undergoing training which compares his/her performance before and after receiving training. And this benchmark helps in demonstrating training as a cost saving investment for an organisation in result of training.

TNA studies have already delved into different areas in management, with their own various specific areas and in their own contexts. But, these studies on TNA revealed dissatisfaction on TNA in theory and TNA in practice. Therefore, this study was an attempt to explore TNA approach through organisational training perspective using the ADDIE[4] model for systematic training. It was focused on the non-executive employees in the manufacturing CPSEs of India. It followed mixed approach while arriving at TNA models using SEM[5] and case study approach. This study could locate the TNA at different levels in the organization, like, TNA and decision on training content, challenges organisations face to conduct TNA, criteria considered for selection of data collection method to determine training needs and participant selection through TNA, among the non-executives in the CPSEs of the India. On the background, training has been continuously re-visited in each area of TNA.

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[1] GDP- The Gross Domestic Product
[2] CPSE- Central Public Sector Enterprises
[3] KSA- Knowledge, Skill and Attitude
[4] ADDIE- Analysis, Design, Development, Implementation and Evaluation
[5] SEM- Structural Equation Modeling